

Briefing Paper

Stakeholders for a Cohesive and Sustainable World: The Role of Lighthouse Projects

January 2020





Whatever the weather We must move together

This is a composite image created by the World Economic Forum of a poster produced in 1950 to promote cooperation for the Marshall Plan. An original copy hangs on a wall in the UN-FCCC headquarters in Bonn, Germany. Many might consider the Marshall Plan to be an early standout example of a "lighthouse project" that brought stakeholders together to build markets and infrastructure and stimulated investment and jobs across Europe.

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Inside front cover adapted from Marshall Plan poster.

Foreword

This important report, prepared for the World Economic Forum Annual Meeting 2020, lists more than 160 “Lighthouse Projects.”

Each of these Lighthouse Projects describes the ways in which stakeholders are making concrete progress to address the pressing societal, economic, environmental, technology, regional and industry challenges of our time.

Hundreds of leaders of large companies – together with many more champions from civil society, governments, international organizations, research institutes and the innovation community – are involved in these many, significant activities. Individually and collectively, these Lighthouse Projects offer an outstanding example of corporate global citizenship and stakeholder capitalism in action.

Many of these Lighthouse Projects will feature in the programme of the Annual Meeting 2020.

If you are participating in the Annual Meeting 2020, we invite you to commit to join, help scale up, or replicate at least one of the Lighthouse Projects listed in this report, or to bring a similarly consequential, stakeholder-driven, high-impact Lighthouse Project to the Forum’s platform.

This may be an ambitious request, but it is commensurate with the challenge that we face as an international community. All stakeholders must continue to work together to address the most important societal priorities and demonstrate it is possible to build a more cohesive and sustainable world. Your engagement in one or more of these Lighthouse Projects can help do that.

We would like to thank all those whose commitment and passion is helping to drive this extraordinary body of work forward.

We will update these Lighthouse Projects and the list of who is engaged in them following the 2020 Annual Meeting. We will also provide a progress report on the delivery of the projects and their impact in time for the 2021 Annual Meeting.

We hope you will join us in highlighting the material progress being made by stakeholder capitalism by “walking the talk” and helping to build a more cohesive and sustainable world.

Yours sincerely,

Klaus Schwab

Founder and Executive Chairman,
World Economic Forum



Brian Moynihan

Chairman and Chief Executive
Officer, Bank of America
Chair, International Business
Council 2019-20



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offer an outstanding example
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Easy Reference List of Lighthouse Projects

The List of Lighthouse Projects is found in section 2.

2.1 Society - Equality, Inclusion and Human Potential

Multistakeholder coalitions and alliances

1. Closing the Skills Gap Accelerators
2. Preparing for the Future of Work Accelerators
3. Fulfilling the Promise of Platform Work Initiative
4. Closing the Gender Gap Accelerators
5. Hardwiring Gender Parity in the Future of Work
6. Valuable 500 (disability) Initiative
7. Partnership for LGBTI Equality
8. Global Commission on the Future of Work
9. Generation Unlimited
10. Global Alliance for Youth
11. Partnering with Civil Society in the Fourth Industrial Revolution
12. Humanitarian Investing Initiative
13. Schwab Foundation for Social Entrepreneurship
14. Gavi, The Vaccine Alliance
15. The Global Fund to Fight Aids, Malaria and Tuberculosis
16. The Coalition for Epidemic Preparedness Innovations (CEPI)
17. EPI-BRAIN (Epidemic Big Data Resource and Analytics Innovation Network)
18. World Economic Forum Young Global Leader Kakuma Refugee Camp Project
19. Unstereotype Alliance
20. Education 4.0
21. The Financing for MOMs (Maternal Outcomes Matter) Alliance

Company leadership in corporate global citizenship

22. Accenture - Skills Initiative
23. Banco Santander – Ambitious Targets
24. Bank of America – Efforts on Human Capital Investments
25. Barclays and the Unreasonable Group – Unreasonable Impact
26. Deloitte – WorldClass
27. IBM – P-TECH 9-14 School Model
28. Infosys – Infosys Foundation USA
29. KPMG – Global Corporate Citizenship Initiative
30. ManpowerGroup – MyPath Upskilling Programme
31. Mastercard – Lab for Financial Inclusion and Centre for Inclusive Growth
32. Nestlé – Nestlé for Healthier Kids
33. Procter & Gamble – “Always” Keeping Girls in School Programme
34. PwC – New World New Skills Initiative
35. Swiss Re – the Hemayet Lead Project
36. Visa – Bringing More Women into the Formal Financial System

2.2 Economy - Economic Development and Integration

Multistakeholder coalitions and alliances

37. Closing the Competitiveness Gap Accelerators
38. Shaping New Frontiers of Economic Policy
39. New Metrics Co-Lab
40. Global Alliance for Trade Facilitation

41. Enabling E-Commerce
42. Sustainable Investment Facilitation
43. Cross-Border Data Flows
44. TradeTech
45. Sustainable Markets Council (SMC)
46. The Globalization, Tax and Competition Initiative
47. The Sustainable Development Investment Partnership
48. Country Financing Roadmaps

Company leadership in corporate global citizenship

49. EY –The Embankment Project for Inclusive Capitalism (EPIC)
50. KPMG – Responsible Tax Project

2.3 Ecology - Climate, Environmental Security and Sustainable Food Systems

Multistakeholder coalitions and alliances

51. The Mission Possible Platform
52. Alliance of CEO Climate Leaders
53. Climate Governance Initiative
54. Climate Reality Project Partnership with the Global Shapers Community
55. RE100
56. The Climate Disclosure Standards Board (CDSB)
57. The Clean Air Fund
58. The Net-Zero Asset Owner Alliance
59. Green Investment Principles for the Belt and Road
60. Coalition for Climate Resilient Investment
61. InsuResilience Global Partnership
62. The Zurich Flood Resilience Alliance
63. The Green Label for Data Centres
64. The Global Commons Alliance
65. Tropical Forest Alliance
66. The Nature Action Agenda
67. Natural Climate Solutions Alliance
68. The HSBC VERT-Infra Initiative
69. The Global Alliance of Universities on Climate
70. 2030 Water Resources Group (WRG)
71. 50 Litre Home Coalition
72. Friends of Ocean Action
73. The Platform for Accelerating the Circular Economy (PACE)
74. The Global Plastic Action Partnership (GPAP)
75. Alliance to End Plastic Waste
76. Global Battery Alliance (GBA)
77. Food Action Alliance
78. Food Systems Dialogues
79. Innovation with a Purpose (Fourth Industrial Revolution for Food Systems)
80. The Future of Protein “Meat: the Future”
81. The Fourth Industrial Revolution and the Earth
82. UpLink
83. The Champions for 1 Trillion Trees Platform 1t.org
84. The Terraton Initiative
85. Just Rural Transition

Company leadership in corporate global citizenship

86. Bain & Company and The Nature Conservancy – Environmental Practice Partnership
87. Banco Santander – Responsible Banking Targets
88. Bank of America – Environmental Business Initiative
89. Dell Technologies – Next Wave Plastics
90. Dow – Roads from Recycled Plastic
91. Ericsson – Climate Action: Exponential Roadmap Project
92. JD.com – The Green Stream Initiative
93. Nestlé - Nespresso Reviving Origins Programme
94. Procter & Gamble – Children’s Safe Drinking Water Program (CSDW)
95. PepsiCo – Sustainable Farming Program
96. SAP – Ocean Vision 2030
97. Salesforce.com - Sustainability Cloud: Empowering Every Business to Drive Impactful Climate Action
98. The Coca-Cola Foundation – Partnership with the Benioff Ocean Initiative at UC Santa Barbara
99. The PepsiCo Foundation – Partnership on “She Feeds the World” Programme

2.4 Technology - Technology Governance

Multistakeholder technology governance initiatives, alliances and projects associated with the World Economic Forum’s Fourth Industrial Revolution platforms

100. The Global Centre for the Fourth Industrial Revolution (C4IR) Network
101. The G20 Global Smart Cities Alliance on Technology Governance
102. Empowering AI Leadership
103. Unlocking Public Sector AI
104. Blockchain Users Bill of Rights
105. Responsible Design, Deployment, and Adoption of Technology
106. Responsible Limits on Facial Recognition Technology
107. Redesigning Trust: Blockchain for Supply Chains
108. Central Banks in the Age of Blockchain Technology
109. Blockchain as a Team Sport: Governance Models for Industry Transformation
110. Beyond the Box; Designing Meaningful Consent for Collecting User Data
111. Accelerating the Impact of IoT Technologies
112. Creating Market Incentives for Secure Industrial IoT
113. Unlocking Data for Healthy Living
114. Building Trust in Consumer IoT
115. Generation AI – Standards for Protecting Children

2.5 Geopolitics - Regional Development and Cohesion

Regional multistakeholder coalitions and alliances

116. The Africa Growth Platform (AGP)
117. Digital ASEAN
118. New Vision for Agriculture (NVA) India
119. Grow Africa
120. Grow Asia
121. Breaking the Impasse Initiative
122. Arab Start-Ups Shaping the Fourth Industrial Revolution
123. Strategic Dialogue on the Western Balkans

Regional company leadership in corporate citizenship

124. Royal DSM - Africa Improved Foods (AIF)
125. Bain & Company – Ethiopian Agricultural Accelerator Platform (EAAP)
126. Dell Technologies - Digital LifeCare India
127. Dell Technologies - PolicyHack: Education Technology India
128. Dow – Aulas Verdes (Green Classrooms) Colombia
129. HPE - Hewlett Packard eHealth Center (eHC) initiative
130. JD.com – The “Running Chicken” Initiative
131. KPMG - Barrio 31 Buenos Aries Strategic Resettlement Plan
132. Mahindra Finance (The Mahindra Group’s Finance Company) - Socially Enabled Entrepreneurial Development Mission (SEED) India
133. Novartis - Provision of Innovative Medicines in sub-Saharan Africa
134. Sberbank - Contribution to the Future Education Project, Russia
135. The Mahindra Group - Nanhi Kali Education Programme, India

2.6 Industry - Industry Responsibility and Corporate Leadership

Industry stakeholder coalitions and alliances

136. Global Sustainable Energy Innovation Fund (SEIF)
137. The Hydrogen Council
138. Shaping Responsible Materials Value Chains (Mining and Metals Blockchain Consortium)
139. Systems of Cyber Resilience: Electricity
140. Fintech Cybersecurity Consortium
141. Partnership Against Corruption Initiative (PACI)
142. Addressing Aviation and Climate Change: The Clean Skies for Tomorrow (CST) Coalition
143. Drone Regulations for Blood Supply Delivery in Rwanda
144. The Known Traveller Digital Identity Initiative
145. The Logistics Emergency Teams (LET)
146. Consumers beyond Disposability and the Loop™ Alliance
147. Alliance on Appropriate Data Use
148. Coalition to Fight Financial Crime
149. Global Lighthouse Network
150. Internet for All
151. Global Coalition for Value in Healthcare
152. Smarter Media Consumer Coalition
153. The Coalition for Urban Transitions
154. Retirement Investment Systems Reform Initiative
155. The Global Alliance for Responsible Media (GARM)
156. #SeeHer Movement

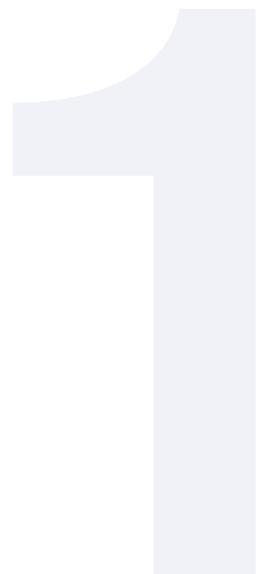
Company industry leadership in corporate global citizenship

157. AstraZeneca - Healthcare Internet of Things Innovation Centre
158. Centene - The Centene Provider Accessibility Initiative (PAI)
159. Credit Suisse - Asia Pacific Social Investment Community
160. Huawei Technologies - TECH4ALL Initiative
161. MSD – Safer Childbirth Cities Initiative
162. Novo Nordisk Foundation and Novo Nordisk (corporate) - Action on Diabetes: Steno Diabetes Centres and Cities Changing Diabetes initiative
163. Schneider Electric - Access to Energy (A2E) programme
164. Takeda Pharmaceutical and Microsoft - The Global Commission to End the Diagnostic Odyssey for Children with a Rare Disease



Section 1

Engaging Corporate Stakeholders: The Role of Lighthouse Projects



Pace of change

The last sixty years have seen extraordinary increases in world economic output and life expectancy. The pace of change has been unprecedented in human history. Real output grew fivefold in the four centuries to 1900, and then accelerated more than 20-fold in the 20th century, particularly since 1960. Much of this has been driven by the innovation and impact of entrepreneurs, corporations and businesses, frequently underpinned by enabling policies from foresighted governments and international institutions. The Fourth Industrial Revolution is a good example, with the worldwide explosion in digital connectivity and access to information over the last decade or so.

Expanding middle class

The improvement in human welfare that this acceleration in economic growth has delivered during the late 20th century is impressive. Since 1990, for example, the world has welcomed roughly 700 million more people into the middle classes¹. The global middle class, currently at 1.7 billion people, continues to grow by about 70 million people a year, 50 million of whom are in China and India. In 2010 the Organisation for Economic Co-operation and Development (OECD) famously forecast that the global middle class could triple by 2030. Trends are on target or above this forecast.

Urban upturn

Many argue that rapid urbanization during the late 20th century has been the key to this economic success story. The speed and scale of our shift in human existence from rural to urban living within a few generations has been remarkable. According to the United Nations Department for Economic and Social Affairs, the global urban population in 1950 was about 700 million; and there were just two cities with more than 10 million inhabitants (New York-Newark and Tokyo).

By 1990, the urban population had grown threefold to 2 billion and doubled again by 2014 to 4 billion (it is expected to reach over 6 billion by 2050). **Today, there are 910 cities worldwide with between 1 and 5 million inhabitants and 35 “mega-cities”** with more than 10 million inhabitants. An extraordinary existential change has occurred within one generation. Today, we are mostly urban.

Growing pains

However, this late 20th century “economic acceleration” has also created societal and environmental challenges, which we are now grappling with.

- The “financialization” of the economy has pushed the financial system and many enterprises into a culture of increased short-termism: the rise of high-frequency trading has transformed stock markets; average chief executive officer tenure among the largest listed companies has fallen and wealth concentration for the very rich has risen; over the last decade, the number of billionaires in the world has almost doubled; and yet the middle and working classes in major economies face a combined retirement savings gap in excess of \$70 trillion.

- Rising inequality threatens to erode international development gains. Today, the world’s 26 wealthiest people own the equivalent of the 3.8 billion people who make up the poorest half of humanity, [according to Oxfam International](#). Meanwhile almost half of humanity lives on less than \$5.50 a day.
- Long-term investment in physical infrastructure is not occurring at the scale we need. The world faces a **\$15 trillion** gap between projected investment and the amount needed to provide adequate global infrastructure by 2040, according to the G20 Global Infrastructure Hub.
- Greenhouse gas levels, which were at 280 parts per million (ppm) in pre-industrial times and 357ppm in 1994, keep rising – to over 405 ppm today. This has led to about a 1°C rise in average land surface temperature since 1950. Even with the implementation of the current commitments of the Paris Agreement, these pollution levels will lead to at least a 3°C rise in average temperature before the end of the century. The related risks of the climate crisis and the impact it will have on human health and welfare, migration and displacement, food security, the environment, the ocean and land-based ecosystems, and increasing extreme weather around the world, are well documented if not yet adequately acted upon.

Looking ahead, forecasts of global growth for the next decades are at about 3% per annum (3.5% for 2020 according to the International Monetary Fund). Some commentators may view this as a “slow growth world”, but this growth path under business as usual economic and industrial models would create a **20-fold increase in the human economic footprint by the end of the century**. Arguably, without a change in *how* we grow, the economic, social and environmental challenges we are already facing will simply get worse. This is hardly the world we would wish to pass on to the next generation.

The everyday impact of the 2008 global financial crisis still reverberates despite the need for a more inclusive and sustainable growth path. The world economy remains locked in a cycle of low or flat productivity growth 10 years on, despite the injection of more than \$10 trillion by central banks. The slowdown of the great economic acceleration since 2008 has put a great strain on the cohesiveness of societies around the world and on systems for international cooperation.

Shocks and spikes

The combination of subdued growth over the last decade or so, combined with rising inequalities and an accelerating climate crisis are providing the context for a backlash against capitalism, globalization, technology and elites. There is gridlock in the international governance system and escalating trade and geopolitical tensions are fuelling uncertainty. This holds back investment and increases the risk of supply shocks: disruptions to global supply chains, sudden price spikes or interruptions in the availability of key resources.

For least-developed and emerging economies, their fragile economic foundations make them highly vulnerable to shocks. With extreme poverty reduction decelerating and nearly one half of humanity still struggling to meet basic needs, sustained, productivity-enhancing economic growth remains critical for improved living standards.

New tech

At the same time, governments are also grappling with how to mitigate the unintended consequences of technological integration and how to implement complementary social policies that support populations through the Fourth Industrial Revolution.

The Fourth Industrial Revolution has undoubted potential to enable change for a new kind of society and economy. It stimulates ever new forms of connectivity, promotes distributed wealth creation and increases transparency while generating “leapfrog” innovations in health, education and learning, clean energy, industry and transport systems, and smart urban development.

However, the Fourth Industrial Revolution *also* comes with great risks to society if agile governance is not put in place. The value of the data, for example, that global technology platforms can amass from millions of people and the question of who uses this data for what, has risen to the political fore.

New skills

Another core issue for the Fourth Industrial Revolution relates to jobs, skills and the promotion of talent adaptability. It pays to enable the workforce to contribute to the technology revolution *and* to be able to cope with its disruptions. Yet, talent adaptability also requires a well-functioning labour market that protects workers, not jobs. These issues are inevitably stirring up various industry sectors and different regions of the world, creating many disruptions and reactions.

Add this all up – social, economic, environmental, technology governance and regional and industry challenges in an age of decelerated growth and productivity – and it means the world is not on track to meet the Sustainable Development Goals or the Paris Climate Agreement targets.²

Missed targets

Least developed countries have missed the target of 7% growth every year since 2015. Extreme poverty reduction is now *decelerating*: 3.4 billion people – or 46% of the world’s population – live on less than \$5.50 a day and struggle to meet basic needs. After years of steady decline, hunger is on the increase and now affects 826 million – or one in nine people – up from 784 million in 2015. A total of 20% of Africa’s population is undernourished. The “zero hunger” target will almost certainly be missed unless radical action is taken. And the challenges of the Fourth Industrial Revolution highlight the need for *stakeholder engagement* across governments, civil society and the private sector to help build the cohesive and sustainable world we can and must aspire to.

An elusive win-win agenda

It *is* of course possible for governments and the international community to rise to meet these challenges by developing both strong policies for more inclusive socio-economic progress, and integrated policies to spur a net-zero carbon economy necessary to stabilize temperatures and climate. Such an agenda could be a win-win: it could generate a much more attractive form of

inclusive growth and rising living standards, including more equal opportunities and liveable cities. It could simultaneously protect and regenerate our ecological systems and build a more cohesive and healthy society.

It is fair to say, however, that while policy-makers generally know in principle what policies could be pursued to reach these goals, the shift to a more inclusive, sustainable growth path is proving politically elusive. Jean-Paul Juncker’s³ now famous political adage, “*We all know what to do, we just don’t know how to get re-elected after we’ve done it*”, seems to hold true more now than ever.

Why is this?

Political transformation is a team sport

The key processes of economic and social change required to trigger a more cohesive and sustainable world are innovation and investment in our economies, across all four forms of capital at the same time. This includes innovation and investment in physical capital (investing in the physical infrastructure we need); natural capital (investing in protecting and regenerating our environmental systems); human capital (investing in skills and talent adaptability) and social capital (investing in strengthening cohesion in society). The key drivers to do this are policies, institutions, technologies and finance.

To create the effective *political* processes to make this happen, however, governments require evidence on how these drivers can best work and confidence in the process.

What innovations in institutions – including collaborations and alliances between public and private sectors – and what combinations and applications of policy, technology and finance can best deliver outcomes most cost-effectively to promote more cohesive and sustainable economies?

And who outside of government will help champion them?

Single-issue based political pathways are less likely to work, as multiple parts of the economy and society need to be engaged in innovation and investment at the same time. Those who stand to lose out or who may feel neglected by a certain focus on one given issue, such as tackling climate change, may push back on any effort that is perceived to overlook their anxieties about, for example, a lack of jobs or new economic opportunities. The reverse also holds true. A political push on policy, institutions, technology and finance to create new industrial jobs for some, will be resisted by others if they think these jobs are at the expense of tackling other pressing issues such as climate change. Confronting a lack of cohesion *and* the sustainability challenge, therefore, go hand-in-hand to achieve true political transformation.

“Tipping point” political opportunity

Consequently, the potential success of such a long-term integrated political agenda to build a more cohesive and sustainable world, driven by a government or governments, increases substantially if there is:

- enough demonstrable evidence available on how to do it – examples that show how to invest in all forms of capital simultaneously
- enough demonstrable societal support, *including* business leadership, to want to do it, thereby creating a “tipping point” political opportunity

Recent evidence bears this out. The resistance to environmental fuel charges from parts of society in France that felt economically neglected is a good example, even though many leaders, including from business, were supportive from an environmental perspective.

A lack of social cohesion can hinder even the most well-meaning governments and partnerships from realizing ambitious reforms to promote a more inclusive and sustainable world.

It can also enable other politicians to exploit societal fault lines as a route to short-term influence, moving agendas that seek to promote more cohesive and sustainable societies backwards as a result.

The pressure to enact such systems change is building. The generation now reaching adulthood in the second decade of the 21st century demands a different approach. This generation is mostly born urban and born digital. It has grown up in the decade of deceleration.⁴ It is rightly frustrated. Enabled by digital tools, young people are creating new movements around the world: demanding action on climate and the environment; demanding action on fairer societies and economies; and demanding an end to corruption and personal data misuse. They are remoulding not only the political landscape, but also the perceived purpose of the enterprise as a result.

Lighthouses for a perfect storm

More than ever, decision-makers and those in positions of influence need to react to this perfect storm of long-term structural issues colliding with short-term political, economic and societal pressures. There is a need to create and scale up inspiring demonstrations of success – “lighthouse” examples – that show how innovation and investment across key areas of social, human, environmental and physical capital can be brought together to bring results for everyone.

Such Lighthouse Projects can show how “tipping point” coalitions of stakeholders can drive positive impact quickly, cost-effectively and with the potential to expand.

Large companies can and do have a positive role to play in fast-tracking such lighthouse projects. Forward-minded business leaders can often mobilize resources, innovation and action, and influence a network of stakeholders in their value chains, that many in governments and civil society cannot do on their own. Corporate leadership of this nature can be a powerful driver to help create political confidence and a political opportunity to act. Corporate- and investor-leadership mobilization on public-health related issues to create innovations such as GAVI or the Global Fund, and on climate change ahead of the Paris Climate Agreement are cases in point.

Entrepreneurship in the global public interest

The World Economic Forum serves the international community by providing a platform for such multistakeholder cooperation and corporate leadership. Its motto is entrepreneurship in the global public interest.

The Forum was founded 50 years ago on the notion that corporations have a duty not only to their shareholders but also their stakeholders – including society at large. In 1973, the Forum published the Davos Manifesto, a ground-breaking statement of principles that provided a roadmap for companies to put that idea into practice.

Although those principles are timeless, the world has changed dramatically in the near half-century since their publication, including as a result of the economic deceleration following the financial crisis and most recently through the Fourth Industrial Revolution. Within today’s context, global companies have an even greater responsibility to be agents of positive change, engaging with their stakeholders to help shape the political, social and cultural forces that are transforming the world.

In advance of its 50th Annual Meeting, the Forum has recently updated the Manifesto, introducing a new statement on what it means for business to serve the world in the 21st century. This statement, entitled the [Universal Purpose of a Company in the Fourth Industrial Revolution](#), is presented in the Appendix.

Every company leader participating in the Annual Meeting 2020 is invited to read and reflect upon this statement. It presents the purpose of every large company to not only promote shared and sustained value creation through its own actions and initiatives, but also engage in collaborative efforts with other companies and stakeholders to help improve the state of the world.

That is where Lighthouse Projects play an important role.

Beacons for action

Lighthouse Projects include significant individual corporate actions as well as multistakeholder partnerships across sectors and value chains and with stakeholders such as investors, governments and civil society. These projects highlight the value in more leaders of large companies encouraging their enterprises to engage in, help scale up or be inspired to initiate or replicate such public-private and cross-industry activities. They show how the quicker the accumulation of the evidence base for an inclusive and sustainable economy and society, the more confident other decision-makers will become as they, too, are spurred to contribute to positive change.

The Forum’s 18 platforms on specific global, regional, technology governance and industry challenges catalyse, facilitate and strengthen the strategic coherence and impact of Lighthouse Projects and other multistakeholder collaborations. Its impartial insight, analysis and benchmarking activities also help stakeholders identify patterns, trends, interconnections, risks and opportunities. The Forum’s events and convenings enable government, business, civil society, academic and media leaders to discuss and learn from such company-led and multistakeholder alliances. The model offers the insight and confidence required to shape the policies needed to build a more cohesive and sustainable world.⁵

The practical examples of such Lighthouse Projects and initiatives are all associated with the Forum's public-private platforms and Industry Partner networks, sometimes developed and curated directly by the Forum and its Partners and sometimes conceived and initiated externally, then brought to the Forum's platform to replicate and grow.

The definition of a Lighthouse Project as developed by the Executive Committee of the World Economic Forum International Business Council (IBC) is provided below.

Lighthouse Projects

(As defined for the World Economic Forum's 2019 Summer IBC Meeting)

The proposed criteria for "lighthouse projects" include that each project should – or should have a vision to – be:

- Multistakeholder – they should consist of, engage with or provide positive impact for multiple organizations within the public and private sectors, and civil society, whether along supply chains, within sectors or across geographies
- Transformative – they seek to correct systemic issues that can trigger a big change on a recognized challenge
- Future oriented – they can seek to leverage Fourth Industrial Revolution technologies and science to solve global, regional or industry challenges
- Well-championed by industry – they have support from one or more Principals (Chief Executive Officer/ Chairperson)
- Have growth potential or are replicable – their success can be replicated in different regions or markets, or by different enterprises, and can be grown as more stakeholders join

These projects do not represent a comprehensive catalogue of all the stakeholder projects with the most impact in the world, nor indeed of every activity that the World Economic Forum itself undertakes on its platforms. There are many other excellent corporate and public-private initiatives that exist. Rather, the Lighthouse Project list provided below offers simply a starting point for wider corporate stakeholder engagement of Forum member companies. It offers a glimpse of the scale of the corporate stakeholder engagement effort already underway and the impact that is being achieved.



Section 2

The Lighthouse Projects

This section contains the **more than 160** Lighthouse Projects. It is divided into six categories that reflect the six strategic imperatives of the Forum's Annual Meeting 2020:

Society – Equality, Inclusion and Human Potential

Economy – Economic Development and Integration

Ecology – Climate, Environmental Security and Sustainable Food Systems

Technology – Technology Governance

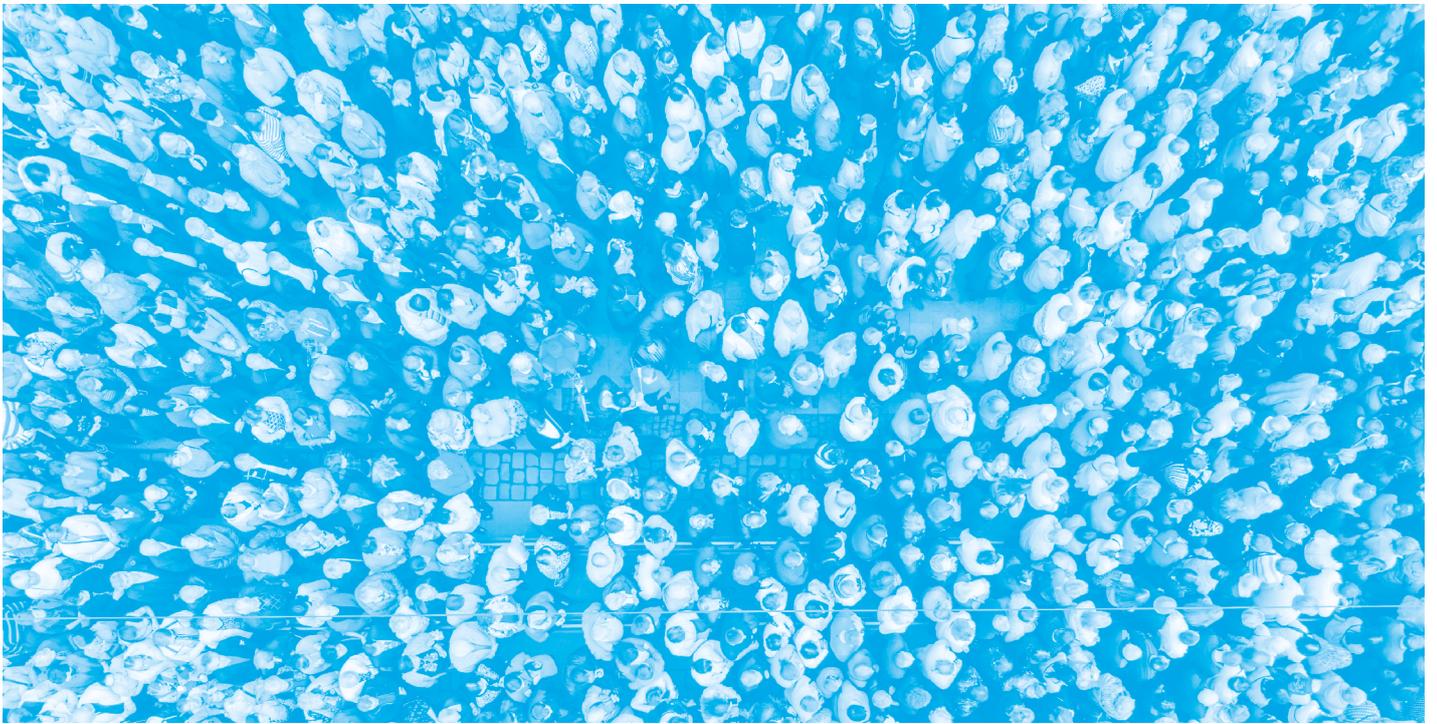
Geopolitics – Regional Development and Cohesion

Industry – Industry Responsibility and Corporate Leadership

All within the context of the Fourth Industrial Revolution.

In each category, there is a list of Lighthouse Projects that are multistakeholder collaborations and alliances followed by a list of Lighthouse Projects driven by individual companies.





2.1 Society – Equality, Inclusion and Human Potential

Multistakeholder coalitions and alliances

1. Closing the Skills Gap Accelerators

Programmes to establish national public-private collaborations to enhance lifelong learning, increase the future readiness and employability of workforces, create innovative skills funding models and set up mechanisms for skills anticipation and job market insight

Building on the Forum's *Future of Jobs* report, the initiative is a platform for action, offering playbooks and a global learning network among countries.

Accelerators are active in India, Oman, Argentina, South Africa, Pakistan and the United Arab Emirates, each involving multiple relevant ministries and 100 of the largest employers in each country, including World Economic Forum Members and their subsidiaries. The [initiative](#) will engage 15 pioneer economies and five champion countries by the end of 2020 and is expected to equip more than 100 million people with future-ready skills.

Additionally, the knowledge is codified and exchanged dynamically through the Accelerators network and disseminated widely through the Forum's Platform for the New Economy and Society to create a lasting global movement for systems change on reskilling and upskilling.

2. Preparing for the Future of Work Accelerators

Task forces to bring together business, governments, trade unions and the education sector to drive coordinated action on workforce transformations through intra- and cross-industry collaboration

Building on the Forum's *Reskilling Revolution* report, the initiative supports each industry in understanding key skills, tasks and jobs changes and helps develop common upskilling, reskilling and redeployment initiatives, working closely with a consortium of training providers.

Eight pilot industry task forces (Advanced Manufacturing; Aerospace; Aviation, Travel and Tourism; Consumer; Financial Services; Media, Entertainment and Information; Mining and Metals; Oil and Gas) have been set up to date. These include Members and Strategic Partners of the World Economic Forum, and International Business Council members. The [initiative](#) will engage 15 industries by the end of 2020 and is expected to equip more than 25 million people with future-ready skills.

Additionally, the knowledge is codified through a playbook, exchanged dynamically through the Accelerators network and disseminated widely through the Forum's Platform for the New Economy and Society to create a global lasting movement for change within and across industries.

3. Fulfilling the Promise of Platform Work Initiative

A network of leading gig-economy companies defining online gig work and co-creating new standards for digital on-demand platform work with platform companies, policy-makers and workers' representatives

Involving companies such as Cabify, Careem, Deliveroo, Grab, Postmates, TaskRabbit, Uber Technologies and Upwork and established staffing firms such as Adecco Group and ManpowerGroup, in 2020 the [initiative](#) will work on the widespread dissemination of the new standards.

4. Closing the Gender Gap Accelerators

Country-specific programmes that establish national public-private collaborations to help close gender gaps in labour force participation, remuneration, leadership and future skills-readiness

Building on the Forum's *Global Gender Gap* report, the initiative offers playbooks and a global learning network among countries. [Accelerators](#) are active in Chile, Argentina, Panama, Peru, Colombia, Costa Rica, Dominican Republic, France and Egypt, involving multiple relevant ministries and 100 of the largest employers in each country including World Economic Forum Members and their subsidiaries.

The initiative will engage 15 pioneer economies and five champion countries by the end of 2020 and is expected to improve economic opportunity for 25 million women.

Additionally, the knowledge is codified and exchanged dynamically through the Accelerators network and disseminated widely through the Forum's Platform for the New Economy and Society to create a lasting global movement for systems change to close economic gender gaps.

5. Hardwiring Gender Parity in the Future of Work

A strategic network that uses the current flux in labour markets to build parity into the new and evolving work roles of the future

While many efforts have focused on the supply of future skills for girls and women, there have been few demand-side efforts to create incentives for women and girls to enter STEM (science, technology, engineering and mathematics) and other high-growth areas.

[50 pioneering companies](#) from the Forum's Members and Partners will commit to hardwiring gender parity into emerging jobs that are strategic for their future growth with a rapid two-year timeline, starting in March 2020.

Supply- and demand-side initiatives are connected through the Forum's Platform for the New Economy and Society to rapidly scale up change in education systems and workforces.

6. Valuable 500 (disability) Initiative

A global movement that puts disability on the business leadership agenda; it aims to engage 500 national and multinational private-sector corporations to establish the tipping point for change and to unlock the business, social and economic value of the 1.3 billion people living with disabilities globally

The [initiative](#) was launched at the World Economic Forum Annual Meeting 2019 and expects to have more than 200 companies committed by the 2020 meeting.

7. Partnership for Global LGBTI Equality

A coalition of organizations that leverages individual and collective advocacy to accelerate LGBTI equality and inclusion globally to drive positive change

The coalition operationalizes the UN Standards of Conduct to support business in tackling discrimination against LGBTI people. The [initiative](#) was launched at the World Economic Forum Annual Meeting 2019 with seven founding Forum Partner companies.

It encourages other companies to commit to the UN Standards and facilitates the exchange of best practices.

8. The Global Commission on the Future of Work

A multistakeholder group with [recommendations](#) for a universal shift towards a human-centred future of work. Hosted by the International Labour Organization and co-chaired by South Africa and Sweden, with participation from the World Economic Forum

The recommendations include:

- A universal labour guarantee that protects fundamental workers' rights
- An adequate living wage
- Limits on working hours and safe and healthy workplaces
- Guaranteed social protection from birth to old age, supporting the needs of people throughout their lifespan
- A universal entitlement to lifelong learning that enables people to skill, reskill and upskill
- Managing technological change to boost decent work, including an international governance system for digital labour platforms
- Greater investment in the care, green and rural economies
- A transformative and measurable agenda for gender equality
- Reshaping business incentives to encourage long-term investments

9. Generation Unlimited

A global multistakeholder partnership working to prepare young people for productive and engaged citizenship; hosted by UNICEF

Generation Unlimited connects secondary education and training to employment and entrepreneurship, empowering every young person to thrive in the world of work. The Forum is a member of the Global Advisory Board and will be partnering with the initiative through its Education 4.0 work on content and scaling up action through the Closing the Skills Gap country accelerator model.

10. Global Alliance for Youth

An alliance of companies with the common ambition to help 6 million young people build employability skills for the future, with a focus on digital skills, STEM, soft skills and dual education by 2022

The Global Alliance for Youth (the Alliance) emerged out of the Needs YOUth initiative. The Needs YOUth initiative was launched in 2013 when Nestlé started offering job and on-the-job training opportunities, readiness for work activities and advocating dual education programmes as a response to youth unemployment in Europe, which was at a critical level. In 2017, the Nestlé Needs YOUth initiative was launched globally and was expanded to cover the entire value chain, including two new focus areas:

- Agripreneurship (working with young farmers to help them obtain the skills needed to survive in the agricultural business context of today and tomorrow)
- Entrepreneurship (helping develop the business skills of young people around the world through programmes such as My Own Business, a scheme that encourages women in Central and West Africa to achieve financial independence)

The ambition is to help 10 million young people access economic opportunities by 2030. Nestlé launched the Alliance at the World Economic Forum Annual Meeting 2019, engaging private-sector partners to join forces and tackle the youth unemployment issue.

The Alliance now groups 22 like-minded international companies (ABB, Adecco Group, BBVA, British Telecom, Cargill, CEMEX, Engie, EY, Facebook, Firmenich, Mastercard, Mercer, Microsoft, Nestlé, Nielsen, Publicis Groupe, SAP, Sodexo, Starbucks, Rockwell Automation, Vodafone and White & Case) and collaborates with non-private-sector partners such as the World Bank-led S4YE (Solutions for Youth Employment) and the GAN (Global Apprentice Network).

11. Partnering with Civil Society in the Fourth Industrial Revolution

A multistakeholder platform for industry, philanthropy, government and academia to take action and engage with civil society in the development, deployment, use and governance of technology

The initiative focuses on three areas to identify, pilot and scale up new partnership models for engaging non-profits on technology governance and public- and private-sector value. The agenda includes the design of participatory and inclusive approaches; collaboration on evidence-gathering on the new risks posed by technology; and investing in local communities.

Each of its seven global task forces creates playbooks and prototypes for collective action on technology and methods for companies, donors and governments to engage with the diversity of people, communities and organizations in civil society. A global expert network of civil society champions can partner with companies, donors and governments to understand and design for the impact of the Fourth Industrial Revolution on marginalized populations.

The initiative was launched at the World Economic Forum Annual Meeting 2019 and expects to engage 250 Forum Members and Partners and five champion countries by the end of 2021. The findings will be codified and exchanged through the network of task forces and integrated into the related Forum platforms (in particular, the Centre for the Fourth Industrial Revolution Network) to accelerate greater civil society involvement and participation in shaping a people-centred Fourth Industrial Revolution.

12. Humanitarian Investing Initiative

A global platform to help build a market for investing in ways that benefit people and communities in states of fragility or displacement, while also generating a financial return

The initiative facilitates multistakeholder partnerships to develop pipelines of investable projects as well as financial structures and funds to support those projects. It is co-chaired by the World Economic Forum, World Bank Group and International Committee of the Red Cross and supported by Boston Consulting Group. It applies to institutional investors, asset managers, humanitarian-development organizations, development finance institutions, development banks, governments and others.

It is guided by a High-Level Group that includes more than 20 leading organizations, such as Credit Suisse, GSG, Gulf International Bank, Mastercard, Novo Nordisk Foundation, the UN Refugee Agency, USAID, the UK's Department for International Development and the World Food Programme, as well as the Government of the Netherlands.

The Initiative has begun developing the market in industries ranging from energy to agriculture to financial services, and regions from Latin America to sub-Saharan Africa. In addition to developing project pipelines and funding mechanisms, the Initiative is building ecosystem-wide capabilities to continue growing the market, for example through the planned launch of an interactive ecosystem map and resources to improve organizational readiness of stakeholders in the space.

13. Schwab Foundation for Social Entrepreneurship

A global platform that advances a paradigm for sustainable social innovation as a proven alternative to traditional business models

The Schwab Foundation is supported by the Mostepe Foundation and the Frey Foundation. Over the past 20 years, it has curated a community of 350 late-stage social entrepreneurs, enabling partnerships with many Forum Industry Partner companies and governments to reach hundreds of millions of people in more than 70 countries. Recently, the Schwab Foundation has begun highlighting leading social intrapreneurs in the public and private sectors.

One example is d.light, a pioneer and market leader in off-grid solar solutions for families without access to reliable electricity. Its product line ranges from \$4 solar lanterns to solar home system solutions that are financed with pay-as-you-go technology. To date, d.light has enabled more than 100 million people to upgrade from kerosene lamps to d.light solar solutions, primarily in Africa and Asia, offsetting the equivalent of over 20 million tonnes of CO₂ and saving customers billions of dollars in energy-related expenses, while creating a safer and healthier home-lighting alternative for households.

Another example is Javara, the forefront promoter of Indonesia's food biodiversity heritage. Javara brings indigenous food products from remote Indonesia to the broader market through working closely with over 52,000 smallholder farmers and food artisans. The company sells more than 800 artisanal products (of which 250 are certified organic), serving over 700 businesses (retail outlets and the food service industry) in Indonesia and exports to 22 countries.

14. Gavi, the Vaccine Alliance

A public-private global health partnership committed to saving children's lives and protecting people's health by increasing access to immunization in poor countries

Towards the end of the 20th century, global immunization efforts were beginning to plateau. Despite the promising progress of the previous two decades by the Expanded Programme on Immunization, there were still 30 million children living in poor countries who were not fully immunized. Coverage was stagnating and, in some places, even declining. And even though new life-saving vaccines were becoming available, beyond the original six basic vaccines already in most immunization programmes, virtually none were reaching children in developing countries because they were too expensive. What was needed was an entirely new model for public-private collaboration.

With the Bill & Melinda Gates Foundation pledging \$750 million over five years, the Global Alliance for Vaccines and Immunization – what was to become Gavi, the Vaccine Alliance – was launched at the World Economic Forum Annual Meeting 2000. A unique public-private partnership, Gavi was created to bring together all key stakeholders. This included UN agencies, governments, vaccine manufacturers, private sector and civil society. All were committed to improving childhood immunization coverage in poor countries and to accelerating access to new vaccines.

The Forum was instrumental in bringing those stakeholders to the same table to then foster a common agenda and create the alignment. A totally new business model for vaccine access was created to leverage not just financial resources but also expertise to help make vaccines more affordable, more available, their provision more sustainable and vaccine demand more predictable. As a rule, each country co-finances the purchase of the vaccines. As its economy grows, it starts financing more of the cost of each vaccine until the country entirely self-finances its immunization programmes, moving out of Gavi support.

The co-financing scheme became a key feature of this first-of-a-kind 21st-century public-private partnership model. It was later replicated for other health and development interventions, such as the Global Fund established in 2002. As Gavi celebrates its 20th anniversary in Davos this year, this model has prevailed, helping vaccinate more than 760 million children and preventing more than 13 million future deaths along the journey.

15. The Global Fund to Fight AIDS, Malaria and Tuberculosis

A fund created in 2002 to raise, manage and invest the world's money into the effort to defeat three of the deadliest infectious diseases ever known

The idea for the Global Fund arose from a wellspring of grassroots political advocacy coming face-to-face with the imperatives of global leadership. AIDS, TB and malaria are all preventable and treatable – but solving this problem requires the commitment not only of world leaders and decision-makers but also of those working on the ground to help the men, women and children living with these diseases.

“When I first mooted the idea of the Global Fund, people said I was dreaming ... I love dreams. It always starts with a dream,” said the late Kofi Annan, former Secretary-General of the United Nations.

The idea for a Global Fund was discussed at a G8 summit in Okinawa, Japan, in 2000. The real commitment began to coalesce at the African Union summit in April 2001, continued at the UN General Assembly Special Session in June of that year; and it was finally endorsed by the G8 at their summit in Genoa, Italy, in July 2001.

A Transitional Working Group was established to determine the principles and working modalities of the new organization, and the Global Fund came into being when it was officially launched at the World Economic Forum Annual Meeting 2002. In the years up to 2018, health programmes supported by the Global Fund partnership saved 32 million lives. Overall, the number of deaths caused by AIDS, TB and malaria each year has been reduced by 40% since 2002 in countries where the Global Fund invests.

16. The Coalition for Epidemic Preparedness Innovations (CEPI)

A coalition that helps shorten the response time to epidemics by advancing vaccines that can be released quickly once an outbreak occurs

By financing and undertaking the research before a crisis erupts, CEPI dramatically speeds up the ability to counter the spread of an infectious disease such as Ebola. CEPI was conceived by public and private-industry partners representing global vaccine manufacturers who met at the World Economic Forum Annual Meeting 2016 in response to the ramifications of the Ebola virus outbreak in West and Central Africa. \$460 million in initial funding was provided by the Bill & Melinda Gates Foundation, the Wellcome Trust and the Governments of Germany, Japan and Norway, and further commitments were made to create a total of \$800 million. With the advance work that CEPI undertook, prepared vaccines could go straight to phase-three trials and get regulatory approval faster.

To date, CEPI has committed to investing more than \$456 million in vaccine development. This includes 19 vaccine candidates against priority pathogens (six against Lassa virus, five against MERS-CoV, four against Nipah virus, two against Chikungunya, two against Rift Valley fever) and three vaccine platforms to develop vaccines against Disease X (unexpected diseases). To assess the effectiveness of these platforms, seven additional vaccine candidates are being developed (two against influenza, one against Marburg virus, two against rabies virus, one against respiratory syncytial virus, and one against yellow fever).

17. EPI-BRAIN (Epidemic Big Data Resource and Analytics Innovation Network)

A sustainable, shared, accessible and integrated data innovation ecosystem to reduce the impact of disease outbreaks through forecasting and predictive analytics

Led by the World Health Organization in partnership with the Forum, EPI-BRAIN is a multistakeholder initiative, announced in January 2019 during the 144th session of the World Health Organization Executive Board and at the World Economic Forum Annual Meeting 2019.

Contagious disease outbreaks are inevitable. However, it is possible – if we act collectively – to leverage the potential of the Fourth Industrial Revolution to mitigate the impact of outbreaks by harnessing AI and epidemic intelligence to predict and forecast epidemics. There are promising examples where public and private data and data insights have improved epidemic readiness, but innovation has typically been ad hoc and initiated only for individual outbreaks, making such studies siloed, short-live, and under-integrated.

Investments in data innovation have not been commensurate with the potential opportunity, nor to the growing threat that epidemics pose to lives and livelihoods. Additionally, most developing countries still do not have access to contemporary analytical approaches. Consequently, the circumstances around predicting and forecasting epidemics are analogous to the early days of weather forecasting. EPI-BRAIN seeks to rectify this.

18. World Economic Forum Young Global Leader Kakuma Refugee Camp Project

A shared vision to provide entrepreneurship training to 1,000 displaced people by 2021 to help the Kakuma Refugee Camp realize its economic potential

The Forum of Young Global Leaders (YGL) have partnered with UNHCR, University of Oxford Refugee Studies Centre, Aliko Dangote Foundation and Danish Church Aid (DCA)-Kenya to design and implement a three-month executive leadership educational programme in Kakuma Refugee Camp.

In a remote area of Kenya, the Kakuma Refugee Camp has a population of more than 190,000 people. According to a recent International Finance Corporation report, Kakuma is a \$56 million economy with an estimated 2,700 registered businesses. In fact, Kakuma hosts over 30% of all businesses in the local municipal area of Turkana County in Kenya. Many refugees in this camp have skills that they could use to support themselves and their families. However, a lack of documentation and access to capital means many families cannot realize their entrepreneurial ambitions.

The programme initially targets 30 young men and women, a class of both refugees and members of the local host community, who have the potential to lead and contribute to improving the well-being of people in the area. After joining the training programme in Kakuma, participants received certificates from the University of Oxford and have embarked on a virtual mentorship programme that pairs them with YGLs around the world.

The mentorship curriculum was developed by YGLs and is hosted on iamtheCODE, a YGL-founded initiative that mobilizes governments, businesses and investors to support young women in science, technology, engineering, arts, mathematics, entrepreneurship and design. The aim is to enable those leaders to emerge and mentor the next cohort of leaders. The extension of this programme is underway.

19. Unstereotype Alliance

A thought and action platform that seeks to eradicate harmful gender-based stereotypes in all media and advertising content

Hosted by UN Women, the global champion for gender equality, the [Unstereotype Alliance](#) seeks to use the advertising industry as a force for good to drive positive change in gender perceptions. Businesses and organizations that have been champions in addressing gender bias in the industry have embraced the mission to tackle how the industry can reflect realistic, non-biased portrayals of women and men. Several Forum Partners have joined, including Unilever, Procter & Gamble, Google, Microsoft and Publicis Groupe.

20. Education 4.0

An initiative to set the agenda for chief executive officers, ministers and other stakeholders to co-create innovative education systems that deliver on children's needs for the future

To date, the initiative has convened policy-makers, business leaders, education experts and EdTech pioneers to create a global framework for shifting the content of learning and the mechanisms by which it is delivered to meet the needs of the future, and has launched a global crowdsourcing campaign to identify the [schools of the future](#).

In 2020, the initiative will release the new learning framework, reveal the schools of the future, develop a model for reskilling and upskilling the teaching workforce and highlight new policy pathways to enable Education 4.0. The initiative will be led by a coalition 25 chief executive officers, who are education champions, and 25 education ministers.

21. Financing for MOMs (Maternal Outcomes Matter) Alliance

An alliance to mobilize up to \$50 million in capital to improve maternal health in regions of the world where many women die from the complications of pregnancy and childbirth

The Alliance was formed by the Overseas Private Investment Corporation (OPIC), MSD's Merck for Mothers, Credit Suisse, and USAID's Center for Innovation and Impact to provide financing and maternal health expertise to stimulate, advance and scale up innovations that contribute to a healthy pregnancy and safe childbirth.

The Alliance will invest in local enterprises to achieve positive impact on maternal health outcomes by improving health infrastructure, service delivery, training for health providers and women's access to care. Its goal is to improve maternal health in high-need regions by investing in these enterprises and giving them financial support to innovate, expand operations and create sustainable impact on maternal health outcomes.

Company leadership in corporate global citizenship

22. Accenture – Skills Initiative

A global experience and technology ecosystem to create more inclusive societies that empower and equip people with the right skills, and an investment of over \$200 million to support Accenture's vision to improve the way the world works and lives

The company's corporate citizenship initiative [Skills to Succeed](#) has equipped nearly 3 million people with the skills to get a job or build a business; and [Accenture Development Partnerships](#) has completed more than 1,600 projects in 90 countries to help the international development community solve challenges in global healthcare, education, financial inclusion and energy access.

[Tech4Good](#) projects use advanced technologies to help solve critical challenges facing business and society.

Additionally, in 2017, Accenture co-founded the [Chicago Apprenticeship Network](#) – partnering with local employers to jumpstart their professional apprenticeship programmes. Learning from the best of the company's well-established Swiss and German apprenticeship practices, Accenture expects to have trained a total of 450 apprentices in 20 US cities by 2020, proving that apprenticeships can be scaled up – and, in turn, can narrow the skills gap, close the digital divide by expanding opportunities to grow and contribute, and fill its talent pipeline with diverse skills to fuel innovation.

23. Banco Santander – Ambitious Targets

Ambitious internal and external targets include eliminating the gender pay gap, having a minimum 40% female participation on its board and financially empowering 10 million people around the world, while funding 200,000 new scholarships, internships and entrepreneur programmes

The bank provided financial education to over 360,000 people globally and supported over 270,000 micro-entrepreneurs in Latin America in 2018 alone, with innovative programmes such as that of Prospera in Brazil, which integrates digital tools in the microfinancing operations of the bank and significantly enhances the quality and reach of its operations.

24. Bank of America – Efforts on Human Capital Investments

Efforts include workforce development and reskilling, a dedicated hiring programme to target low- and moderate-income candidates, and a comprehensive reporting system for human capital management

The Academy is an award-winning training, coaching and development organization dedicated to the success of employees in Consumer & Small Business, Merrill and the Private Bank at Bank of America.

The Academy's purpose is to attract and retain talented individuals, develop the skills needed to be more productive, meet the diverse needs of clients and help grow careers. It partners within the company with the Talent Acquisition and Learning and Leadership Development teams for managed, end-to-end employee development, promoting more effective onboarding, training and coaching of employees for careers now and in the future.

The Pathways Program is a hiring and development programme that includes partnerships with workforce development non-profits in cities with concentrated hiring needs. It is designed to execute targeted recruitment events, create direct referral pipelines and focus on career progression.

This programme is made possible through the collaboration of teams in Talent Acquisition; Environmental, Social and Governance; and the Academy. It provides a strategy that benefits teammates, communities, non-profit partners and Bank of America itself.

Pathways is partnering with some longstanding local and national non-profit partners, such as [Dress for Success](#), [Goodwill](#), [National Urban League](#), [UnidosUS](#) and [Year Up](#), helping to reach a goal of hiring 10,000 individuals from low- to moderate-income communities by 2022.

The Bank of America Human Capital Management Report provides significant stakeholder transparency on compensation, benefits, diversity data, and other important datasets and is among the first of its kind.

25. Barclays and the Unreasonable Group – Unreasonable Impact

A partnership between Barclays and the Unreasonable Group to co-create the world's first international network of accelerators focused on scaling up entrepreneurial businesses that will help employ thousands worldwide, while solving some of the most pressing societal and environmental challenges of our time

With advice and guidance from a community of world-class mentors and industry specialists, the programme has so far supported 124 growth-stage ventures that have had a positive impact on the lives of more than 187 million people, reduced greenhouse gas emissions by 28.8 million tons, and generated more than 20,000 net new jobs in three years. The companies have also raised \$2 billion in funding.

26. Deloitte – WorldClass

A global initiative leading the way forward on one of the most pressing issues of our time – global income inequality

Right now, millions of people are being left behind with no access to the education and skills to succeed in the world of tomorrow. With that in mind, Deloitte professionals are collaborating with stakeholders across business, government and civil society to prepare 50 million lives for a world of opportunity by 2030.

In India, the initiative works to improve access to quality education and skills training for girls and women. In the US, it provides support and guidance to help low-income high school students get (and stay) on track to college. In the UK, it is helping to bridge the digital skills gap. In Japan, it is leveraging its skills and resources to rebuild a city, workforce and industry. And, in Papua New Guinea, it is taking steps to reverse the country's significant rate of illiteracy. To date, [WorldClass](#) has reached 4.7 million people.

27. IBM – P-TECH 9-14 School Model

A pioneering education reform initiative created by IBM, to equip young people with the academic, technical and professional skills required for 21st-century jobs and ongoing education

P-TECH represents the best of what public-private partnerships can look like, with students taking high school and college coursework simultaneously and engaging in industry-guided workforce development. A new model of public education, it helps close the gap between young people's ambitions for

college and careers and the specific skills needed by employers in high-growth industries.

P-TECH schools span grades 9-14 and enable students to earn both a high-school diploma and a no-cost, two-year postsecondary degree in a STEM field. Students participate in a range of workplace experiences, including mentorship, worksite visits and paid internships. Upon graduation, students have the academic and professional skills required to either continue their education in a four-year post-secondary institution or begin entry-level careers in IT, healthcare, advanced manufacturing and other competitive fields.

While the P-TECH Model spans six years, students are able to move at their own pace, enabling some to accelerate through the model in as little as four years. P-TECH serves students from primarily underserved backgrounds, with no testing or grade requirements.

P-TECH has now grown to more than 220 schools across 11 US states and 24 countries. More than 600 large and small companies are partnering with schools across a wide range of sectors, including health IT, advanced manufacturing, and energy technology.

28. Infosys – Infosys Foundation USA

A foundation established in 2015 to expand computer science and maker education to K-12 students and teachers across the US, especially among under-represented communities

The Foundation conducts professional development programmes for teachers and partners with leading non-profits, academic institutions, educators and experts to run innovative campaigns to raise awareness on bridging the digital divide. This investment is crucial given projections that, by 2030, there will be more than 85 million unfilled jobs in the US due to the technology skills gap.

As of October 2018, Infosys Foundation USA's impact has reached 13,763 teachers, 4,740,146 students and 21,814 schools across all 50 states.

29. KPMG – Global Corporate Citizenship Initiative

A corporate global citizenship initiative to help students aged 7 to 16, with their teachers, guardians and parents, to become more cyber aware through interactive classroom sessions on the safe use of personal data, social media, cyber bullying, online gaming and smartphones

In 2019 the initiative reached a record 127,000 students through more than 870 classroom discussions in schools held in 51 countries. In 2018, it reached 80,000 students in 45 countries and, in its first year (2017), it achieved a Guinness World Record for conducting the largest computer security lesson at multiple locations at the same time.

KPMG works with local governing bodies and educational institutions to help reach and provide training that may not be in the education system today, arming young people with knowledge on how they can stay safe online and make the right choices in the digitally enabled world to help make local communities safer.

30. ManpowerGroup – MyPath Upskilling Programme

An initiative to enable access to meaningful and sustainable jobs in in-demand careers through accelerated learning programmes, on-the-job training, certification and experience

By partnering with universities and educational institutions around the world, the MyPath programme provides opportunities for talent to upskill while they work, improving learnability and employability.

In the US, ManpowerGroup has committed to upskilling 130,000 workers over the next five years and to offering best-in-class online General Education Diploma (GED®) preparation courses, unlimited practice tests and personal coaching support from application through to graduation for 30,000 workers, enabling them to earn their high school equivalency diploma within weeks.

In France, 1.8 million hours of training were completed in 2018. More than 500 professionals were trained and 25,000 training hours completed through the Experis Tech Academy in Italy in 2019. In ManpowerGroup Belgium, more than 1,500 workers are trained annually through the Logistics Academy, which has been running since 2007.

31. Mastercard – Lab for Financial Inclusion and Centre for Inclusive Growth

Several initiatives aimed at helping communities around the world adopt digital tools and learn relevant skills that can help them thrive in the Fourth Industrial Revolution

Mastercard's Lab for Financial Inclusion and its Centre for Inclusive Growth have [created several initiatives](#) aimed at helping communities around the world adopt digital tools and learn relevant skills that can help them thrive in the Fourth Industrial Revolution. Through its various initiatives, Mastercard is providing [275,000 smallholder farmers with digital platforms](#) to make it easier to price and sell their crops, creating a more productive and mutually beneficial agricultural supply chain in Uganda, India, Mexico and Tanzania. They are also [equipping over 18,000 shopkeepers in Kenya](#) with digital credit and accounts to grow their businesses, as well as training more than 5,000 of them in financial and credit management. Through these various initiatives, Mastercard is on the cusp of reaching their goal to financially include more than 500 million people by 2020.

32. Nestlé for Healthier Kids

A programme to help 50 million children lead healthier lives by 2030

As the triple burden of malnutrition continues to affect millions of children, the programme is organized around two main areas of action: improving the nutritional profile of manufactured foods and beverages; and helping parents and caregivers through nutritional awareness and knowledge-building.

Devised in close collaboration with local authorities, its worldwide school module helps teachers educate 13 million children annually on good nutrition and lifestyle habits. In partnership with retailers,

it also delivers in-store portion guidance and healthy recipes, while helping to improve access to fresh vegetables and fruits.

In 2018, combined actions contributed to help more than 29 million children across 86 countries. The programme also raises awareness through digital media on the importance of involving children in food preparation, reaching close to 300 million parents every year.

33. Procter & Gamble – “Always” Keeping Girls in School Programme

A programme to reach vulnerable girls with essential puberty and confidence education and to donate sanitary pads, so that girls can commit to their education and their future
Around the world, the onset of puberty marks a low point in girls' confidence

In many African communities, stigma and taboos about menstruation mean that many girls do not have information about puberty and are often unprepared when they have their first period. In addition, girls who grow up in poverty often cannot afford sanitary pads, which means that they do not fully participate in school, sports or social life when they have their period. All these issues can lead to increased school absenteeism and, for some girls, dropping out altogether.

For example, in South Africa, [Always](#) partners with the Department of Education and The Footprints Foundation to ensure that girls stay in school in more than 100 schools where female absenteeism is alarmingly high. They achieve this through puberty education, motivational talks and mentoring. In South Africa, Kenya and Nigeria, Always has reached more than 200,000 girls and donated over 13 million sanitary pads since 2008. As the company behind Always, Procter & Gamble has committed to providing puberty education to 23 million girls across Asia-Pacific, the Middle East and Africa over the next three years.

34. PwC – New World New Skills Initiative

A \$3 billion investment focused on internal and external initiatives to prepare for the future of work

PwC's [New world. New skills.](#) initiative is a \$3 billion programme to prepare for the future of work. One of the most pressing problems facing our world is rapidly growing skills mismatches. The technological revolution is transforming many aspects of life as we know it. This brings with it many benefits for society but also some unintended consequences, such as the obsolescence or disruption of jobs and businesses, and an increased disparity between those with technological skills and those without. While business has an important role to play, there is an urgent need for organizations, governments, educators and citizens to come together with business to address the many implications for society.

Building on its work upskilling each of its 275,000+ people around the world to ensure they are prepared for the digital world, PwC is convening a much broader group of stakeholders to address the future of work and its many implications. Crucially, PwC is doing this through its client and community work, and by convening a much broader group, including governments and other institutions

as they address the skills agenda. This three-pronged approach is crucial to ensuring upskilling at scale.

PwC is expanding its work with disadvantaged communities to enhance their skills and capabilities, in line with their needs at a local level. This includes working with students and teachers to provide the training needed that may not be in the education system today. PwC has a number of flagship programmes including Access Your Potential and TechSheCan, on which it will be building.

will provide over \$1 million in funding, which will be distributed to support organizations in the South and South-East Asia region to test strategies to increase access to capital for women.

35. Swiss Re – the Hemayet Lead Project

The project brings insurance to over 200,000 women entrepreneurs and their small businesses in Egypt, enabling them to become more financially resilient

Supported by Women's World Banking and with insurance and reinsurance support provided from Swiss Re and AXA Egypt, fast pay-outs build trust in the new financial safety net on offer, and women's families are also included in the protection.

With a desire to help more women entrepreneurs become financially resilient through schemes like this, a huge protection gap remains, however, in health insurance for women entrepreneurs across many emerging economies, such as Egypt. Consequently, Swiss Re and the project partners see great potential for scaling up this initiative to take on board health insurance and other aspects.

36. Visa – Bringing More Women into the Formal Financial System

A commitment to fostering an environment that enables women to thrive and challenge the status quo, launching a bold set of initiatives both inside and outside its workplace in support of women's equality

Visa has long been committed to the advancement of Sustainable Development Goal 5 – Achieve Gender Equality and Empower all Women and Girls. The company's priorities are to bring more women into the formal financial system. This year, Visa met the goal of bringing 500 million individuals into the formal financial system by 2020 through Visa-branded accounts: 54% of these first-time account holders are women.

Visa is also committed to eliminating the \$1.5 trillion gap in financing for women entrepreneurs through support from the business and the Visa Foundation. The World Bank reports a \$300 billion annual credit deficit for formal-sector, women-owned small and medium-sized businesses. Without capital, it is nearly impossible to start and sustain a business.

Through a \$20 million grant to Women's World Banking, the Visa Foundation is supporting a five-year programme to help 1.5 million women-owned micro and small businesses (MSBs) grow their assets by 20% and create financial access for 10 million women globally (rising to an expected 1 million at the end of 2020).

The Visa Foundation is supporting a partnership with USAID and the Aspen Network of Development Entrepreneurs (ANDE) Gender Equality Initiative. The Advancing Women's Empowerment Fund

40. Global Alliance for Trade Facilitation

A leading public-private alliance delivering practical improvements in border administration and customs processing

The Alliance brings together governments and businesses as partners to address delays and unnecessary red tape in the trade process and to design and deploy targeted reforms that deliver commercially quantifiable results. Active in a dozen countries and growing swiftly, the Alliance helps companies solve issues like import licencing, risk management and pre-arrival processing.

The Alliance – implemented by the World Economic Forum, the Centre for International Private Enterprise and the International Chamber of Commerce – builds on the local knowledge of several hundred companies and the funding support of Australia, Canada, Denmark, Germany, the United Kingdom and the United States of America.

An example of the Alliance's impact comes from Colombia, where the Alliance worked with the National Food and Drug Surveillance Institute to focus physical inspections on priority shipments, eliminating 20,000 inspections and saving \$8 million in the first 18 months of operation. By generating \$29 in savings for every \$1 spent, the project demonstrated how governments, aid organizations and business can work together to get things done faster, better and more reasonably.

41. Enabling E-Commerce

Initiative working to solve e-commerce challenges including digital payment, consumer protection and small parcel logistics

A total of 76 countries launched negotiations on global rules for e-commerce at the World Economic Forum Annual Meeting 2019, bolstered by Enabling E-Commerce's policy briefings and country pilots. Active in Africa, Latin America and South-East Asia, the initiative develops leadership communities, prioritizes and tackles local obstacles for e-commerce development and supports the progress of international rule-making.

42. Sustainable Investment Facilitation

Initiative that boosts the quantity and quality of foreign direct investment by helping investors secure reforms and deliver sustainable impact through local evidence-based reforms and by supporting movement towards an international agreement on new rules

Local and international investors work through the initiative to highlight industry-relevant needs and share best practices for implementation. Support from Denmark and the Netherlands, together with backing from business, has allowed the initiative to shape change in West Africa and South Asia.

43. Cross-Border Data Flows

A project that aims to raise trust in the treatment and accessibility of data across international borders, building on the Japanese G20 Presidency's Osaka Track

The ability to move data across borders serves as the foundation of the global economy and is key to unlocking new and exciting societal benefits. Barriers to data transfers and requirements to localize data are, however, on the rise, threatening to diminish economic growth and limit positive social impact.

Jointly governed by business leaders and public officials, this project publicizes solution-oriented insight and best practices that can be used in domestic policies and international trade agreements with the aim of enabling reliable data flows while safeguarding local preferences.

44. TradeTech

Initiative exploring how emerging technologies are changing the face of international trade and investment by creating and developing partnerships to design the norms and policies for incorporating these technologies into trade

Projects include using distributed ledger technology to improve data management at customs agency single windows, exploring 3D printing's impact on supply chains, and identifying the governance framework needed for cross-border digital payment. These technologies have the potential to transform global trade but new conceptual approaches are needed to shape responsible innovation.

TradeTech provides the platform to bring together business and policy-makers to identify challenges and opportunities created by innovation with the aim of making global trade more efficient and inclusive.

45. Sustainable Markets Council (SMC)

A public-private network of leaders from industry, financial and public institutions that explores game-changing solutions and champions a movement towards prosperous economies that generate long-term value through the balanced integration of natural, social and financial capital

The Council aims to support the building of sustainable markets while contributing to the rapid decarbonization of the global economy with initial areas of focus likely to include industry transitions in energy, aviation and transport and nature-based solutions in forests, fisheries and agriculture.

To advance these goals, the SMC nominates members with a track record within their own organizations and that advocate creative solutions to promote a dramatic shift in corporate business models; a reoriented, incentivized and mobilized financial system; and an enabling environment that attracts investment and incentivizes action.

H.R.H. The Prince of Wales established the SMC in September 2019 with the support of the World Economic Forum. Founding members include AstraZeneca, Bank of America, CCM Technologies, Convergence, DNB and Central Banks and Supervisors Network for Greening of the Financial System, Heathrow Airport, Meridiam, Roche Holdings, Rockefeller Capital Management and Royal DSM.

46. The Globalization, Tax and Competition Initiative

An initiative that provides the vital link between trade expertise and competition, tax and investment communities to enable coherent policy-making that reflects business realities and responds to societal needs

The initiative pulls otherwise-siloed debates into broader economic context through structured dialogue on how tax and competition policies are adapting to digital globalization. Taking its lead from reforms led by the OECD, the work brings technical issues to a high-level audience and enables honest dialogue among diverse stakeholders on polarizing topics.

47. The Sustainable Development Investment Partnership

A partnership for SDG financing that connects agenda-shaping at the global level to support action in developing countries

At the regional level, the [SDIP](#) addresses obstacles to unlock capital flows and improve resource allocation through its Africa and Association of Southeast Asian Nations (ASEAN) hubs. At the local level, it supports countries to improve multistakeholder coordination and develop a holistic action plan to bridge the SDG financing gap through country financing roadmaps.

There is a persistent \$2.5 trillion gap annually to meet the SDGs by 2030, but \$17 trillion is currently invested in negative-yielding bonds. More than 40 public, philanthropic and private members of the SDIP – including banks, investment funds, pension funds, development finance institutions, foundations, governments and multilateral development banks – share the ambition of fixing this mismatch and creating conditions for capital to flow to where it is most needed.

Supported by the European Union, Denmark and Sweden, the platform, led jointly with the OECD, aims to facilitate systemic change in the development finance ecosystem.

48. Country Financing Roadmaps

An initiative that creates the environment for countries to bridge their SDG financing gap and drive their long-term competitiveness

Through the establishment of a government-led multistakeholder coalition, [the platform](#) aims to help countries design and implement a holistic strategy to finance the SDGs. By integrating all actors throughout various stages of the investment value chain, it creates the conditions to attract new forms of capital and promote a pivot from the funding of just a few sustainability projects to a strategic, comprehensive and long-term financing approach for sustainable development.

Saint Lucia, the first country pilot, will serve as a prototype for Small Islands Developing States, while Ghana will be a demonstrative case for the African continent. This initiative turns into action the recommendations advanced by the Inter-Agency Task Force on Financing for Development, the G20 Eminent

Persons Group and the World Economic Forum's Global Future Council on Development Finance.

Company leadership in corporate global citizenship

49. EY – The Embankment Project for Inclusive Capitalism (EPIC)

A 30+ company initiative with EY as a driving partner along with the Coalition for Inclusive Capitalism; it promotes corporate long-term value creation and multistakeholder impact by focusing on metrics

EPIC is driven by the belief that companies and organizations are more likely to embrace “stakeholder capitalism” if they can better identify, measure and communicate the long-term value they create, inclusive of stakeholder impact. With the contribution of more than 30 global businesses, representing \$30 trillion of assets under management and almost 2 million employees, the project brings together both market strength and diversity across the entire investment chain.

The goal of EPIC is to create systemic change by driving market consensus on what defines long-term value and how it is measured. It integrates modern data analytics and big data in the quest for new metrics. The findings and framework of EPIC were open-sourced in November 2018, and have since been referenced by the SEC as part of their study on Human Capital Management Coalition, and are used by EPIC-member institutions' fund managers and companies to identify new long-term value metrics, as well as by EY to develop its new global strategy, NextWave.

EY and CIC plan to reconvene the EPIC companies in 2020 to report their progress on incorporating and progressing the approach and metrics. The learning of EPIC is also a base for EY's contribution to the World Economic Forum's International Business Council flagship 2020 project on measuring long-term stakeholder value.

50. KPMG – Responsible Tax Project

A project that was founded on the belief that a sustained, inclusive and productive conversation is needed to understand and negotiate the future of taxation – especially in an increasingly globalized, digitalized world

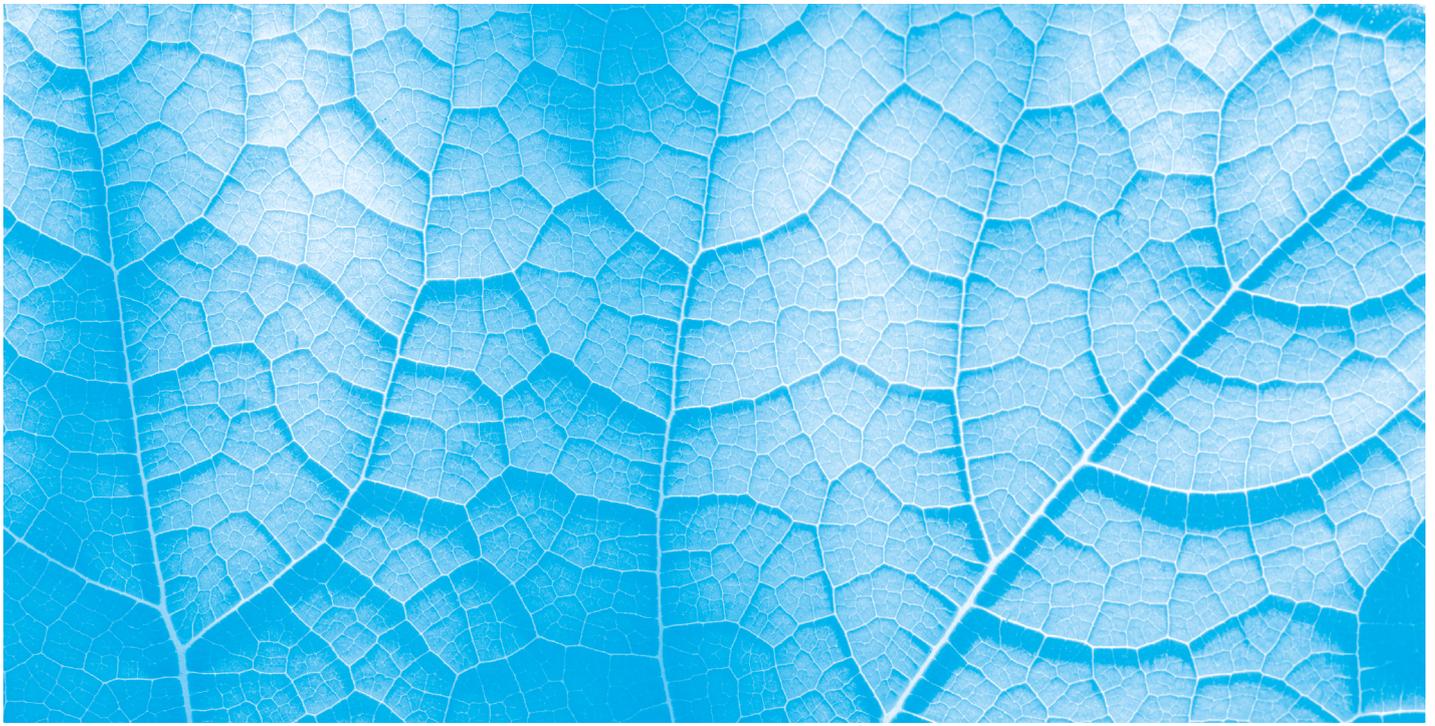
The project began with a simple proposition: tax is the entry fee stakeholders pay for a civilized society. An issue of significant public interest, the tax debate sits at the epicentre of wider discussions on fairness, globalization, digitalization, equality and trust. The KPMG global network has proactively led diverse thinking and discussion in this space through this project.

It involves more than 1,300 voices, from academics and NGOs to businesses, activists and governments. These are perspectives that might not otherwise be found in the same room, let alone working productively together towards similar goals. This ability to bring together diverse thinkers is helping to reduce barriers

and openly address tensions in the world of tax, by creating new channels for communications and engagement and calling for more purpose-driven approaches to policy.

In the past 18 months, the Responsible Tax effort has continued to expand its community base and advance its mission, including through the creation of inclusive in-person roundtables and events in Paris, Rome, Cancun, Nairobi, Copenhagen, Cape Town, London and Brussels; continued engagement of the community through our open online discussion forum, featuring blog articles by diverse authors (with 26 new posts in 2019) as well as video interviews; and the development of thought-provoking, multi-perspective publications, including, “What to Tax?” and the upcoming, “21st Century Responsible Tax and the Impact of Digitalization.”

Other stakeholders engaged in the project include the OECD, United Nations, World Bank, IMF, EU Commission, EU Parliament and the World Economic Forum, as well as collaboration with a range of NGOs and development organizations, including Oxfam, Action Aid, Christian Aid, TJN, Transparency International, CAFOD, ICRICT and CGD.



2.3 Ecology – Climate, Environmental Security and Sustainable Food Systems

Multistakeholder coalitions and alliances

51. The Mission Possible Platform

A multistakeholder partnership convened with the Energy Transitions Commission, it develops leadership coalitions across value chains to enable the heavy industry and mobility sectors to reach net-zero emissions by mid-century at a cost to the economy of less than 0.5% of global GDP

The [platform](#) supports industry transition in the aviation, heavy-duty road transport, shipping, aluminium, concrete and cement, iron and steel and chemicals sectors – currently responsible for about 30% of global energy CO₂ emissions, and which are expected to double under business-as-usual scenarios. The transformation of these sectors is vital to halting the global average temperature rise.

The Platform is supported by the Leadership Group for Industry Transition led by the Governments of India and Sweden and was announced at the United Nations Secretary-General's Climate Action Summit in September 2019.

Over 50 global companies, expert think tanks, government agencies, NGOs and other actors have so far been mobilized into the multistakeholder Mission Possible Platform or integrated into its seven industry tracks of work.

For any company seeking to get onto a net-zero emissions trajectory by mid-century from the industry sectors mentioned, the Mission Possible Platform is the key global initiative to help.

52. Alliance of CEO Climate Leaders

A [global leadership network](#) of more than 80 chief executive officers representing business from diverse industry sectors and regions that use their position and influence to drive change and raise ambition on climate action

The Alliance of CEO Climate Leaders provided a strong business voice when they publicly called for “a comprehensive, inclusive and ambitious climate deal in Paris on mitigation, adaptation and finance” ahead of meetings between governments to negotiate the Paris Agreement in 2015.

Since then, they have continued to drive multistakeholder partnerships to achieve net-zero emissions by 2050. They have galvanized support for the Financial Stability Board's Task Force on Climate-Related Financial Disclosure and have implemented the recommendations. This is achieved through support from the Forum's Climate Governance Initiative; the Carbon Pricing Leadership Coalition; the Mission Possible coalition on decarbonizing heavy industry sectors; and various other initiatives centred on building support for effective carbon markets, improving board capacity for climate risks, and identifying nature-based solutions for reducing greenhouse gas emissions.

53. Climate Governance Initiative

A partnership network aiming to enable a growing number of boards of directors to implement a set of guiding principles to drive action towards delivering a shared goal of net-zero emissions by 2050

Business decisions and actions will slow or accelerate climate change, and climate change will substantially drive risks and opportunities for businesses over the coming decade.

Ensuring that these risks and opportunities are appropriately addressed is the duty of boards of directors. To support the development of [effective climate governance on boards](#) – and in response to supporting the implementation of the Financial Stability Board’s Task force recommendations on Climate-Related Financial Disclosures – the Initiative was developed in collaboration with PwC and with the support of the Alliance of Chief Executive Officer Climate Leaders and the Forum’s Community of Chairpersons.

Following extensive consultation with over 50 board representatives, a set of comprehensive and visionary “Guiding Principles for Effective Climate Governance” was developed and launched in Davos in 2019. The principles are focused on increasing awareness and ownership of effective responses to climate risk and opportunity. It also seeks to increase understanding of current mandatory and voluntary requirements related to managing, mitigating and reporting on climate risks and opportunities. It targets the climate competence of corporate decision-makers to enable informed investment decision-making, systemic risk and opportunity management and long-term business strategy.

The initiative is a key partnership network to engage with for any company seeking to enhance their board capacity in line with new or improved climate-action commitments and strategy.

54. Climate Reality Project Partnership with the Global Shapers Community

A partnership to provide Global Shapers with the training and tools to better understand climate science and drive environmental change in their cities

For three consecutive years, the [Global Shapers Annual Survey](#), taken by over 30,000 young people around the world, has identified Climate Change and the destruction of nature as the most pressing issue facing their generation. In response, and thanks to the generous support of philanthropist Rosamund Zander, the Global Shapers Community partnered with the [Climate Reality Project](#) to provide Shapers with the training and tools to better understand climate science and drive environmental change in their home cities.

Today, more than 1,000 Global Shapers from over 200 cities have been trained through this partnership and, as a result, they have carried-out over 160 projects in their local communities. Global Shapers are working together to launch initiatives to influence the Paris Agreement, [limit plastics pollution](#), promote [zero emission transport](#), support [land restoration and conservation efforts](#) and build climate change partnerships with local stakeholders

to reach critical 2030 milestones. This is organized through the Global Shapers Climate and Environment Steering Committee, which also helps to mobilize young people around the world to #StepUpClimateAction – not only on Earth Day, but every day.

55. RE100

A global corporate leadership initiative bringing together influential businesses committed to 100% renewable electricity

Businesses account for approximately two-thirds of the world’s end-of-use of electricity. Switching this demand to renewables is transforming the global energy market and accelerating the transition to a clean economy.

Led by [The Climate Group](#) in partnership with [CDP](#), [RE100](#)’s purpose is to accelerate progress towards zero-carbon grids at global scale. The initiative increases corporate demand for – and, in turn, supply of – renewable energy, by bringing together major companies committed to sourcing 100% renewable electricity globally in the shortest possible time frame (by 2050 at the latest).

The ambition is to set the bar for corporate leadership on renewable electricity, hold members to account and celebrate their achievements to encourage others to follow through communicating the compelling business case for renewables to companies, utilities, market operators, policy-makers and other key influencers; highlighting any barriers to realizing the business and economic benefits of renewable electricity as reported by RE100 members; and working with RE100 members and in partnership with others to highlight and address policy and market barriers to corporate sourcing of renewable electricity.

More than 200 companies – including many in the Forum’s Alliance of CEO Climate Leaders, have joined RE100 and set a public goal to source 100% of their global electricity consumption from renewable sources since the initiative was launched in New York in 2014. This momentum continues to grow as the initiative develops across Europe, North America, India, China, Japan and Australia.

56. The Climate Disclosure Standards Board (CDSB)

An international consortium of nine business and environmental NGOs convened by the Forum to create a common international framework for the reporting of environmental information with the same rigour as financial information in mainstream corporate reports

The CDSB Framework helps companies provide investors with useful environmental information, enhancing the efficient allocation of capital and enabling effective decision-making. Regulators also benefit from compliance-ready materials.

Consistent with its mission of building the trust and transparency needed to foster more resilient capital markets through the internalization of material environmental aspects of corporate risk, strategy and performance, CDSB also supports the Financial Stability Board’s Industry-led Task Force on Climate-Related Financial Disclosures (TCFD) in two respects.

It runs the [TCFD's Knowledge Hub](#), which gives companies access to a range of practical content to help companies understand and implement the TCFD recommendations; and it has produced in partnership with the Sustainability Accounting Standards Board (SASB) a joint TCFD [implementation guide](#) and related set of best practices.

Forum Partners are invited to engage with CDSB by joining the over 400 companies around the world that are using the Framework to shape this dimension of their mainstream reports and by engaging in its related technical development, corporate capacity-building and regulatory cooperation activities (e.g. with the OECD, European Commission and other national regulators) around the world.

The CDSB is the key reporting framework to engage with for any company seeking to disclose their emissions in line with their financial information.

57. The Clean Air Fund

A global philanthropic initiative that supports organizations around the world working to combat outdoor air pollution, improve human health and accelerate decarbonization

Everyone has the right to breathe clean air. Yet, every year, millions of adults and children die prematurely, develop life threatening diseases or see their health affected by air pollution. The causes of climate change are often the same as the causes of air pollution, so improving air quality is a win for the planet, as well as its population.

The Fund brings together funders, researchers, policy-makers and campaigners to find and scale up solutions that will provide clean air for all. Launched at the UN Secretary-General's Climate Action Summit in September 2019 with an initial \$50 million in donations, the Clean Air Fund is working with the Forum to develop a community of individuals and organizations across the public and private sector to tackle this urgent issue together.

58. The UN – convened Net-Zero Asset Owner Alliance

An international group of institutional investors committed to transition their investment portfolios to net-zero emissions by 2050

As more insurance companies, pension funds and foundations are joining the [Alliance](#), its objective is to grow committed assets under management from currently \$2.4 trillion. In the process it wants to become the connecting piece in a fast-evolving but fragmented sustainable finance landscape.

Its united action is in line with the Paris Agreement's objective to limit global warming to 1.5°C. To succeed, it will work closely with the companies that it invests in as well as with other financial players, policy-makers and society at large. It is setting intermediate targets and holding itself publicly accountable to those goals.

The founding members were Allianz, Caisse des Dépôts (CDC), La Caisse de dépôt et placement du Québec (CDPQ), Folksam Group,

PensionDanmark, and Swiss Re. Alecta, AMF, CalPERS, Nordea Life and Pension, Storebrand, and Zurich Insurance Group are also members of the Asset Owner Alliance.

59. Green Investment Principles (GIP) for the Belt and Road

Principles calling for lenders, investors and corporates that invest and operate in the Belt and Road region to ensure that their projects align with the requirements of environmental sustainability and the Paris Agreement

In 2018, the Government of China's Green Finance Committee, the China Society for Finance and Banking, and the City of London's Green Finance Initiative jointly launched a set of voluntary principles, the Green Investment Principles for the Belt and Road. The Forum, the UN-supported Principles for Responsible Investment network, the Belt and Road Bankers Roundtable, the Green Belt and Road Investor Alliance and the Paulson Institute helped to draft these principles.

The GIP's suggested actions urge the incorporation of environmental, societal and corporate governance factors, measuring and disclosing environmental and climate information, using green financial instruments and adopting green supply chain practices. The Forum is a member of the GIP Steering Committee and encourages Members of its networks to become signatories.

As of June 2019, 29 global institutions were signatories. They include all the major Chinese banks engaged in the BRI region and many others. Signatories include: Agricultural Bank of China, Agricultural Development Bank of China, Al Hilal Bank, Ant Financial, Astana International Exchange, Bank of China, Bank of East Asia, China Construction Bank, China Development Bank, China International Contractors Association, China International Capital Corporation, Crédit Agricole Corporate and Investment Bank, DBS Bank, Deutsche Bank, Export-Import Bank of China, First Abu Dhabi Bank, Habib Bank of Pakistan, Hong Kong Exchanges and Clearing (HKEX), HSBC Holdings, Industrial and Commercial Bank of China, Industrial Bank, Khan Bank, Luxembourg Stock Exchange, Mizuho Bank, Natixis Bank, Silk Road Fund, Standard Chartered Bank, Trade and Development Bank of Mongolia and UBS Group.

A GIP Secretariat organizes sharing of best practices and has a green project database for the Belt and Road region. The database aims to bridge the information gap between financiers and project owners, create business opportunities among signatories and other stakeholders, and improve the transparency of BRI investments. By signing up to the GIP, signatories also gain better access to good practices in environmental and climate-risk management, innovative green finance products and opportunities for financing green projects in the rapidly growing Belt and Road region.

60. Coalition for Climate Resilient Investment

A coalition of companies from the investment value chain, alongside governments and multilateral organizations, with critical roles in creating the frameworks and tools to price climate risks and facilitate resilient investments

The Intergovernmental Panel on Climate Change estimates that climate impacts will cause \$69 trillion in financial losses by 2100, with CDP (Carbon Disclosure Project) estimating that financial services industries will carry most of this burden. Yet, 70% of the \$90 trillion invested globally in infrastructure between now and 2030 is expected to go to low- and middle-income countries, whose societies and economies are typically more exposed to climate risks. Consequently, the economic development imperative to invest in climate resilience combined with the need to make the financial system more attuned to climate-related investment risks, particularly in infrastructure, has never been more pressing.

Spearheaded by Willis Towers Watson, the coalition was launched at the UN Secretary-General's Climate Action Summit in September 2019, in partnership with the UK Government and the World Economic Forum.

To date, companies and investors with more than \$5 trillion of assets under management have joined the coalition, including Aberdeen Standard Investments, Acclimatise, Arup, Clyde and Co., DWS, Environment Agency Pension Fund, GARI, GRESB, IGCC, IIGCC, Impax, Jupiter Intelligence, KPMG, Legal and General, Lightsmith Group, Lloyds Banking Group, McKinsey & Company, Meridiam, One Concern, Schroders, Standard Chartered Bank, Willis Towers Watson and Zurich Insurance Group. International institutions include the Asian Development Bank, European Bank for Reconstruction and Development, the Environmental Change Institute, University of Oxford, FAO, Global Commission on Adaptation, Global Infrastructure Facility, Global Water Partnership, Green Climate Fund, Green Finance Institute and the TCFD Secretariat.

61. InsuResilience Global Partnership

An innovative partnership with the insurance sector to support the world's most vulnerable people and nations as they seek to become more resilient to climate and weather-related risks

With support from the United Nations, in September 2019 the InsuResilience Global Partnership announced its Vision 2025. This includes a commitment to ensuring 500 million poor and vulnerable people in the most climate-vulnerable countries (the V20) are covered against disaster and climate shocks. Specifically, the partnership aims to ensure prearranged risk finance and insurance mechanisms; cover 150 million people in these countries by microinsurance; and cover 10% of average annual climate and disaster losses in the V20 and other vulnerable countries by prearranged risk finance and insurance mechanisms.

Showing how capital markets have the depth of capacity and appetite to become involved, Swiss Re, along with other members of the Insurance Development Forum, committed to provide up to \$5 billion of risk capacity to support delivery of these goals.

62. The Zurich Flood Resilience Alliance

A multisector partnership focused on finding practical ways to help reduce the devastating impacts of floods, even before a flood hits – and build community flood resilience in a more integrated way

The Alliance was launched in 2013, spearheaded by Zurich Insurance Group working with the civil society and humanitarian organizations Concern Worldwide, the International Federation of the Red Cross and Red Crescent Societies (IFRC), Mercy Corps, [Plan International](#) and [Practical Action](#) as well as research partners the [International Institute for Applied Systems Analysis \(IIASA\)](#), the [London School of Economics \(LSE\)](#) and the [Institute for Social and Environmental Transition-International \(ISET\)](#).

Floods affect more people globally than any other type of natural hazard and cause some of the largest economic, social and humanitarian losses. Loss of life and economic and insured losses are increasing in many regions, and flood risks are more interconnected and interdependent than ever.

In the first phase, the programme reached more than 225,000 direct beneficiaries in 13 programmes across nine countries. In the second phase, launched in July 2018, Alliance members aim to increase the investment going into pre-event resilience building by \$1 billion and helping make 2 million people more resilient to flooding. Best-practice community programmes will demonstrate the value of resilience-building; a knowledge hub is compiling best practices and success stories; and members are advocating more investment in resilience with authorities and public and private funders.

63. The Green Label for Data Centres

A coalition promoting carbon-neutral computing and energy efficiency for data centres, with a new methodology to calculate the environmental sustainability of both data-centres and IT infrastructure

Multiple private and public sector partners including Hewlett Packard Enterprise, Swiss Federal Office of Energy, École Polytechnique Fédérale de Lausanne (EPFL), University of Luzern, Swiss Telecommunications Association (ASUT), VigiSwiss (Swiss Association of Data Centres) and Schneider Electric have partnered to launch the new Green Label for Data Centres.

ICT already consumes 10% of the world's electricity, and for attractive data-hosting countries like Switzerland, data centres could consume more than 50% of the country's electricity supply by 2035. Yet, current methodologies for measuring data centre efficiency do not consider all dimensions of data centre operations such as workloads (e.g. AI, IoT) and energy sources. This limits the ability to reduce the energy demand of an exploding industry and thereby curb the rise in global temperature. Some 10 pilot users, including some of the world's leading brands, saw their energy use fall by 50-70% when adopting the label.

The label has now been signed into the Canton Law of Geneva for all new data centres. It promises to reduce the energy consumption of Switzerland by 30% overall and promote the country as an attractive data-hosting nation for cloud providers and data-intensive enterprises alike.

The participating companies' collective objective is to shed light on the often-unseen climate costs of a digital economy and provide a new solution for clean computing – a key lever for a low-carbon economy – by expanding the initiative beyond Switzerland to enable adoption across data centres globally, particularly in data-hungry regions.

The Green Label for Data Centres partners are seeking additional stakeholders required for the successful international expansion of this programme.

64. The Global Commons Alliance

A network of scientists, civil society organizations, businesses and governments to generate science-based targets for other environmental domains (such as biodiversity, water, land use and oceans) for companies, cities, investors and governments to use and implement

The Alliance brings together 677 companies committed to a science-based target for climate change that results in further activity in the investor and disclosure community. The momentum generated by this initiative has prompted the creation of the Global Commons Alliance, which has four main components:

- The Earth Commission: This mobilization of earth systems scientists aims to provide the science to underpin science-based targets for key issue areas. A lead originator of the Planetary Boundaries thesis and head of the Potsdam Institute for climate change, Johan Rockström is co-chairing this initiative alongside Joyeeta Gupta and Dahe Qin.
- The Science-Based Targets Network: This network of scientists, NGOs, company representatives and corporate organizations, convened by the We Mean Business network in collaboration with WRI and WWF, is creating the methodologies to translate science into practical targets and tools against which companies and others can implement, track and disclose performance.
- Earth HQ: This track is building a unique network of communications organizations to mobilize a broad public movement to create the shift in sentiment necessary to accelerate the adoption of science-based targets.
- Systems Change: A report co-developed by the World Resources Institute and the Forum due for release in 2021 to show how systems-change initiatives – coalitions, alliances and network collaborations – can dramatically shift agendas like climate change and other environmental issues. Within this context, it will show how science-based targets can be a key lever for such systems change.

The Global Commons Alliance and the Science-Based Targets Network in particular, comprise the key global platform to engage with any company seeking to develop or replicate science-based targets for climate or other environmental dimensions of corporate performance.

65. Tropical Forest Alliance

A global platform, initiated to support the implementation of private-sector commitments to remove deforestation from palm oil, beef, soy, and pulp and paper supply chains

Rising demand for food and consumer products is accelerating tropical deforestation. In 2018, primary forest equivalent to the size of Belgium was lost. More than 40% of deforestation globally

is the result of expanding agricultural produce. Action is needed now, and private-sector commitments to remove deforestation from corporate supply chains are vital.

Hosted by the Forum, the [Tropical Forest Alliance](#) works with more than 160 public, private and civil society actors, indigenous peoples and international organizations to establish effective partnerships to reduce commodity-driven deforestation and build a positive future for forests. TFA identifies key forest frontier challenges and solutions and brings experts from around the world to turn ideas into action at the global and the regional level. It operates three regional platforms in Latin America, West and Central Africa, and South-East Asia.

TFA facilitates the sharing of best practices of ecosystem conservation and commodity production and works towards mainstreaming “forest positive” landscapes and supply chains with partners and in major economies such as the US, Europe and, most recently, [China](#). The work of the TFA is supported by the Governments of the Netherlands, Norway, Germany and the UK as well as the Gordon and Betty Moore Foundation.

66. The Nature Action Agenda

A multi-organization project helping business, governments and civil society protect natural resources and biodiversity by focusing actions on key sectors

Including Business for Nature - convened by the World Business Council for Sustainable Development (WBCSD), this project builds an economic and business case for nature with a high level group of champions from the public and private sectors, shaped by the World Economic Forum. An important international UN Biodiversity Conference (COP15) will take place in Kunming, China, in February 2020, where new global targets for protecting nature will be agreed. Working closely with the Government of China and other countries, UN agencies and NGOs like WWF, Conservation International and the National Geographic Society, the Nature Action Agenda will build a multistakeholder, business and investor action track to help governments shape this important agenda.

The Nature Action Agenda will produce a major report in June 2020. It will synthesize the science to reveal how to minimize the risks and maximize the opportunities of business and nature-related actions. It will set out key areas for engagement and related collaborations to join or scale up, and launch a major study on the risks and opportunities inherent in the growing area of finance and nature-based solutions. The study will help underpin the Natural Climate Solutions Alliance (Lighthouse 67).

The Nature Action Agenda is working closely with Chinese researchers and business representatives to reflect the latest trends and insight emerging from China.

67. Natural Climate Solutions Alliance

An Alliance bringing together companies, NGOs, experts and solution providers to work with governments and identify opportunities and barriers to finance natural climate solutions in new and existing markets

Studies have shown that natural climate solutions (NCS) can provide around 30% of the emissions reductions needed to limit global warming to 2°C. Up to one-third of these solutions are achievable at less than \$10 per ton of CO₂e (carbon dioxide equivalent) stored, which is already competitive in the voluntary market. Yet, despite their potential for reducing emissions, natural climate solutions attract very little public investment.

The Alliance also serves as a forum for knowledge-sharing and technical capacity-building to ensure natural climate solutions reach their potential. It is convened with the World Business Council for Sustainable Development to provide viable natural climate-mitigation solutions for achieving Paris Agreement goals, from forests to soils to mangroves to seaweeds and other ocean-based solutions.

The Natural Climate Solutions Alliance is the key global partnership to engage with for any company seeking to explore how best to engage in nature-based solutions as part of its climate-action strategy to reach net-zero emissions by mid-century.

68. The HSBC VERT-Infra Initiative

An initiative to accelerate the financing of sustainable infrastructure, particularly in developing countries, where needs are greater than capacity

VERT-Infra focuses on sub-sectors of sustainable infrastructure that have traditionally experienced a pattern of underinvestment, especially in developing countries. These include energy, energy storage and transport and buildings, with an emphasis on sustainable urban infrastructure.

With these sub-sectors facing an annual investment gap exceeding \$3 trillion, the VERT-Infra framework facilitates the trillions of dollars of investment needed annually by providing a framework that can be replicated and applied to a range of infrastructure investment efforts. VERT-Infra will develop a set of guiding principles, analytic tools and capacity-building strategies via a flexible and inclusive platform that can be applied in all countries. It will scale up investment in sustainable infrastructure assets to support national development priorities – such as Nationally Determined Contributions under the Paris Agreement – and to support the UN SDGs.

VERT-Infra was developed under the auspices of One Planet Lab as a collaboration between HSBC Holdings, Climate Policy Initiative, IFC and the OECD. It functions as an umbrella structure in which other initiatives can participate. These include existing initiatives, such as the Global Infrastructure Facility, and in-development initiatives, such as the Closing the Investment Gap in Sustainable Infrastructure initiative, the Climate Investment Platform and the Leadership for Urban Climate Investment initiative.

Through leveraging the role of multilateral development banks (MDBs), national development banks (NDBs) and local financial institutions, VERT-Infra fosters an inclusive ecosystem to promote the development of investment-grade projects and accelerate the application of private-sector capital to infrastructure finance.

The Green Climate Fund (GCF) has also expressed support for VERT-Infra. VERT-Infra looks forward to partnering with the

International Development Finance Club (IDFC) and MDBs that are well connected to regional NDB networks (e.g. the Latin American Association of Development Financing Institutions, ALIDE) on identifying qualifying NDBs.

The initiative has been discussed with the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), Agence Française de Développement, Japan International Cooperation Agency and Mirova, among other key stakeholders.

69. The Global Alliance of Universities on Climate

An alliance focused on joint research projects, talent cultivation, student exchanges, green and carbon-neutral campus implementation and public engagement for a network of the world's leading universities

Established by leading university presidents at the World Economic Forum Annual Meeting 2019, these research and exchange activities will include strengthening bilateral or multilateral cooperative research programmes, studying technological and economic policy issues related to climate change, and the promotion of student exchange programmes.

The founding member universities of the Alliance include Australian National University, UC Berkeley, University of Cambridge, Imperial College London, the London School of Economics, Massachusetts Institute of Technology, University of Tokyo, Tsinghua University, Federal University of Rio de Janeiro, the Indian Institute of Science, Sciences Po and Stellenbosch University. Support to help scale up this alliance is welcomed.

70. 2030 Water Resources Group (2030WRG)

A global public-private trust fund hosted by the World Bank that engages in partnership with government of water-stressed countries to help them close their “water gap”

The gap between global water supply and demand is projected to reach 40% by 2030 if current practices continue. In many places, demand already exceeds sustainable supply and, in others, water scarcity is hindering economic growth.

With the leadership of Forum industry partners like AbInbev, The Coca-Cola Company, Dow, Nestlé and PepsiCo together with the IFC, the Forum incubated the 2030WRG project from 2009-2012 before partnering with the IFC and then the World Bank Global Water Practice as a long-term host.

2030WRG has now grown into a vibrant network of 746 partners (308 from the private sector, 154 from government, 284 from civil society/other) working on national public-private platforms in 14 countries and states to advance national water knowledge and policy reforms, break down traditional silos and take collaborative action on ensuring water security. To date, the 2030 WRG project and its network have facilitated \$890 million of investments into water-related infrastructure and technology and delivered multiple breakthrough public-private initiatives, including in agricultural water efficiency, urban and industrial water management, wastewater treatment and improved livelihoods for farmers.

These include the first large-scale (and world's largest) fully automated community drip irrigation project in Ratmal, Karnataka in India; the first voluntary code of practice for sustainable Water Resources Group mine water management with 11 mining companies in Mongolia; and the first water administration system for irrigation schemes in South Africa. Overall, in its 11 years of operation, 2030WRG has reduced wastewater discharges by 294 million cubic metres and reduced water abstraction by 367 million cubic metres. The 2030WRG is the subject of a Harvard Kennedy School Business Case Study Review, as an illustration of an extraordinary systems leadership project.

71. 50 Litre Home Coalition

A coalition focused on innovations in policy, technology and collaboration to advance responsible water consumption in residential households and commercial buildings as a strategic lever to deliver responsible urban water consumption in homes

On the brink of a “Day Zero” scenario and forced to turn off the water taps for all its citizens, the city of Cape Town, South Africa, responded with drastic water conservation measures limiting households to use only 50 litres of water a day, in stark contrast to the usual water use.

As more cities face the risk and uncertainty of severe water shortages, a group of seven companies spearheaded by Procter & Gamble – Arcadis, Electrolux, Engie, JLL, Kohler and Suez – are rising to the challenge to make 50 litres of water feel like 500.

Partnering with the World Business Council for Sustainable Development, the World Economic Forum and the 2030 Water Resources Group, the [50 Litre Home Coalition](#) will leverage extensive global and city-level networks to target city pilot projects in places where water is scarce. The coalition will pilot and scale up the adoption of new products, services and business models.

The findings from these pilots will in turn inform wider implementation. The existing public-private platforms of the 2030 Water Resources Group's 14 active countries/states will serve as potential entry points and accelerators for the work. Progress is already underway in Xiong'an, China, while India, Mexico and the United States have been identified as sites for further collaboration.

72. Friends of Ocean Action

An impact-driven group of more than 50 global leaders from business, the public sector, academia and civil society that are fast-tracking solutions to the most pressing challenges facing the ocean

Chaired by the UN Secretary-General's Special Envoy for the Ocean, Peter Thomson, and Deputy Prime Minister of Sweden, Isabella Lövin, this global platform for action is bolstered by a multistakeholder network of more than 300 companies, expert organizations, governments and other actors to find solutions for a healthy ocean.

Supported by the Benioff Ocean Initiative and the Governments of Sweden and Canada and other issue-specific investors, the [Friends of Ocean Action](#) convenes projects and solutions to several ocean challenges, shaping global agendas.

Focus areas cover: scaling up finance for ocean innovation; fast-tracking sustainable aquatic food production; fighting illegal fishing through scaling up traceability initiatives from ship to store; ending harmful fisheries subsidies; liberating ocean data; decarbonizing the maritime and shipping industry; advancing gender parity in the ocean space; cutting plastic pollution and production; exploring new business models for marine protection; and favouring science-based ocean conservation.

Issue-specific initiatives emerging from the [Friends of Ocean Action](#) platform that are succeeding in scaling up impact include the Getting to Zero Coalition to get zero-emission deep-sea vessels operational by 2030; the Global Plastic Action Partnership driving the transition to a circular plastics economy at country level; the [Blue Food Coalition](#) connecting stakeholders in driving forward sustainable and equitable aquatic food production; and the Global Tuna Alliance, a group of businesses committed to eradicating illegal fishing and the abuse of human rights within the tuna supply chain.

73. The Platform for Accelerating the Circular Economy (PACE)

A public-private collaboration between global leaders from over 70 companies, governments and organizations, who are committed to advancing the principles and practices of the circular economy

Co-Chaired by the chief executive officers of Royal Phillips and the Global Environment Facility, PACE supports partners in scaling up action on [plastics](#), electronics, food and the bio-economy. It develops projects and business models aimed to transform markets. PACE was built and hosted by the Forum and, since 2019, is co-delivered with the World Resources Institute (WRI) by a team based at the European headquarters in the Hague. The initiative is supported by both public and private funders, including the Government of the Netherlands.

Examples of projects that have been developed through PACE include:

- The Africa Circular Economy Alliance: Launched in 2017, it brings together 10 African governments and is co-chaired by the Governments of South Africa, Rwanda and Nigeria in collaboration with the Forum, AfDB, UN Environment and the Global Environment Facility. It has a dedicated secretariat with support from the Danish government. A multi-donor trust fund was launched in 2019 with an initial investment of €2 million from the Finnish government to fund circular economy projects in Alliance member countries, with a plan to expand this initial investment.
- SCALE 360: Launched in 2019 to advance Fourth Industrial Revolution solutions for the circular economy, its vision is to create a global network of national innovation challenge partners to identify, support and connect circular economy innovations from around the world. The first challenge was launched in 2019 in collaboration with the United Arab Emirates Ministries of Artificial Intelligence and Environment and Climate Change. The next national challenge is set to launch in Chile. The initiative is supported through an initial CHF 1 million investment from the UAE government.

- Circular Electronics Action Partnership: Unlocks the circular economy potential for electronics. With leadership from Royal Philips, the Capital Equipment Coalition was launched in 2018 to encourage large capital equipment manufactures to commit to a circular economy. This coalition includes AMSL, Cisco, Damen, Dell Technologies, Kpn, Lely and Vanderlande and convenes industry leaders to shape commitments, share challenges and draft guidance for implementation. In 2019, the work in Nigeria unlocked an investment of \$15 million to support the Government of Nigeria advance the implementation of its Extended Producer Responsibility regulation in collaboration with UN Environment, the GEF and private-sector partners. This effort will shape a model that can be replicated across other countries on the continent. Further, with support from the Government of the Netherlands, three pilot projects in China will improve collaboration between electronics manufacturers and the government to help channel secondary materials into manufacturing processes. This effort is advanced in collaboration with the UN E-Waste Alliance and the WBCSD.
- The Global Plastic Action Partnership (also a Lighthouse Project)

74. The Global Plastic Action Partnership (GPAP)

A partnership that seeks to stop the growth in global plastic pollution by 2025 by creating national and regional action plans with governments, international organizations, civil society, business and innovators

At the invitation of governments, GPAP helps stakeholders to build national public-private action plans on plastic pollution in line with circular economy principles and then finance and deliver them. Launched in 2018 with the Canadian G7 and the UK-hosted Commonwealth Heads of Government Meeting, its first partner governments are Ghana, Indonesia and Viet Nam.

In each country, platforms for knowledge-sharing and collaboration on tackling plastic pollution are built, underpinned by best-in-class analytics of the problem and the range (and cost) of potential solutions.

More than 60 partners from governments, business and civil society form the Indonesia National Plastic Action Partnerships. Through this network, breakthrough projects are devised and financed, with partners such as the World Bank and others.

Foundational Industry Partners of GPAP include [The Coca Cola Company](#), [Dow](#), [Nestlé](#) and [PepsiCo](#). Discussions are underway to forge deeper collaboration between the complementary efforts of the Global Plastic Action Partnership and the [Alliance to End Plastic Waste](#) (also a Lighthouse Project).

75. Alliance to End Plastic Waste

An alliance comprising more than 40 global companies from the plastics value chain – companies that make, use, sell, process, collect and recycle plastics – with a clear mission: to help end plastic waste in the environment in a globally coordinated and transformative way

Despite the many benefits of plastic, waste has become a challenge in many parts of the world because it is not managed properly. In January 2019, the [Alliance to End Plastic Waste](#) was launched by Procter & Gamble alongside other Forum Strategic Partners: Dow, PepsiCo and Saudi Basic Industries (SABIC) in a chief-executive-led coalition.

Hosted by the WBCSD, the Alliance is a first-of-its-kind collaborative effort to develop, accelerate and scale up solutions to minimize and manage plastic waste, boost investment, engage communities and promote solutions including reducing, reusing, recovering and recycling materials. Alliance members have already pledged nearly \$1 billion.

Recruitment continues, and the goal is to deploy \$1.5 billion to develop and advance solutions over the next five years. The Alliance is taking a comprehensive, integrated strategy to address the breadth of the challenge, rather than a single aspect of the problem. It is committed to impact through tangible, measurable and transparent progress, bringing together world-class technical, materials, logistics and engineering expertise, collective resources and global reach of the entire plastic value chain.

A truly collaborative effort, this Alliance applies members' know-how and resources in collaboration with governments, communities, NGOs and academics on projects, rather than simply providing funding to others. The Alliance model aims to provide resources to test and scale up waste infrastructure, recycling technologies and emerging business models, providing the capital needed to attract more investment from both public and private sources. The programme is globally focused, but prioritizes efforts in parts of the world where the challenge of plastic waste leakage is greatest, including South-East Asia and Africa.

76. Global Battery Alliance (GBA)

An alliance designed to enable an economically, socially and environmentally sustainable 19-fold scale-up of the battery value chain by 2030

This is required to help ensure that the transport and power industries – representing 40% of global emissions – are on track to achieve the Paris Agreement goals. [The Alliance](#) has mobilized more than 60 public, private and civil society stakeholders representing the interests of the battery value chain.

GBA members include co-chairs from BASF, Eurasian Resources Group, Umicore, World Bank, the Government of Japan and partners such as the Government of Denmark.

The Alliance aims to accelerate the timeline in which batteries can become economically viable in the transport and power industries and to establish stable and transparent raw material supply chains characterized by good working conditions and shared prosperity. Additionally, the GBA is working to develop a circular and low-carbon value chain, and support the innovative use of batteries to bring energy access to 600 million additional people in low- and middle-income countries.

77. Food Action Alliance

A global, multi-institution platform to align and accelerate country, regional and value-chain initiatives and food systems solutions across Africa, India, Latin America and South-East Asia

It works to deliver more effective collective impact for food and nutrition security, inclusive growth, jobs, environmental sustainability and resilience, in line with the SDGs.

FAA builds on a 25-country network of the Forum's [New Vision for Agriculture](#) initiative, which collectively reaches millions of farmers and mobilizes significant public and private investment into improving productivity, profitability for smallholders and environmental sustainability.

Leading partners include IFAD, Rabobank together with CIAT, Grow Africa, Grow Asia, African Development Bank, AGRA, Bayer, Nestlé, BKS (Farmers' Forum India), SACAU (Southern African Farmers unions), WBSCSD, and New Vision for Agriculture partner companies spanning the value-chain from agribusiness to retail and cross-industry including financial services, mining and manufacturing, telecommunications and health.

78. Food Systems Dialogues (FSDs)

A platform for dialogue to provide an action track to shape the UN led Food Systems Summit in 2021

Convened by WBSCSD, EAT, The Food and Land Use Coalition, Global Alliance for Improved Nutrition and the Forum, the Dialogues, having engaged more than 1,000 participants to date, provide opportunities for facilitated discussion among diverse stakeholders on food systems policies and economics, science-based targets and pathways, the potential of innovation and the need for all stakeholders to be included in the process.

79. Innovation with a Purpose (Fourth Industrial Revolution for Food Systems)

A platform to harness the power of technological innovations to transform food systems

Food and agriculture have been particularly slow to harness the power of technology – with health, for example, attracting 10 times the investment into start-ups compared to food in a similarly sized market. The aim is to tie together a number of existing or emerging dynamic initiatives that collectively can shape the next generation of food system innovations in support of the SDGs.

The platform works with a network of more than 50 institutions, having engaged a community of over 1,000 leaders and institutions. Partners and initiatives supporting or joining the platform include: Grow Asia Digital Programme and Accelerator; Stanford University Food Systems for the Future; Yara IBM Open Field and Farm Data Exchange; Unilever Global Foods Innovation Centre at Wageningen University and Research Campus; Government of Maharashtra Data Utilities Platform; The World Bank Agriculture and Food Global Practice, HP 2030 Tech Impact, McKinsey & Company and Indigo. ([link here](#))

80. The Future of Protein “Meat: the Future”

A multistakeholder platform designed to transform protein delivery and consumption models to produce universally accessible, healthy and sustainable protein for a population of 10 billion, from a system that is currently contributing approximately 15% of GHG emissions

Fuelled by new insight from knowledge partners such as the Oxford Martin School and the CGIAR ILRI (livestock) organization, the platform seeks to align, develop and scale up initiatives in three areas: accelerating alternative proteins, advancing current production systems, and shifting consumer behaviour.

One such initiative is the Cool Food Pledge, a programme where food providers pledge to reduce the GHG emissions of the food they serve by shifting consumers towards more plant-rich food that includes proteins; 10 billion meals are targeted by the end of 2023.

The World Resources Institute (WRI) is the secretariat, which is run with other NGO partners including UNEP, EAT, Health Care without Harm, Carbon Neutral Cities Alliance and others; corporate partners include IKEA, BASF and Bloomberg.

81. The Fourth Industrial Revolution and the Earth

A public-private cooperation network of technology innovators, businesses, governments, international organizations, civil society, academics and investors to explore how Fourth Industrial Revolution technology applications can help solve global environmental, materials use, resource management and related social challenges

With support from leading foundations, universities and governments, the Forum is using its platform to explore issue areas including Fourth Industrial Revolution for the Earth (the application to global and regional environmental challenges in particular climate change and big data or AI); for the Circular Economy (the application to scale up the technology innovations like IoT and asset tracking that can help create a circular economy, supported by the UAE government); for Freshwater (through advancing new approaches to governance and policy and exploring technology-driven opportunities to improve water resilience in key supply chains and locations with partners such as CGIAR IWMI and the World Bank Global Water Practice); and for the Ocean (including the recent launch of the 4IAR Affiliate Centre for the Ocean and Biodiversity in Norway, supported by the Aker Group as the foundational partner).

82. UpLink

A powerful digital platform hosted by the Forum that will enable the next generation of socially and ethically minded entrepreneurs, start-ups and young innovators to help solve society's most pressing challenges, as set out in the 17 SDGs

UpLink will be an online set of communities, in which young entrepreneurs can join forces with leading organizations and companies to develop and deliver large-scale innovations and new business models, all with the aim of tackling the many issues, roadblocks and hurdles that the SDGs compel society to address.

Currently in development with foundational partners Deloitte, Salesforce and Microsoft LinkedIn, the first UpLink prototype will focus on the Ocean and will be profiled at the Annual Meeting 2020. A further four SDG themes will be developed and launched in time for the Sustainable Development Impact Summit in September 2020, and the remaining 11 SDG themes will be developed and launched at the summit in September 2021. Forum Partners are invited to join in the design and development of the UpLink platform.

83. The Champions for 1 Trillion Trees Platform [1t.org](#)

A new ambitious World Economic Forum Initiative, designed to support the UN Decade on Ecosystem Restoration which will run from 2021-2030, led by UNEP and FAO

[1t.org](#) serves the global community of actors committed to contributing to the goal of planting, restoring and conserving 1 trillion trees worldwide. It will be set up as a global public-private partnership platform for leading governments, businesses, civil society, communities, youth and ecopreneurs and will seek to connect, empower and enable a community of millions and to unleash their potential for realizing unprecedented reforestation, restoration and conservation globally.

Science is clear about the climate, biodiversity and sustainable development of healthy forests. Growing, restoring and conserving a trillion trees over the coming decade could potentially result in 3-4 gigatons (Gt) of CO₂ being sequestered from the atmosphere each year, with the same trees storing up to 205 Gt of equivalent CO₂ once mature.

Alongside the decarbonization of energy sectors, such nature-based solutions play a critical part in achieving global climate and sustainable development goals. Phase one of 1T.org will be a sprint to 2023 with the focus on embedding 1T.org into the global architecture in service of the UN Decade of Delivery, which will trigger political leadership, innovative models of mainstreaming data and monitoring capabilities, as well as investment into at-scale reforestation, restoration and forest conservation programmes globally. Several governments and many corporate partners and civil society organizations will engage in 1T.org. The project will also be delivered through UpLink, given the connection that restoration targets have with SDG15, Life on Land.

84. The Terraton Initiative

An initiative with the goal of removing one trillion metric tons of CO₂ from the atmosphere, using it to enrich agricultural soils through carbon sequestration

Even if all countries meet their commitments under the Paris Agreement, and all companies meet their individual commitments, atmospheric CO₂ levels will continue to climb, reaching an estimated 580 ppm by the end of the century. By incentivizing the adoption of regenerative practice by global farmers, Terraton will create a shift in drawing down carbon from the atmosphere and restoring soil health.

Working across its large and growing community of farmers to adopt these practices, a marketplace – Indigo Carbon – will be created

where farmers can be paid for every ton of CO₂ they sequester or abate. Demand for this marketplace is expected to come from corporations, individuals, NGOs, and possibly governments looking to offset their emissions. In addition, the Terraton Experiment has been launched as a large, real-time, and open-source soil carbon experiment, to better understand the growing practices that contribute to climate positive agriculture. Key partners to date are Soil Health Institute and the Rodale Institute.

85. Just Rural Transition

An initiative working to create a shift to resilient food, land use and ecosystems, contributing to a growing international agenda on people, nature and climate

At the UN Climate Action Summit (UNCAS) in September 2019, public, private and civil society leaders came together to catalyse a radical shift in food and land use systems, protecting livelihoods of the most vulnerable and protecting and restoring nature.

This work is taking place under the heading of a Just Rural Transition (JRT). It was endorsed by fifty countries and public, private and non-state partners. Actions to realize this vision for a transformation of land use were also launched, including a coalition to work on key policy reforms; and an investment partnership to mobilize finance into sustainable landscapes and supply chains. (The OECD estimates the top 51 countries that produce two-thirds of the world's food provided approximately \$705 billion a year in public support to agricultural producers).

Shifting this support towards sustainable use of land, prosperous rural communities and conservation of nature is a key step towards ensuring land use that is compatible with the Paris Agreement targets and SDGs. The investment partnerships will focus on catalysing finance to build resilience and sustainability in sustainable landscapes and supply chains, building on pioneering work emerging from the rice and cocoa sectors, to ensure resilience and sustainability for forests and other key ecosystems. Leading companies such as Yara International and Zurich Insurance Group have been engaged to shape this work, drawing on their experience and expertise.

Company leadership in corporate global citizenship

86. Bain & Company and The Nature Conservancy – Environmental Practice Partnership

A partnership between Bain & Company and The Nature Conservancy to drive conservation initiatives using market-based solutions and value-chain analysis

Bain & Company's Environmental Practice works with The Nature Conservancy chapters around the world to identify projects where the Bain & Company portfolio of tools can be applied to find innovative approaches to solving problems related to climate change, resource conservation and plastic waste reduction.

Examples of recent projects include: the reduction in by-catch of the Bigeye Tuna in Micronesia using advanced technology and market-based solutions, launching an innovative end-to-end value chain model to deliver a sustainable-tuna offering to consumers in the US; developing market-based solutions to drive forest conservation in the US; developing an economically viable solution to reduce wildfire risk in California through remediation of the forests; implementing an innovative economic development model to promote land conservation in the southern US; defining a strategy to remediate the historical oyster beds in Australia; and reducing the climate impact of the cattle industry in Brazil.

In 2016, Bain & Company committed to spend \$1 billion over a 10-year period, which will be invested across social-impact causes related to the Environment, Education, and Economic Development. As part of this effort, Bain & Company will continue to find ways to partner with change-oriented organizations like The Nature Conservancy to drive transformational change and create unprecedented, long-term improvements to the environment.

87. Banco Santander – Responsible Banking Targets

One of 10 Responsible Banking Targets to contribute to the SDGs, Banco Santander aims to mobilize €120 billion between 2019 and 2025; and €220 billion between 2019 and 2030 in green finance to help tackle climate change

Banco Santander aims to facilitate €240 billion in green finance by 2030. It has been recognized as one of the most sustainable banks in the world, ranking third among global banks in the Dow Jones Sustainability Index. The bank is a leading provider of green finance, having raised close to €50 billion between 2015 and 2018.

88. Bank of America – Environmental Business Initiative

A new commitment from Bank of America through lending, investing, capital raising, advisory services and developing financing solutions, to drive innovation and accelerate the transition to a low-carbon, sustainable economy

Bank of America will mobilize an additional \$300 billion in capital by 2030, increasing the company's investment in low-carbon business activities such as sustainable energy and transport, climate resiliency, clean water and sanitation as part of its focus on deploying capital for responsible, sustainable growth.

The \$300 billion goal brings Bank of America's total commitment to more than \$445 billion since 2007, when the company issued its first Environmental Business Initiative. Bank of America has deployed more than \$126 billion over the past 12 years in support of environmental business efforts across the globe.

89. Dell Technologies – NextWave Plastics

A consortium of businesses that are building an open-source global network of ocean-bound plastics supply chains

Dell Technologies have long been a leader in the creation of innovative supply chain models to reduce waste and support the circular economy. In 2014, they set up the industry's first closed-loop plastics supply chain, forming a significant portion of the company's reuse of 100 million pounds of recycled materials. In 2016, they went a step further with non-traditional sourcing and supply chain practices with a pilot programme to address the critical issue of marine litter, seeking to keep plastics in the economy and out of the ocean. To do this, the company processed plastics collected from beaches, waterways and coastal areas and used them to create new packaging.

In April 2017, after 18 months of feasibility testing, Dell Technologies launched the [industry's first ocean-bound plastic packaging](#). Recognizing the broad applications and benefits of a commercial ocean-bound plastic supply chain, they partnered with non-profit Lonely Whale, to create a consortium of like-minded businesses called NextWave Plastics. Working together, these companies including GM, IKEA, Trek Bicycles, Interface Carpets and Herman Miller, are building an open-source global network of ocean-bound plastics supply chains.

The group is also sharing best practices to drive more use cases for the material. The initiative has actively engaged scientists and advocates working with marine litter and ocean health to advise on a sustainable model that supports the needs of coastal communities and environments. The group is supported by UN Environment, with private-sector partners invited to sign up to the Clean Seas campaign as part of their commitment. With this consortium, NextWave expects to divert more than 3 million pounds in weight of plastics and nylon-based fishing gear from entering the ocean within five years, the equivalent to keeping 66 million water bottles from washing out to sea.

90. Dow – Roads from Recycled Plastic

A programme to construct roads from recycled plastic as part of Dow's commitment to reduce plastic waste and drive sustainability solutions through innovation

Across Africa, Asia, Europe, Latin America and North America Dow provides technical support to road developers to build new roads by improving them with recycled plastic. To date, this programme has prevented more than 220,000 lbs (nearly 100,000 kg) of plastic from ending up in landfills, through Dow's work with partners across the value chain.

Roads built from plastic waste are often more resistant than neat asphalt to corrosion from weather or vehicles and can therefore reduce the cases of dangerous potholes or traffic jams. By developing these applications, Dow is also helping to develop a stronger market for recycled plastics that could be scaled up worldwide. Dow's engagement with projects like this demonstrates its objective to continue working with private and public partners to implement the technology across wider applications. This initiative was recently recognized by FORTUNE on their 2019 "Change the World" list.

91. Ericsson – Climate Action: Exponential Roadmap Project

A project bringing together experts and leaders from research organizations, civil society organizations and the business sector to explore if and how decarbonization in line with 1.5°C by 2050 is possible, with a focus on actions required in the coming decade

Core partners include Future Earth, Stockholm Resilience Center, Potsdam Institute for Climate Impact Research (PIK), KTH Royal Institute of Technology, WWF, Ericsson, SITRA, Mission 2020 and Internet of Planet.

At the core of the roadmap lies a set of quantified solutions identified within different sectors (energy supply, industries, buildings, transport, food production and nature-based solutions) to show that there really are practical solutions at hand. The roadmap also shows how these solutions are embedded in a wider societal framework that illustrates the necessary policy, finance, leadership and technology developments to accelerate development.

In particular, the roadmap showcases the role of exponential technologies, such as digitalization, and how they could and should be leveraged for a post-fossil society. The Exponential Roadmap seeks to use its affiliation with the Forum's platform to help explore the potential of these different decarbonization opportunities and how different technologies such as digitalization can help facilitate the change we need.

92. JD.com – The Green Stream Initiative

An environmental project that promotes the use of sustainable packaging materials to reduce the environmental impact of the entire supply chain of consumption activities

Since its launch in 2017, the initiative has reduced use of disposable packaging by 27,000 tons and has seen the deployment of recyclable “green stream boxes” across 30 cities. A total of 910,000 tons of paper have been saved by paperless systems in warehouses, lightweight packaging and box recycling programmes.

Leveraging its nationwide logistics network, JD.com has collected more than 2.6 million idle items including clothes, books, toys, plastic bottles and expired medication in 76 cities in China so far, and given them a second life through philanthropic donation, recycling or other eco-friendly disposal methods.

In addition, JD.com has committed to upgrading its fleet of logistics vehicles to clean energy electric vehicles, with more than 5,000 already in use in nearly 50 cities across China. JD.com has signed on to the Science Based Targets Initiative (SBTI), an ambitious global carbon reduction campaign led by CDP, UN Global Compact, World Resources Institute and WWF, in a bid to push forward responsible consumption with concrete and measurable goals. [Read more](#)

93. Nestlé - Nespresso Reviving Origins Programme

An initiative focused on restoring high-quality coffee production in regions around the world where it is under threat due to political conflict, economic hardship or environmental disasters

Agronomists train coffee farmers on new techniques to improve their crop yields and increase their incomes, in addition to addressing infrastructure challenges such as wet mills, coffee cooperatives, water management and agroforestry (tree planting to improve quality and increase climate change resilience).

Nespresso launched the programme in 2019 with new single-origin coffees from Eastern Zimbabwe, where coffee production had dropped to less than 5% of its peak levels; Caquetá, Colombia, an area that opened following the peace accord ending 50 years of civil conflict; and Puerto Rico after hurricanes Maria and Irma destroyed 80% of the island's coffee trees and harvest.

Through such investment and the commitment of partners, such as Technoserve, coffee farmers in these regions are starting to rebuild sustainable livelihoods, restore their local economies and bring much-needed development to their rural communities.

94. Procter & Gamble – Children's Safe Drinking Water Program (CSDW)

The programme consists of not-for-profit community development and emergency relief work to provide clean drinking water with the goal of reducing sickness and death resulting from drinking contaminated water

Access to clean drinking water is a daily struggle for almost 1 billion people. Nearly 20 years ago, in collaboration with the US Centers for Disease Control and Prevention, Procter & Gamble scientists developed a low-cost powdered technology in a packet designed to purify even heavily contaminated water so that it meets World Health Organization standards for safe drinking water.

Working collaboratively with more than 150 civil society, private and public-sector partners, Procter & Gamble continues to raise awareness of the global water crisis and provide water purification packets at a subsidized cost to meet clean water needs. Through this work, Procter & Gamble has helped establish household water treatment as a viable and practical means of improving access to clean drinking water in areas of the world where safe water infrastructure does not exist and in emergency relief use.

Procter & Gamble is committed to playing its part in the global WASH community to help achieve the goal of universal access to safe drinking water and sanitation by 2030 (SDG 6) and has provided over 15 billion litres of clean drinking water in nearly 100 countries since CSDW began in 2004. In March 2019, it announced its latest goal to provide 25 billion litres of clean water by 2025. To do so, it is forging new partnerships with humanitarian organizations and extending CSDW operations to more countries to bring the power of clean water to more children and families.

95. PepsiCo – Sustainable Farming Programme

PepsiCo's programme to provide more than 40,000 farmers with training and resources to help them on the path to greater productivity, resiliency and sustainability

As part of this, the company has set up a growing global network of more than 100 demonstration farms – both smallholder and large-scale – spanning more than 15,000 acres. There, they work with innovative local farmers to find and implement the solutions that work best in that agricultural region, from new irrigation and soil health management practices to measures to enhance worker safety.

Impact is measured by environmental and social criteria, and core business metrics like yield and quality. Importantly, the programme enables peer-to-peer learning, with other local farmers invited to visit the demonstration farms to better understand the practices and the advantages they bring.

96. SAP – Ocean Vision 2030

A business-led initiative focused on action, system-wide collaboration and innovation enabled by data and intelligent technologies to deliver the systemic change to achieve a cleaner ocean and healthier communities

As a member of the [Global Plastic Action Partnership](#), SAP is working with NGOs and other Forum Strategic Partners to launch Ocean Vision 2030 at the Annual Meeting 2020. The science indicates that a 20% reduction in material flow into the ocean each year for seven years can return micro-plastic concentrations to below 1990 levels. To achieve this, business needs to rapidly shift to single-use alternatives, scale up design for circularity, invest in waste infrastructure and benefit society.

97. Salesforce.com – Sustainability Cloud: Empowering Every Business to Drive Impactful Climate Action

A carbon accounting product for businesses to drive climate action that will accelerate the world's efforts towards carbon neutrality

Introduced in September 2019 during the UNGA and Climate Week, [Sustainability Cloud](#) provides an easy solution for tracking, evaluating and ultimately reducing an organization's impact on the environment. Salesforce harnessed the company's culture of innovation and its vision for customers to use the entire Customer 360 Platform for environmental good to create Sustainability Cloud. The result? Businesses now have a trusted sustainability platform that gives them a 360-degree view of their environmental impact and provides data-driven insight to make change the planet will notice.

98. The Coca-Cola Foundation – Partnership with the Benioff Ocean Initiative at UC Santa Barbara

A collaboration between the [Coca-Cola Foundation](#) and the Benioff Ocean Initiative on curbing the flow of plastics from rivers to ocean

The partners are supporting interdisciplinary teams in designing and deploying innovative applications to clean up plastic already in rivers and to effect community behavioural change and policy solutions that target the source of the pollution.

Captured plastic will be recycled, re-used or disposed of responsibly to prevent leakage into the environment. The campaign has spurred interest among teams around the globe and projects will be launched in 2020 across several continents. It brings together world experts in hydrology, industrial ecology, watershed governance and riverine engineering, and thought leaders from NGOs and private industry in the worldwide deployment of the projects.

99. The PepsiCo Foundation – Partnership on “She Feeds the World” Programme

A partnership between The PepsiCo Foundation and the global organization CARE on a programme to tackle gender inequality in the agricultural sector

Women farmers play a critical role in global food production and represent 43% of agriculture labour in developing countries, but lack access to the same resources as their male counterparts, such as land, financing, markets, tools and training. If women farmers had the same access to productive resources as men, they could potentially reduce the number of hungry people in the world by at least 100 million.

A grant of \$18.2 million will provide 5 million female farmers and their families in Egypt, Guatemala, India, Nigeria, Peru and Uganda with education, resources and economic support to help them increase their crop yields, incomes and access to nutrition.

She Feeds the World is the largest food and nutrition security programme in CARE's 75-year history and will benefit 50 million female farmers and their families in the developing world. This partnership is part of a broader effort by PepsiCo to support a more sustainable food system by empowering women in its own agricultural supply chain, including through its Sustainable Farming Program currently active in 38 countries, and by investing in multisector agricultural programmes that have the potential to achieve large-scale systems change.



2.4 Technology – Technology Governance

Lighthouse examples of multistakeholder technology governance projects for Forum Industry Partners to join or help scale up through the Forum's Fourth Industrial Revolution platforms

100. The Global Centre for the Fourth Industrial Revolution (C4IR) Network

The C4IR Network was launched by the World Economic Forum in March 2017 and is headquartered in San Francisco. It was created as a platform for global cooperation dedicated to developing governance policies and frameworks that accelerate the application of science and technology in the global public interest.

Based on increasing interest from governments and companies to engage in projects launched by the C4IR Network on key issues concerning emerging technologies, the Network's footprint has rapidly expanded to include Forum-led Centres in China, India and Japan and Affiliate Centres in Colombia, Israel, Norway, Saudi Arabia, South Africa and the United Arab Emirates.

Affiliate Centres are operated by host governments and work in close cooperation with the C4IR Network. The C4IR Network is expected to grow in additional strategic jurisdictions across Europe, Latin America, Africa, MENA and Asia Pacific. The activities of C4IR Affiliates are closely coupled with the C4IR Network's projects across different thematic areas Lighthouse Projects from the C4IR are listed below.

101. The G20 Global Smart Cities Alliance on Technology Governance

The Alliance, for which the World Economic Forum serves as the secretariat, is the largest and most ambitious initiative to advance the responsible and ethical use of smart city technologies on a global level, working with over 200,000 cities through our platform and partners.

This initiative was launched by the Japanese Presidency of the G20 in collaboration with the Forum's Centre for the Fourth Industrial Revolution Japan and will continue under the Saudi G20 Presidency in collaboration with C4IR Saudi Arabia. Governments can nominate cities to participate in the alliance and serve as pilot sites for new policies and protocols, while leading companies are invited to join the co-design and piloting communities.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Internet of Things, Robotics and Smart Cities.

102. Empowering AI Leadership

Companies can adopt a practical framework and toolkit developed by the World Economic Forum with over 100 cross-sector stakeholders and piloted by more than 12 companies that help board members be responsible stewards of their companies' deployment of AI by more deeply understanding this transformational technology, asking the right questions, balancing trade-offs, meeting the needs of diverse stakeholders and formulating innovative governance approaches.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Artificial Intelligence and Machine Learning.

103. Unlocking Public-Sector AI

Governments can adopt practical standards for effective and responsible procurement and deployment of AI, which can transform government services while using market power to set standards for industry. The standards, accompanied by actionable implementation guidance, were co-designed by the Forum with over 100 cross-sector stakeholders, initially piloted by the UK government, and subsequently piloted with governments across the Middle East, Latin America, Europe, and Asia.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Artificial Intelligence and Machine Learning.

104. Blockchain Users Bill of Rights

Companies and governments can sign on to support and implement the Blockchain Users Bill of Rights, designed by the Forum's Global Blockchain Council of the world's top leaders and experts in this disruptive technology. These core principles enable both developers and deployers to protect consumers in the early stages of this nascent technology and avoid pitfalls of previous technological revolutions.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Blockchain and Distributed Ledger Technology

Note – the below is project 103/ was called Ethical Use of Technology.

105. Responsible Design, Deployment, and Adoption of Technology

As companies are increasingly called on to take responsibility for the impacts of their products on society, particularly amid the current "techlash", the Forum has convened a community of chief ethics officers and other "ethics executives" within companies to design actionable frameworks for how to integrate ethics into decisions about how their products are designed and to whom they should be sold. Leaders are invited to join this community to learn what is working from their peers and to adopt these practical frameworks for their own companies.

106. Responsible Limits on Facial Recognition Technology

Companies that are designing or deploying facial recognition technology can join industry leaders in adopting the Forum's set of principles that define what qualifies as responsible use of this transformative technology, as well as an assessment framework that operationalizes these principles. Governments can adopt the Forum's practical guidelines for common-sense regulations in this space, which balance innovation and social benefit with protecting individual rights.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Artificial Intelligence and Machine Learning.

107. Redesigning Trust: Blockchain for Supply Chains

Bringing transparency and efficiency to complex supply chains is one of the most promising use cases for blockchain technology, but current deployments are fragmented and siloed. Companies and governments can adopt the Forum's framework to ensure the interoperable, responsible and inclusive deployment of blockchains for supply chains, which has been piloted in multiple industries, geographies, and use cases – including with partners representing 85% of the world's cocoa supply chain, Hitachi executives, 60 transport ministers from across the world, and with [30+ organizations](#) from the United Arab Emirates blockchain ecosystem through a new [Blockchain Governance Accelerator](#) in collaboration with C4IR United Arab Emirates.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Blockchain and Distributed Ledger Technology.

108. Central Banks in the Age of Blockchain Technology

As critical engines of the global economy, central banks must be particularly cautious in experimenting with blockchain despite adoption in the broader financial services industry. Central banks evaluating this potentially transformative technology can join the Forum's confidential community of [more than 45 central banks](#) and international organizations to share experiences about blockchain experimentation. They can adopt a new user-friendly, risk-aware and comprehensive toolkit created by this community that helps policy-makers evaluate whether and how to responsibly launch central bank digital currencies.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Blockchain and Distributed Ledger Technology.

109. Blockchain as a Team Sport: Governance Models for Industry Transformation

Across industries, organizations are realizing that the full value of blockchain technology is unlocked through cross-company collaboration – but the models for collaboration can be particularly challenging to navigate given the technology's decentralized nature. Companies that are looking to lead responsible transformation of their industries can use the Forum's platform to launch a fair, neutral and robust industry consortia focused on blockchain, utilizing the Forum's principles for governance of consortia and joint blockchain platforms. A recently launched [blockchain consortia for seven leading mining and metal companies](#) being facilitated by the Forum was incubated at the Annual Meeting 2019.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Blockchain and Distributed Ledger Technology.

110. Beyond the Box: Designing Meaningful Consent for Collecting User Data

When collecting personal data, many companies require users to check a box for Terms of Service that few users read or understand. Companies looking to champion trust with their customers can adopt the Forum's new approaches to obtaining user consent that empowers the user to have more control over what data is being collected, how it is used and by whom – particularly as data is increasingly being collected beyond the screen and all around us.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Data Policy.

111. Accelerating the Impact of IoT Technologies

Governments looking to bring the benefits of the Fourth Industrial Revolution to small and medium-sized enterprises can implement the Forum's new policy tools to facilitate the adoption of industrial IoT solutions in the manufacturing sector. The tools are being piloted by the Brazilian Ministry of Economy and the State of São Paulo with more than 130 SMEs in the São Paulo region with an additional 2,000 Brazilian companies expected to join by 2021. These policy tools are ready for adoption in other jurisdictions and sectors, with further pilots planned for water management and medical devices.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Internet of Things, Robotics and Smart Cities.

112. Creating Market Incentives for Secure Industrial IoT

Industrial internet of things (IIoT) will be one of the largest drivers of economic growth in the coming decade. Absent adequate security measures, it could also unleash catastrophic harm. In 2017, more than 24 companies, governments, organizations and universities collaborated with C4IR to co-design the Industrial IoT (IIoT) Safety and Security Protocol.

This first-of-its-kind policy framework, published in April 2018, generates an understanding of how risk and insurance can facilitate the improvement of IIoT security design, implementation and maintenance practices. It also puts forth a universal set of risk management best practices that should be incorporated in all IIoT deployments.

The framework is being piloted in the aviation sector, with more than 25 stakeholders including regulators, prominent airports and airlines, leading ICT and cybersecurity companies, large insurance providers and civil society associations aligning to develop a method to quantify risk exposure against a defined baseline of common standard of care. This project will result in a policy tool that enables diverse industries deploying industrial IoT devices and systems to benchmark themselves against a "common duty of care" with regard to cyber resilience controls and best practices.

Companies from other industries are invited to pilot this framework to ensure the safe deployment of IIoT devices and systems in their sectors.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Internet of Things, Robotics, and Smart Cities and Platform for Shaping the Future of Cybersecurity and Digital Trust.

113. Unlocking Data for Healthy Living

Data related the state of our health is being collected everywhere – from hospital computer systems to our phones – but barriers to accessing and applying it mean it is rarely used to its full potential to make us healthier. This project, driven by C4IR Japan, aims to develop innovative ways to use data to detect, prevent and treat dementia and other ageing-related conditions, which are expected to triple by 2050, while also addressing broader issues of healthcare data governance along the way. This project is introducing a new paradigm for patient consent – Authorized Public Purpose Access – to ensure that governments can responsibly leverage patient data to benefit society while protecting individual rights. Governments looking to responsibly unlock the value of their health data are invited to adopt this innovative framework.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Data Policy.

114. Building Trust in Consumer IoT

Consumers are more connected than ever, owning an average of four IoT devices. These devices provide new conveniences and quality of life improvements, but may also bring about new risks. Recent studies show that almost half of smart home device owners regularly worry about the privacy or security of their devices, and that nearly one-third of consumers do not own or intend to purchase a connected device because of lack of trust. Improving buyer confidence is needed to open these wary segments of the market to consumer IoT companies, while greater regulatory clarity will also help those companies invest and grow the market.

Join leaders from the top manufacturers and deployers of these connected devices, together with government and civil society, who are partnering with the Forum to develop a common standard to inform, educate and build trust among consumers on topics such as privacy and security.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Internet of Things, Robotics, and Smart Cities.

115. Generation AI – Standards for Protecting Children

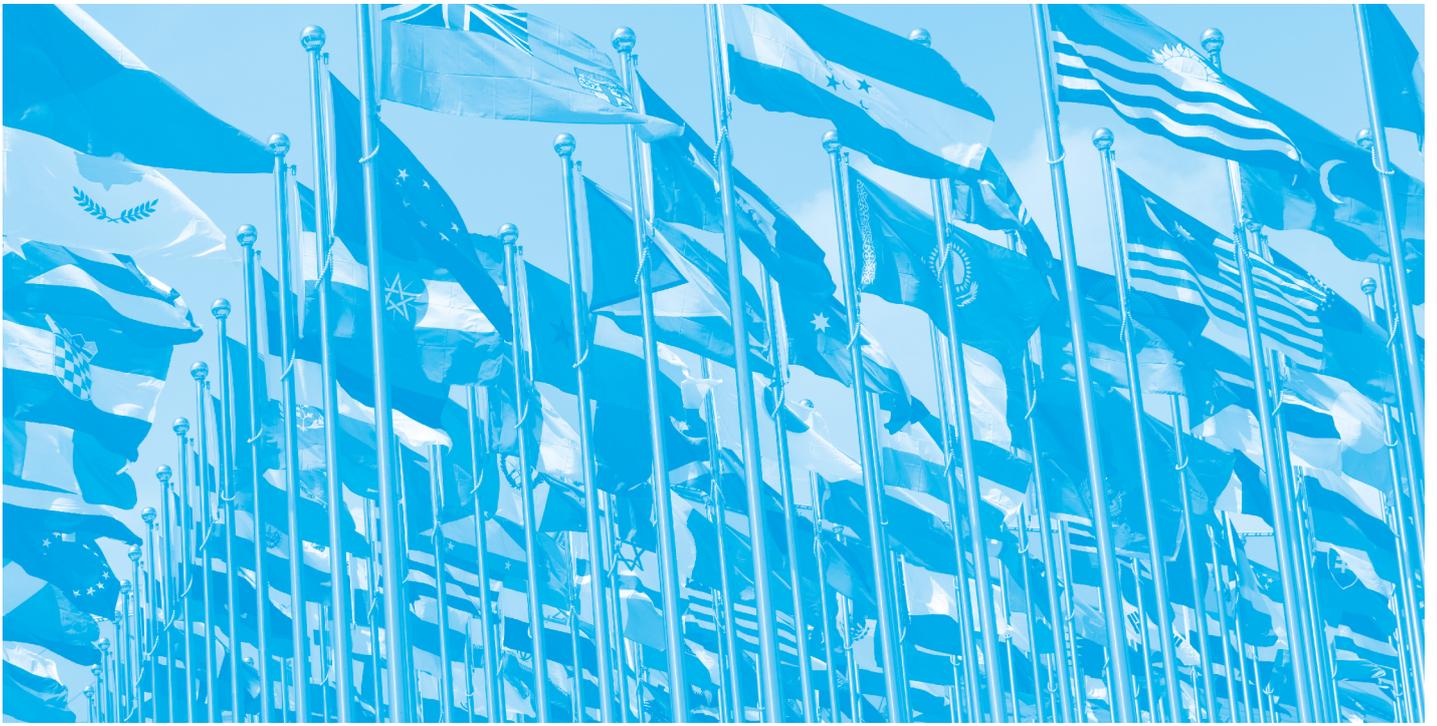
AI is increasingly embedded in children's toys, tools, and classrooms, creating sophisticated new approaches to education and child development tailored to the specific needs of each user. However, special precautions must be taken to

protect society's most vulnerable demographic. Issues of privacy are compounded by questions about the impact of AI-enabled toys on cognitive development.

Interested partners are invited to join the Forum's community of companies that make AI-enabled products and services for children and youth; governments and advocacy organizations committed to protecting children's rights; and researchers and academics studying the impact of AI on children – all working together to design and implement standards, norms and best practices for the protection of children in the age of AI.

In partnership with UNICEF and numerous governments, this project is developing a set of policy guidelines for child protection at the country level. The draft guidelines for child protection were published in September 2019 with UNICEF.

This project is part of the Forum's Platform for Shaping the Future of Technology Governance: Artificial Intelligence and Machine Learning.



2.5 Geopolitics – Regional Development and Cohesion

Regional multistakeholder coalitions and alliances

116. The Africa Growth Platform (AGP)

A project to promote job creation by scaling up 100 million SMEs and start-ups (especially youth and women-led) in the context of the Fourth Industrial Revolution by 2025

Initiated by the Africa Regional Business Council at the World Economic Forum on Africa in 2019, the project leverages the recently signed Africa Continental Free Trade Area agreement. It is supported by a multistakeholder network keen to develop sustainable entrepreneurial ecosystems, reduce barriers to entry for entrepreneurs (especially in rural areas) and commercialize Fourth Industrial Revolution technologies in Africa.

In participating countries and sub-regions, platforms for knowledge sharing and collaboration will be built to develop forward-looking, industry-based best practice solutions.

The platform is supported by the Governments of Botswana, Ghana and Kenya. The founding members are A.T. Kearney, Alibaba Group, Dalberg Group, Export Trading Group, US Africa Development Foundation, and Zenith Bank.

117. Digital ASEAN

One of the Forum's flagship projects in South-East Asia, the initiative aims to contribute to the development of a vibrant regional digital economy

It was launched in April 2018, and with the full involvement of ASEAN ministers of digital economy, ICT and trade as well as the heads of regional and global businesses.

The ASEAN region is the fastest-growing internet market in the world: the online population increases by 125,000 users every day, e-commerce is flourishing, and the region is producing exciting tech unicorns. However, much of the activity is still at a national rather than a regional level.

Working with a multistakeholder community of more than 100 organizations, the initiative is helping to shape regional data policy, harmonize regional e-payment systems, build digital skills and promote cooperation and capacity-building in ASEAN cybersecurity.

Under the project, the Forum launched the [ASEAN Digital Skills Vision 2020](#) programme to pioneer a collective pledge among companies and organizations to train workers, regulators and the public in digital skills. In its first 10 months, 20 organizations have joined the programme, with a combined commitment to train nearly 11 million workers at ASEAN SMEs and provide more than 30,000 internship opportunities.

The project's [ASEAN e-Payments Coalition](#) also developed a [recommendation paper on e-payments](#) to support the development of the ASEAN Payments Policy Framework by the ASEAN governments.

118. New Vision for Agriculture (NVA) India

An initiative to facilitate innovative partnership models for improving agricultural productivity and opportunities for farmers in India

NVA India has developed Public-Private Partnerships for Integrated Agricultural Development (PPP-IAD) and supported multistakeholder partnership platforms in Andhra Pradesh, Karnataka and Maharashtra to strengthen value chains and boost farmers' incomes.

Over the past seven years, these partnerships have benefited more than 600,000 farmers and improved incomes by 10%-30%. NVA India is also working with the Indian government to establish a national multistakeholder platform – the Agricultural Value System Partnership Platform – to support the Indian prime minister's vision of doubling farmers' incomes by 2022.

119. Grow Africa

A partnership of innovative and market-based platforms that have leveraged several billion dollars of new investment to the benefit of millions of smallholder farmers in 13 countries

The initiative promotes public and private investments and multistakeholder partnerships aligned with the National Agriculture Investment Plans in African countries. The Grow Africa partnership was founded by the African Union, the New Partnership for Africa's Development (NEPAD Agency) and the Forum in 2011 and is managed by the African Union Development Agency.

120. Grow Asia

A series of value-chain projects bringing together farmers, governments, companies and civil society to lift the productivity, profitability and environmental sustainability of smallholder agriculture through market-based and multistakeholder approaches

Established in 2015 by the Forum, in collaboration with the ASEAN Secretariat, Grow Asia engages more than 480 organizations through over 44 value chain projects in Cambodia, Indonesia, Myanmar, Papua New Guinea, Philippines and Viet Nam, reaching 1.3 million farmers to date.

121. Breaking the Impasse Initiative

An initiative aims to advance dialogue on the future of Israeli-Palestinian relations in support of the two-state solution

Under this initiative, the Forum regularly convenes a community of Israeli, Palestinian and international business leaders to explore how the private sector can contribute to move the needle on peace efforts.

Since the Annual Meeting 2018, the community has focused on exploring innovative avenues of collaboration in the context of the Fourth Industrial Revolution to bridge the digital divide between the two sides. Since emerging technologies hold great promise for Palestinian economic development, the community has identified

paths to scale up Palestinian tech talent and attract investments in the tech industry.

122. Arab Start-Ups Shaping the Fourth Industrial Revolution

An initiative that convenes the most promising 100 Arab start-ups selected by leading experts of the region's entrepreneurial ecosystem

Arab start-ups have reached new heights in the past few years. Through tailored activities, dynamic entrepreneurs have the opportunity to interact with established business leaders and policy-makers to actively shape their own and their region's future.

To further support start-ups as part of this initiative, the Bahrain Economic Development Board introduced a new programme in 2019 in partnership with the World Economic Forum to help start-ups in Bahrain to rapidly scale up their businesses and access a broader spectrum of support, such as access to funding, access to decision-makers and fast-tracking of applications. By using an innovation-centric approach, "Team Bahrain" has also achieved key initiatives that contribute to the transition of the kingdom into a digital economy and to the creation of new sustainable sectors.

These initiatives include policies, regulations and entities beginning with the launch of the regulatory sandbox, to cloud-first policy, open banking regulations and, more recently, the crypto-asset platform operator (CPO) regulations, as well as the establishment of entities such as Bahrain Fintech Bay and Export Bahrain, which offer companies opportunities and solutions to internationalize.

Team Bahrain's collaboration with stakeholders across the public and private sectors has attracted key start-ups from the region to Bahrain, such as: MIZA Financial Services and Moodfit, in addition to homegrown start-ups such as Skiplino, GetBaqala, Malaeb and The Experience Accelerator.

123. Strategic Dialogue on the Western Balkans

An ongoing, structured dialogue that serves as a trusted and impartial platform for leaders from the region and relevant partners to discuss the future of the Western Balkans, foster regional cooperation and advance economic development, and prepare for a future that will be shaped by the developments of the Fourth Industrial Revolution.

Initiated by the Forum at its Annual Meeting 2018, the dialogue has created a number of outcomes to date. These include: the first regional Centre for the Fourth Industrial Revolution in the Western Balkans that will link the region to the global network; a Competitiveness and Innovation Accelerator aiming to identify and scale up selected initiatives that can contribute to increasing the diffusion of innovative technologies and business models and build more inclusive and sustainable systems; and Transformation Maps – the Forum's Strategic Intelligence platform used by a large community of business and government leaders, academia and youth – which will feature dynamic and in-depth analyses dedicated to the Western Balkans to map strategic trends and interdependencies.

Finally, the Forum is supporting regional and international efforts to contribute to a positive future in the Western Balkans, such as the EBRD's Western Balkans Investment Summit (London, 24 February 2020), Western Balkans Digital Summit (Albania, April 2020) and the EU Summit under the Croatian presidency of the Council of the European Union (Zagreb, 6-7 May 2020).

Regional company leadership in corporate global citizenship

124. Royal DSM - Africa Improved Foods (AIF)

A for-profit public-private partnership dedicated to addressing hunger and malnutrition through local fortified food production

Its partners are Royal DSM, the Government of Rwanda, International Finance Corporation (IFC), CDC Group and Dutch Development Bank (FMO). AIF provides a scalable and sustainable solution to address malnutrition via local production of highly nutritious foods. Embedded in its business model is a comprehensive strategy to reduce poverty, create jobs and address stunting and malnutrition through supply to non-profit institutions, such as the World Food Programme, governments and NGOs.

In addition to its supply to humanitarian and development agencies, AIF sells affordable nutritious products to the mass market through retail markets in Kenya, DRC, Rwanda and Uganda. It produces enough nutritious food to nourish more than 1.5 million children daily.

AIF implements a value chain approach. The joint venture purchases locally grown staple crops from more than 35,000 smallholder farmers, mostly women, at prices that guarantee a predictable income and allow them to invest in their farms. The crops are purchased directly from farmer groups in rural areas and processed at the state-of-the-art AIF factory in Kigali that employs more than 300 local staff.

AIF's final products are distributed to beneficiaries across DRC, Kenya, Rwanda, Somalia, South Sudan, Tanzania and Uganda. Any profit AIF makes that is above a basic commercial return is given to the Government of Rwanda to fund further nutrition programmes. AIF and its partners aim to replicate and scale up this model of addressing malnutrition across the continent.

125. Bain & Company – Ethiopian Agricultural Accelerator Platform (EAAP)

A multistakeholder platform representing a new kind of public-private partnership that can drive an inclusive, sustainable transformation of smallholder agriculture and food systems in sub-Saharan Africa

Bain & Company has supported the Ethiopian Agricultural Transformation Agency in establishing this first-of-its-kind Ethiopian Agricultural Accelerator Platform (EAAP). Since its operationalization in late 2017, EAAP has mobilized over \$25

million and reached more than 6,000 farmers, increasing income by two-and-a-half times (where modern inputs are provided); worked directly with seven agri-processors, three of which are women-owned, and on average increased the revenues of these businesses by more than 150%.

EAAP is building two to three sustainable value chains that meaningfully increase smallholder farmer incomes and enable Ethiopia to become globally competitive in commodities and related packaged products. The platform assists local entrepreneurs (specifically intermediaries strategically sourcing from smallholder farmers in an inclusive way), encouraging foreign and domestic private-sector investment and coordinating participation by other system actors.

This approach – piloted in the honey value chain – will be rolled out across multiple value chains in Ethiopia to increase the number and quality of “farmer-allied intermediaries” operating across the country's food system.

126. Dell Technologies Digital LifeCare India

A pilot in a southern state in India that has spread to more than 15 Indian states and reached 11 million people; it deploys modern digital healthcare solutions to communities with insufficient access to healthcare

Undertaken by Dell Technologies, the programme aims to reach all states in India and other rural parts of the world, bridging inequalities in the healthcare sector.

Access to healthcare is a global priority but, in India alone, almost two-thirds of 1.3 billion citizens live in rural, difficult-to-access areas and suffer from poor health literacy and lack of access to healthcare centres and healthcare professionals.

This is coupled with the fact that noncommunicable diseases (NCDs) like cancer, diabetes and heart disease have been on the rise in India, creating a sense of urgency to find solutions.

In 2014, in partnership with the Government of India and Tata Trusts, Dell Technologies undertook the challenge of delivering preventive healthcare to more than 800 million remote villagers. The aim was to help healthcare professionals through technology to screen NCDs and to assist the Government of India with standardization and automation of care and record keeping. The solution also enables policy-makers to use analytics from the data collected to determine health trends and needs across the country. All patient data is synced and stored in the government cloud to track health patterns nationwide and inform public health policy. Quality and affordable healthcare can now be brought to the doorstep.

127. Dell Technologies PolicyHack: Education Technology India

A platform connecting policy-makers around the world with community voices legislative solutions addressing the reimagining of the 21st-century classroom, with acknowledgement that it is essential to include teachers in these dialogues

According to [UNICEF](#), over half of India's youth may be ill-equipped for the job market by 2030. A frightening statistic for what is considered the biggest and one of the world's youngest democracies.

Governments in the developing world are increasingly focused on addressing the needs of students to ensure they are prepared with skills for a digital future. A big opportunity is the use of technology to improve access, affordability and quality of education. With its agnosticism to socio-economic parameters, education technology can be a truly universal and inclusive revolution. However, education technology has fallen short in helping teachers unlearn, relearn and leverage this disruption.

Conceived by Dell Technologies, the [Dell PolicyHack](#) has to date worked with local governments, partners and NGOs to implement 22 PolicyHacks in 15 cities around the world.

For Dell PolicyHack India, the company brought together policy-makers and teachers to share their biggest challenges in coping with technology. They came up with solutions for governments, local organizations, think-tanks, industries and school administrations.

In 2019, a cross section of teachers from private, public or government-aided schools from 12 Indian states participated in these policy "hacks". These candid discussions have already attracted key influencers including India's leading authority on teacher training, government officials from regional education departments, NGOs, and even EdTech entrepreneurs.

UNESCO MGIEP – UNESCO's category 1 research institute in Asia – worked closely with Dell Technologies on the content and execution. With key insight ranging from interventions in capacity-building, self-paced learning, peer connect and collaboration to customizing classroom content, Dell PolicyHack India has generated enthusiasm to reform education in India.

128. Dow – Aulas Verdes (Green Classrooms) Colombia

An initiative to build schools in underserved communities using bricks made from plastic waste

In partnership with Colombian startup Conceptos Plásticos, Dow helped launch Aulas Verdes (Green Classrooms) to address the countrywide deficit of 30,000 schools, disproportionately having impact on students in poor, rural areas across Colombia.

Green Classrooms are made using a unique formula and process where hard-to-recycle plastic waste is converted into Lego-type blocks that form a construction system when joined with beams and columns. 70% of each plastic brick is made of hard-to-recycle plastic, such as flexible films, foam to-go containers, plastic cups, straws and lids.

To date, Aulas Verdes has built three schools in Colombia using 12 tons of hard-to-recycle plastic waste recovered from local, Dow-sponsored cleanups. These schools currently serve 600 students, with a potential reach of 3,000 from surrounding communities. The scale-up capacity of the programme is significant.

Organizations through over 44 value chain projects in Cambodia, Indonesia, Myanmar, Papua New Guinea, Philippines and Viet Nam, reaching 1.3 million farmers to date.

129. HPE - Hewlett Packard eHealth Center (eHC) initiative

An initiative to improve the effectiveness and access to primary healthcare in under-served areas across Asia, notably India.

To address the pressing societal issue of lack of suitable primary healthcare in India, Hewlett Packard Enterprise (HPE) has created a network of cloud-enabled eHealth Centers (eHCs) that have cared for over one million people since 2012. From Kerala in the south to Leh in the north, more than 130 eHCs have improved access and effectiveness of primary healthcare in underserved areas across India. The eHCs, which are designed to fit and deploy within a standard shipping container, offer remote diagnoses from highly skilled medics free-of-cost. They also combine online training materials for remote healthcare workers with diagnostic tools that capture patients' vital statistics on a cloud-based application. Based on learnings from initial deployments, solutions were further modified resulting in the introduction of Mobile eHCs to facilitate and cater to the non-ambulatory population and provide point-of-care at people's doorsteps. This initiative increased the reach of HPE's stationery eHC solution by aiding patient mobilization and has also been applied for disaster relief. Going forward, to support India's target of being TB-free by 2025, the eHCs will screen 50,000 symptomatic patients this year and target the "Missing TB" cases who go undiagnosed. The eHC initiative reaffirms HPE's long-term commitment to India and to its core mission to advance the way people live and work. Additional partners are welcome to help expand this network even further and can contact the project via davos@hpe.com for more information.

130. JD.com – The Running Chicken Initiative

The Running Chicken Initiative is JD.com's innovative poverty alleviation effort, which provides goods of unmatched quality to its customers

Through this initiative, JD.com supports farmers in the poorest regions of China to raise free-range chickens by offering interest-free loans, breeding experts, part-time jobs on farm maintaining and support on the produce sales. Raised in a more ethical and healthier environment, chickens can spend 50% of their time outdoors, enjoy fresh air and sunshine and take 1 million steps, monitored by a specially designed pedometer. Sales of the free-range chicken products on the JD.com platform has been a resounding success in the past three years, and the initiative has directly improved the farmers' quality of life and helped removed their regions from China's national poverty list.

Meanwhile, China's discerning shoppers can trace the whole production and process through JD.com's blockchain technology to ensure quality and safety of the products. Following the Running Chicken project's success, two more JD.com's farm-to-table initiatives, Swimming Duck and Flying Pigeon, have been introduced in different poverty-stricken regions in China. [Read more](#)

131. KPMG - Barrio 31 Buenos Aires Strategic Resettlement Plan

A strategic resettlement plan, which supports the UN SDGs by reducing poverty and improving the quality of life for the residents of Barrio 31 in Buenos Aires, leads the way for housing and urban change throughout Argentina

Barrio 31 is one of the largest and most visible slums in Argentina. The neighborhood is home to more than 40,000 people and has been separated from the main city by an old highway – this meant that, in the past, residents did not receive basic municipal services, such as sanitation, water, public transport or even street lighting.

Recently, it was decided that the highway dividing Barrio 31 from the main city would be moved south to ease traffic flow and congestion. It presented the opportunity for the government to implement this strategic resettlement plan.

KPMG has supported the management and coordination of the entire project, with long-term success and sustainability as the goal. KPMG also developed a tool which will help in the reallocation of the families in Barrio 31 to their new buildings – based on, for example, number of people in the family, ages and special needs.

The project has captured the attention of development banks, policy-makers, academics and not-for-profit organizations. The World Bank has put \$170 million in credit towards funding many of the needed infrastructure aspects. The Inter-American Development Bank has also extended a \$150 million credit note to the project to help drive programmes aimed at improving public spaces and redeveloping housing.

132. Mahindra Finance (The Mahindra Group's Finance Company) - Socially Enabled Entrepreneurial Development Mission (SEED) India

SEED provides rural populations with access to credit based on potential cash flows instead of only existing assets

Over 25 years, Mahindra Finance has pioneered the “earn and pay” customer financing model to facilitate the Socially Enabled Entrepreneurial Development mission (SEED). This has nurtured almost 7,000,000 rural entrepreneurs into the mainstream financial system – covering 370,000 villages out of 600,000+ villages across India, with most of the 30,000 employees recruited locally.

Mahindra Finance also supports livelihood generation for women, youth and the differently-abled through projects like Hunnar (skill) in partnership with NGOs, which positively affected 188,000 lives in FY 2019.

133. Novartis - Provision of Innovative Medicines in sub-Saharan Africa

A new strategy launched in 2019 to provide innovative medicines to more patients in sub-Saharan Africa (SSA)

25% of the global disease burden is located in Africa, yet the share of the world's health expenditure for Africa is below 1%. Novartis aims to maximize patient reach across the full income pyramid by focusing on tiered pricing models, competitiveness in tenders and scaling up social business models, while working with partners to strengthen health systems in the region.

Novartis is building on its established activities in malaria, cancer, diabetes, respiratory illnesses, sickle cell disease and cardiovascular diseases as well as proven social business models on the continent. The strategy is aligned with the Novartis Access Principles, which were launched in 2018, and aim to systematically integrate access strategies in how the company researches, develops and delivers medicines globally.

Most recently, Novartis announced a broad public-private partnership with the government of Ghana to tackle sickle cell disease, including access to available medicine, clinical research and use of digital technologies to achieve global standards of care.

134. Sberbank - Contribution to the Future Education Project, Russia

A charitable foundation launched by Sberbank in 2015 that helps develop a modern educational environment to meet the challenges of the 21st century; financial and digital inclusion are among the most important focus areas

Sberbank believes that investing in education and youth development is essential for global economic transformation and well-being. The Bank allocates considerable funds to support a wide-range of educational programmes, scientific conferences and skills competitions for youth.

The Bank actively supports the “Teacher for Russia” programme that enables the talented graduates of top Russian universities to teach in regular schools throughout the country. In 2018, the programme brought together 177 young teachers and covered 21,000 students from 64 schools in six regions of Russia.

Sberbank also focuses on educational initiatives targeted at strengthening and extending the professional IT community in Russia. In 2018, Sberbank started its educational project, School 21, which prepares world-class programming specialists to support the digital transformation of the Russian economy. School 21 operates under a franchise of 42 associations and includes 19 partner campuses situated in 13 countries. In Russia, two campuses operate in Moscow and Kazan.

Artificial intelligence and data science are foundational focus areas for Sberbank and its entire ecosystem. Since 2016, Sberbank has been organizing AI online competitions and international conferences. In 2018, Sberbank launched AI Academy for senior schoolchildren to boost their interest to the topic and upgrade their programming skills. In 2019, Sberbank helped organize the Artificial Intelligence Journey Forum in Moscow, which brought together leading global speakers and over 5,000 participants.

135. The Mahindra Group - Nanhi Kali Education Programme, India

Their work is focused on girl child education, skill building for youth and farmers, and community development through innovative high-impact interventions

The Mahindra Group believes in building enduring businesses by rejuvenating the environment and enabling stakeholders to Rise. The Mahindra Group-supported Nanhi Kali Project (meaning “little bud” in Hindi) has, since inception in 1996, provided educational support to 375,000+ underprivileged girls across 10 states of India. Every Nanhi Kali receives 360-degree support including daily afterschool tuition, school supplies kits and digital tablets for secondary school girls.

Since 2007, nine Mahindra Pride Schools have also provided livelihood training in ITES, retail, hospitality and auto service and soft skills, to 36,000 socially and economically marginalized youth. In addition, 210,000 students have received training through Mahindra Pride Classrooms, which are implemented in partnership with ITI's, Polytechnics and colleges in 14 states.

The Group also runs a unique programme called Employee Social Options (ESOPs) to enable and encourage employees to volunteer for social and environmental causes. In FY 2019, employees contributed ~190,000 hours.

On environmental issues, The Mahindra Group has made ambitious commitments and significant progress in the fight climate change – investing in energy efficiency, upscaling renewable energy and creating carbon sinks by planting 1,000,000+ trees every year since 2007. The Group aims to be carbon-neutral by 2040 and is using an internal carbon price of \$10 per ton. The Mahindra Group is also water positive, has 13 of its facilities “zero waste to landfill” certified and 20 of its group companies have signed on for the Science-based Targets Initiative.



2.6 Industry – Industry Responsibility and Corporate Leadership

Industry coalitions and alliances

136. Global Sustainable Energy Innovation Fund (SEIF)

A concept for a first-of-its-kind Global Sustainable Energy Innovation Fund at scale, developed by the Forum's Energy Platform, in collaboration with KPMG, to unlock more investments in energy cleantech and fill a gap in the international landscape

Accelerating and globalizing clean energy innovation is a critical and often underestimated component in addressing climate change and creating new business opportunities. Energy consumption and production represent two-thirds of global greenhouse gas emissions and energy-related emissions worldwide rose by 1.7% in 2018. According to the International Energy Agency, only seven out of 45 clean-energy technologies needed to achieve the Paris climate commitments are on track in their development.

The SEIF will blend public and private finance to de-risk investors and support disruptive energy innovations worldwide with the potential to significantly reduce CO2 emissions and deliver returns. A process is underway to build the fund and create a coalition of public and private seed investors willing to champion its launch.

The SEIF will be officially announced at the Annual Meeting 2020. This project is part of the Forum's Platform for Shaping the Future of Energy and Materials.

137. The Hydrogen Council

A global CEO-level initiative with a united vision and long-term ambition for hydrogen to foster the energy transition

Launched at the World Economic Forum Annual Meeting 2017 by 13 companies (Air Liquide, Alstom, Anglo American, BMW GROUP, Daimler, ENGIE, Honda, Hyundai Motor, Kawasaki, Royal Dutch Shell, The Linde Group, Total and Toyota), the council is co-chaired by Air Liquide and Hyundai. It has now reached 60 members with BP the latest addition to its Steering Group.

To help drive innovation on hydrogen, the Forum leveraged its collaboration with Mission Innovation, a global initiative of 24 countries and the European Commission established to accelerate clean energy innovation, resulting in an Innovation Challenge on hydrogen being created in 2018. In 2019, to drive public-private collaboration, the first high-level interaction between key CEOs and ministers took place in Davos to accelerate the hydrogen economy, looking at how to remove barriers and adopt policy mechanisms towards its deployment.

The future focus will be on accelerating clean hydrogen solutions, particularly in the heavy industry and mobility sectors, to deliver on energy transition and Paris Agreement goals. The Accelerating

Clean Hydrogen activities, including supporting the Hydrogen Council, are part of the Forum's Platform for Shaping the Future of Energy and Materials

138. Shaping Responsible Materials Value Chains (Mining and Metals Blockchain Consortium)

An industry-led research and development effort on blockchain solutions to catalyse and accelerate responsible sourcing and innovation

The initiative responds to a cross-industry desire to collaborate on blockchain technology to address sustainability and responsible sourcing-related pressures, which is necessary so that proof-of-concept, standards and solutions can be adopted at industry scale. The consortium will experiment, develop and deploy blockchain together to reduce missteps and embed best practices with the technology.

Members of the consortium include: Antofagasta Minerals, Chile; Eurasian Resources Group, Luxembourg; Glencore International, Switzerland; Klöckner & Co. Germany; Minsur, Peru; Tata Steel, India; and Tracr (AngloAmerican), United Kingdom.

This project is part of the Forum's Platform for Shaping the Future of Energy and Materials.

139. Systems of Cyber Resilience: Electricity

A public-private collaboration platform with the goal to enhance cyber resilience across the electricity ecosystem

Participation includes 50 committed leaders from companies, government entities and academia, who meet regularly in a trusted, impartial environment. The first key deliverable of this collaboration was a report, [Board principles for Cyber resilience in the Electricity ecosystem](#), published in February 2019. The aim of the report is to share high-level principles to help CEOs and board members meet the unique challenges of managing cyber risk in the electricity ecosystem.

The platform's activities focus on the implementation of these high-level principles at organization level and a collaboration with the International Energy Agency on an energy security study.

This is a joint initiative between the Forum's Electricity Industry and the Platform for Shaping the Future of Cybersecurity.

140. Fintech Cybersecurity Consortium

The consortium aims to address cyber risks introduced by the Fourth Industrial Revolution and the growing importance of fintech in the financial services ecosystem

The Cybersecurity Consortium comprises Citibank, DTCC, Hewlett Packard Enterprise, JPMorgan Chase & Co., Kabbage, Mastercard, PayPal, Visa and Zurich Insurance Group. Since inception, these members, in collaboration with more than 20

fintech firms, such as Sofi, Onfido and Coinbase, have laid the groundwork for simplified baseline cybersecurity guidelines for fintechs with agreement from globally systemic financial institutions and key regulators.

The consortium will support the scaling and adoption of cybersecurity frameworks that provide clear and actionable guidelines for fintechs and enhance the security of the financial services supply chain.

This project is part of the Forum's Platforms on Shaping the Future of Financial and Monetary Systems and Shaping the Future of Cybersecurity.

141. Partnership Against Corruption Initiative (PACI)

A platform led by chief executive officers to advance integrity in corporate governance

PACI, seeking to advance integrity as a core value in corporate governance, builds on the pillars of public-private cooperation, responsible leadership and technological advances. It engages more than 90 leading companies from different sectors, such as Total, Unilever, Siemens, APCO, Sahara Group and Eni. It is creating a highly visible, agenda-setting platform by working with business leaders, international organizations, civil society and governments to address transparency and accountability.

PACI facilitates the engagement of its members in high-profile international fora such as the UN Convention Against Corruption and the B20. As Networking Partner of the B20, for example, PACI is instrumental in ensuring an inclusive and participatory process and drives consensus of business leaders on key anti-corruption policies. Together with its partners and members, PACI accelerates major collective-action anticorruption initiatives, including beneficial ownership transparency and promoting integrity and good governance of state-owned enterprises.

PACI is also building a consortium to enhance collaboration on data analytics supported by artificial intelligence and machine-learning tools to disrupt and scale the efficiency of the compliance function and prevent fraud. PACI is a World Economic Forum community.

142. Addressing Aviation and Climate Change: The Clean Skies for Tomorrow (CST) Coalition

A platform that provides a crucial mechanism for top executives and public leaders to align on a transition to sustainable aviation fuels (SAF) as part of a proactive pathway to achieve carbon-neutral flights

Coalition stakeholders from across the aviation value chain work together to address the chicken-or-egg scenario in which neither producers nor consumers are willing – or able – to shoulder the initial costs required to scale SAF production competitively against existing fossil-fuel options. CST leads co-developed strategies to break this impasse, advancing commercial production of both bio

and synthetic SAF for broad industry adoption by 2030. Initiatives include a mechanism to aggregate demand for carbon-neutral flying, a co-investment vehicle and geographically specific value-chain pilots.

CST is a key element of the Mission Possible Platform, a broader international coalition working to decarbonize hard-to-abate heavy industry and transport sectors and is led by the World Economic Forum in collaboration with the Rocky Mountain Institute and the Energy Transitions Commission. It is advanced through close consultation with the Air Transport Action Group, an advisory partner.

Founding corporate champions include Airbus Group, Heathrow Airport, KLM Royal Dutch Airlines, Royal Schiphol Group, Shell, SkyNRG, SpiceJet and The Boeing Company.

This project is part of the Forum's Platform for Shaping the Future of Mobility.

143. Drone Regulations for Blood Supply Delivery in Rwanda

A project that has provided new drone regulations has enabled over 20,000 lifesaving deliveries to date

In 2017, the World Economic Forum partnered with the Government of Rwanda to create path-breaking drone regulations that enabled the country to scale up nationwide its initial pilot project using drones to deliver blood to remote clinics. The new regulations have served as a model for other countries and regions, with regulators from many other governments visiting Rwanda to understand its approach to managing drones and the European Aviation Safety Agency adopting a similar performance-based approach.

In September 2019, the World Bank announced it would be partnering with the Forum to bring regulators from across Africa to Rwanda for the Africa Drone Forum to help them understand how they can enable similar programmes in their own jurisdictions.

This project is part of the Forum's Platform for Shaping the Future of Mobility, jointly undertaken with the Centre for the Fourth Industrial Revolution.

144. The Known Traveller Digital Identity Initiative

An initiative that brings together a global consortium of individuals, governments, authorities and the travel industry to enhance security in world travel

The [Known Traveller Digital Identity Initiative](#), the first global collaboration of its kind, enables more secure and seamless travel that benefits both travellers and the travel industry. It enables consortium partners to access verifiable claims of a traveller's identity data so they can assess their credibility, optimize passenger processing and reduce risk. KTDI allows individuals to manage their own profile and collect digital "attestations" of their personal data, deciding what data to share and when.

The more attestations a traveller accumulates, and shares, the better the consortium partners, governments and other parties can provide a smooth and safe travel experience.

This project is part of the Forum's Platform for Shaping the Future of Mobility.

145. The Logistics Emergency Teams (LET)

A partnership that unites the expertise and experience of the humanitarian capacity and resources of the logistics industry with community to provide more effective and efficient disaster relief

A first partnership of its kind, LET has been in operation since 2005 and is a multistakeholder platform facilitated by the World Economic Forum. It comprises four of the largest global logistics and transport companies – Agility, UPS, Maersk and DP World – which work together to support the Global Logistics Cluster (GLC), led by the United Nations World Food Programme. The companies join forces to support pro bono the humanitarian sector during emergency response to large-scale natural disasters and deploy worldwide on request from the GLC.

In its 13 years of action, the LET partnership has responded to 17 major emergencies and provided essential information to Logistics Capacity Assessment (LCA) process to help humanitarians prepare for and respond to emergencies. In 2018 alone, the GLC has supported more than 550 humanitarian organizations with coordination, information management or logistics services in emergencies.

This project is part of the Forum's Platform for Shaping the Future of Mobility.

146. Consumers beyond Disposability and the LoopTM Alliance

A multistakeholder platform that guides and accelerates multiple reuse models

With less than 10% of global plastics waste being recycled, disposable packaging is piling up in our landscapes and oceans. Consumers Beyond Disposability is a multistakeholder platform that guides and accelerates multiple reuse models such as [LoopTM](#), an industry consortium catalysed by the Forum that is building an innovative shopping platform based on durable, refillable packaging. Each consumer purchase made via the LoopTM platform prevents a single-use packaging equivalent from entering the waste stream.

Durable packaging solutions at scale can, therefore, have a significant impact on reducing waste due to consumption. Led by New Jersey-based recycling company TerraCycle, LoopTM engages leading consumer goods companies and retailers, including Carrefour, the [Coca-Cola Company](#), Danone, Mars, Mondelez, [Nestlé](#), [PepsiCo](#), Procter & Gamble, Tesco, Unilever and Walgreens. Large-scale LoopTM consumer pilots were launched in Paris and New York in 2019, with over 250 durable-packaged products made available to thousands of consumers in both markets. This market testing enables the coalition to collect key

insights on consumer preferences and improve innovative cleaning and refilling processes with a view to scaling globally. London, Tokyo and Toronto pilot launches will follow in 2020.

In addition, Consumers Beyond Disposability directly partners with city governments to test and enable integrated packaging reuse systems in a specific urban context. New York City serves as the first use case. Following a joint workshop, the Forum is collaborating with the NYC Mayor's Office of Sustainability and the Ellen MacArthur Foundation to engage local communities and the consumer, retail, logistics and sanitation sectors to promote the creation of a reusable packaging ecosystem in New York in 2020.

Consumers beyond Disposability is part of the Forum's Platform for Shaping the Future of Consumption and the LoopTM Alliance is a project affiliated with this platform.

147. Alliance on Appropriate Data Use

The Alliance aims to develop global principles guiding the use, collection and sharing of data

Given the centrality of data to the evolution of the financial system and implications for trust and, potentially, financial stability brought on by data mismanagement, the Alliance on Appropriate Data Use has engaged with over 65 banks, insurance firms, technology companies, consumer groups, trade unions, central bankers, regulators, law firms and religious groups to develop global principles guiding the use, collection and sharing of data.

To date, these principles have been endorsed by UBS, Allianz, CIMB and Kabbage, which collectively serve more than 16 million banking customers in all major regions globally; almost 140 million retail, corporate and microinsurance customers in developed, developing and emerging markets; and 205,000 small business customers in the US. The principles espouse a commitment to responsible data stewardship. This means being transparent about client data collection, use and sharing practices.

This project is part of the Forum's Platform for Shaping the Future of Financial and Monetary Systems.

148. Coalition to Fight Financial Crime

The coalition aims to raise awareness and promote impact-driven outputs for anti-financial crime (AFC) efforts by convening public and private actors across financial and non-financial sectors

It was founded by Europol, Refinitiv and the World Economic Forum, and engages more than 100 organizations across the financial services, think tank, business association, law enforcement and advocacy space.

Its primary objectives include catalysing public-private financial information-sharing partnerships to detect, prevent and disrupt financial crime; evaluating the strategic importance of emerging technologies in financial crime detection and prevention; and sharing leading practices to help financial institutions become more effective in combating financial crime. The consortium has sponsored the creation of intricate data visualizations that

showcase illicit money flows related to human trafficking that were featured during the World Economic Forum Annual Meeting 2019.

This project is part of the Forum's Platform for Shaping the Future of Financial and Monetary Systems.

149. Global Lighthouse Network

A platform for applying Fourth Industrial Revolution technologies to drive financial and operational impact by transforming factories, value chains and business models

The Forum's Global Lighthouse Network is a community of manufacturers showing leadership in applying Fourth Industrial Revolution technologies to drive financial and operational impact by transforming factories, value chains and business models. The global manufacturing community is lagging in its adoption of Fourth Industrial Revolution technologies, with more than 70% of companies stuck in "pilot purgatory" (i.e. pilot phases).

The Forum's Platform for Shaping the Future of Advanced Manufacturing and Production identified the need for a neutral learning platform to showcase top-use cases, roadmaps and organizational approaches to successfully adopting and scaling technologies from which other companies globally could benefit.

To date, 26 manufacturing Lighthouses have been identified from across different industry sectors and they have all joined a cross-company learning journey to share insights and experiences and incubate new potential partnerships. Lighthouse sites are opening doors to the manufacturing world; recognized sites in Europe and China are hosting 50% more site visits (and receiving 300% more requests) from other big manufacturers and small and medium-sized enterprises, to foster the inclusive dissemination of learning and Fourth Industrial Revolution technologies.

Over 60 chief executives, chief training officers and chief data officers from the manufacturing community get together regularly through dedicated workshops in which Lighthouses showcase how digital transformation can be addressed at scale. Applications to join the Global Lighthouse Network have tripled since the last round of selection in July 2019 and 18 new Lighthouses have been identified and will be announced at the Annual Meeting 2020 in Davos. Lighthouses are resetting industry benchmarks for the manufacturing sector as they are all taking operational and financial impact to new levels. Efficiency gains can reach up to 30% and are leading the broader manufacturing community to accelerate its transformation.

This project is part of the Forum's Platform for shaping the future of Advanced Manufacturing.

150. Internet for All

A platform to address gaps in digital connectivity, financing, skills and content

Partners from telecoms, investors, IT, retail, supply-chain companies, governments and multilateral development banks are collaborating on the Forum's Internet for All project platform. Internet for All – programmes that drive public-private collaboration

at country levels – was launched in South Africa, Rwanda and Argentina. The goal for each is to develop local innovations that can then be scaled and/or replicated across the network.

Some examples include the Argentina programme, which supported the development of the “dig once” policy at the national level, trained 80,000 young people on digital skills and have 11 active projects addressing 3-4 million new internet users. In South Africa, the Internet4Mzansi project incubated by the programme has provided affordable connectivity to over 33,000 people in remote areas. Smart Africa, an alliance of 29 African member countries, 32 businesses and 12 non-business partners, is replicating the Internet for All methodology to new countries.

In collaboration with global partners such as the World Bank, GSMA, ITU and diverse regional bodies, a core ongoing priority is to design and test innovative digital infrastructure financing mechanisms, collaboration models and policies that can significantly increase internet connectivity especially in emerging markets.

This project is part of the Forum’s Platform for Shaping the Future of Future of the Digital Economy and New Value Creation

151. Global Coalition for Value in Healthcare

An initiative that brings together industry and public-sector healthcare stakeholders to exchange insight and best practices

The goal of a value-based healthcare system is to continuously improve the ratio of outcomes to costs by providing increasingly targeted, segment-specific clinical interventions. The Forum’s Global Coalition for Value in Healthcare initiative leaders share learning on technological investment, healthcare informatics, standardization of data collection and care-delivery models to help businesses shift from delivery-centric to human-centric models, where patient outcomes are at the centre of how the systems (and their pricing/reimbursement) are designed.

This project is part of the Forum’s Platform for Shaping the Future of Healthcare.

152. Smarter Media Consumer Coalition

An initiative to empower children with digital intelligence to minimize cyber risk

Digital intelligence is crucial to reducing cyber risk and ensuring a strong future for the media industry. The Smarter Media Consumer Coalition brings together more than 100 industry members and stakeholders to empower children with digital intelligence (DQ), to actively minimize cyber risk, while preparing them for a future dominated by technology.

To date, the initiative has increased children’s digital citizenship worldwide by 10% on average, reducing cyber risk exposure by 15%.

This project is part of the Forum’s Platform for Shaping the Future of Media and Entertainment.

153. The Coalition for Urban Transitions

A global initiative that works with national governments to unlock the economic power of inclusive zero-carbon cities

A special initiative of the New Climate Economy (NCE), the Coalition for Urban Transitions is jointly managed by C40 Cities Climate Leadership Group and World Resources Institute Ross Centre. The initiative has country programmes in China, Ghana, Mexico and Tanzania. A multisector partnership of 37 diverse stakeholders drives the coalition.

Organizations involved include: World Resources Institute (WRI); C40 Cities Climate Leadership Group; Stockholm Environment Institute (SEI); International Institute for Environment and Development (IIED); The Centre for Climate Change Economics and Policy at the University of Leeds, UK; LSE Cities, at the London School of Economics and Political Science, UK; Tsinghua University, China; African Centre for Cities, South Africa; PwC; Siemens; Overseas Development Institute (ODI); Indian Council for Research on International Economic Relations (ICRIER), India; McKinsey & Company; Organisation for Economic Development and Cooperation (OECD); Urban Land Institute (ULI); Climate Policy Initiative (CPI); Policy Studies Institute (PSI), Ethiopia; Economic Policy Research Centre, Uganda; DWS; Global Green Growth Institute (GGGI).

The World Economic Forum forms part of the Urban Leadership Council of the initiative and this project is affiliated to the Forum’s Platform for Shaping the Future of Cities, Infrastructure and Urban Services.

154. Retirement Investment Systems Reform Initiative

An initiative that generates ideas for action to address the global pension savings gap

The Retirement Investment Systems Reform initiative established a coalition that generated ideas for action that governments, businesses and individuals can take to address the global pension savings gap.

A white paper, *We’ll Live to 100 – How Can We Afford It?*, quantified the global savings gap and shone a light on a previously unexplored risk, the gender pension gap.

This project is part of the Forum’s Platform for the Future of Investing.

155. The Global Alliance for Responsible Media (GARM)

An initiative that brings together advertisers, agencies, media companies, technical platforms and industry associations to rapidly improve online safety

With nearly 3.8 billion people online, the world is increasingly connected and yet the increase in dangerous, hateful, disruptive and fake content online risks threatening citizens globally. Members of [GARM](#) recognize the role that advertisers can play in collectively pushing to improve the safety of online environments.

They are collaborating with publishers and platforms to do more to address harmful and misleading media environments, and to develop and deliver against a concrete set of actions, processes and protocols for protecting brands. GARM was founded in June 2019 by 29 of the world's leading advertisers and World Federation of Advertisers members and is championed by the Association of National Advertiser's CMO Growth Council.

This initiative represents, for the first time, an unprecedented collaboration with advertisers such as Adidas, Bank of America, Bayer, Beiersdorf, BP, Danone, Diageo, General Mills, GSK Consumer Healthcare, LVMH, Mars Incorporated, Mastercard, Mondelēz International, NBCUniversal, Nestlé, Procter & Gamble, Shell, Unilever and Vodafone, media companies and platforms such as Facebook, Google, Teads, TRUSTX, Twitter, Unruly, and Verizon Media, major agencies such as Dentsu Group, GroupM, Havas, IPG, Publicis Media, and Omnicom Group, and industry groups the MRC, IAB, TAG, ISBA, MMA, and Effie among others.

156. #SeeHer Movement

A platform for enabling women to be positively and accurately portrayed in advertising and media

In collaboration with the Association of National Advertisers, the #SeeHer Movement is an unprecedented coalition of more than 70 companies, with 1,000 leading brands representing the entire marketing ecosystem. Co-chaired by AT&T and Procter & Gamble, #SeeHer member companies believe that media and technology play a major role in how women and girls see themselves and that when the advertising and programming they see reflects who they really are, they will be inspired to reach their full potential. #SeeHer was founded in 2016 and includes World Economic Forum Strategic Partners Bank of America, Cisco, Citi, the Coca-Cola Company, GE, IBM, Johnson & Johnson, JPMorgan Chase & Co., Mastercard, Nestlé, Procter & Gamble, PepsiCo, Unilever and Visa among its members.

A core element of the #SeeHer initiative is the Gender Empowerment Measure (GEM), the first standard for measuring gender bias in advertising that has been used to test more than 100,000 ads in 18 countries, along with a suite of tools and training formats for marketers and media creatives. Building on the global momentum of the past three-plus years, #SeeHer launched #SeeHerHearHer in March 2019, which expanded the #SeeHer mission to eliminate gender inequality in the music industry and increase the percentage of women in front of and behind the music. And in May 2019, #SeeHerInSports was established to increase the visibility, distribution and portrayal of women in sports worldwide.

Company industry leadership in corporate global citizenship

157. AstraZeneca - Healthcare Internet of Things Innovation Centre

A project to develop total disease management solutions, incorporating digital technology, that extend well beyond the medicine to ensure that patients receive appropriate treatment and care

AstraZeneca aims to deliver ongoing value both to patients and healthcare systems. Incorporating digital technology into many parts of the discovery, development and distribution of medicines is, therefore, one of the most significant strategic shifts in which AstraZeneca is investing. The Healthcare Internet of Things Innovation Centre, which opened in 2017, is the result of these efforts. The centre, jointly developed by AstraZeneca and partners from government, industry and academia, as well as with research and medical institutions, is based in Wuxi, China, in Jiangsu province, and is designed as a showcase for innovative ideas in healthcare.

It uses the internet of things (IoT), big data, artificial intelligence and other digital technologies to meet the needs of patients in disease prevention, screening, diagnosis, treatment and rehabilitation. AstraZeneca's approach is based on open innovation, leveraging the best of what is available. AstraZeneca already collaborates with over 200 leading companies, such as Alibaba Group, Tencent and Amazon.

To date, this collaboration has led to the development of 14 patient-centric innovation solutions, which have resulted in 3331 hospitals across China, and have served over 3.3 million patients.

158. Centene - The Centene Provider Accessibility Initiative (PAI)

An initiative that aims to transition healthcare delivery into a fully accessible system by removing barriers to care and service in healthcare offices

Designed in collaboration with the National Council on Independent Living, the programme is the first of its kind and assists those living with disabilities in accessing quality healthcare. The PAI also expands the level of disability-inclusion information that Centene shares with members, including details on physical access to healthcare facilities and providers' capability to communicate with patients that have hearing, vision or intellectual disabilities.

What makes this initiative successful is the increased access to care, not only for Centene's membership but also for the community as a whole. This initiative reflects Centene's responsibility as a provider of healthcare services to the populations most in need. Each component of the PAI, whether removing physical barriers, assessing physical structures, providing programmatic access improvements, or updating disability access information in provider directories, validates that commitment.

159. Credit Suisse - Asia Pacific Social Investment Community

An initiative to build a high-impact social investment community to help social enterprises in Asia

Credit Suisse has been partnering with AVPN, a Singapore-based funders' network committed to building a high-impact social investment community across Asia Pacific, to develop a framework and common language to help social enterprises in Asia build their capacity and readiness to be able to absorb follow-on investment and philanthropic capital.

The idea is to provide tools to unlock Asia's \$40 trillion in private wealth to have long-term, sustainable impact. Doing this will require resources that can help social enterprises and investors throughout Asia identify and match needs and resources as well as speak a common language of returns and social impact.

160. Huawei Technologies - TECH4ALL Initiative

An initiative that aims to help 500 million people benefit from digital technology in the next five years

Huawei Technologies has developed a digital inclusion strategy that focuses technology, applications and skills in three areas: healthcare, education, development and environment. Huawei Technologies is partnering with UNESCO and Close the Gap in Kenya to convert cargo containers into mobile, digital classrooms that provide digital skills training to teachers, women and young entrepreneurs in remote rural regions in Africa. In tropical rainforests, Huawei Technologies is working with Rainforest Connection (RFCx) to convert a huge number of used Huawei Technologies mobile phones into solar-powered devices that will monitor the rainforests. This is transforming the mobile phones into the "ears" of the rainforests.

Equipped with artificial intelligence, these phones are now used to listen to and identify the sounds of trucks and electric saws that are illegally felling trees, which will help international environmental protection organizations more efficiently protect 6,000 square kilometres of tropical rainforests in 2020.

Huawei Technologies and the European Union of the Deaf have developed the StorySign – an app that helps deaf children connect written words with sign language so they can experience the joy of reading.

161. MSD – Safer Childbirth Cities Initiative

An initiative, launched in October 2018 by MSD's Merck for Mothers, fostering local solutions that help cities across the US become safer and more equitable places to give birth

In 2019, Safer Childbirth Cities will fund ten community-based organizations to work in coalition with unique partners to improve the maternal health outcomes that matter most in their cities. Safer Childbirth Cities grantees will promote health equity and will work to address the social determinants of health, such as access

to care, health literacy, financing for health and transportation to bolster the care support system around women and families during pregnancy, childbirth and postpartum.

Grants awarded through Safer Childbirth Cities represent the collaborative grant-making of several philanthropic partners, collectively powering progress for maternal health including the Burke Foundation, The Nicholson Foundation, the Community Health Acceleration Partnership, the W. K. Kellogg Foundation, Rhia Ventures and others.

162. Novo Nordisk Foundation and Novo Nordisk (corporate) - Action on Diabetes: Steno Diabetes Centres and Cities Changing Diabetes

An initiative to improve life quality and expectancy for people with diabetes as well as reducing the incidence of the disease

The huge rise in diabetes around the world is catastrophic. One in nine adults is projected to have the disease by 2045. If nothing is done, the global prevalence of diabetes will continue to rise and destroy lives, cripple healthcare systems and damage economies. The Steno Diabetes Centres in Denmark are an innovative public-private partnership between the Danish publicly financed healthcare system and the Novo Nordisk Foundation.

The centres focus on four core activities: world-class treatment; clinical research; education; and prevention. For example, new, data-driven and innovative preventive strategies are developed in close collaboration with people with diabetes, local healthcare providers, local communities and private partners. In total, €1 billion has been granted through a 10-year donation from the Novo Nordisk Foundation to the public Danish healthcare system in agreement with the Danish political regions.

In a complementary move, Novo Nordisk (corporate) initiated Cities Changing Diabetes in 2014 in partnership with University College London and the Steno Diabetes Centre Copenhagen. Cities Changing Diabetes has set the ambition that no more than one in 10 people globally should live with diabetes. Achieving this will require a reduction in the prevalence of obesity – the biggest modifiable risk factor for type 2 diabetes – of 25% globally by 2045, thereby preventing more than 100 million people from developing type 2 diabetes.

Cities Changing Diabetes works to investigate in particular the social and cultural determinants of health in partner cities to be able to facilitate a change in the understanding of the factors leading to type 2 diabetes and obesity and to reduce inequality in health. Cities Changing Diabetes has demonstrated the power of new types of public-private partnership, with more than 100 global and local partners in 24 cities collaborating across disciplines to map the diabetes challenge, share solutions and drive action to reduce diabetes.

Partners include city leaders and ministries, academia, diabetes associations, health insurers, community groups and business corporations. In addition, a global partnership exists with C40

Climate Mayors and the EAT Foundation to triangulate efforts to promote healthy living, healthy diets and climate-friendly cities across the globe.

163. Schneider Electric - Access to Energy (A2E) programme

Through its [Access to Energy \(A2E\) program](#) created since 2008, Schneider Electric involves local stakeholders, businesses, associations and inhabitants to ensure affordable, reliable, sustainable and modern energy for all

The A2E programme covers the design and delivery of decentralized clean energy solutions (such as solar-powered lights, microgrids) for disadvantaged population, investment in start-ups through impact focused funds; training and reskilling to support youth and entrepreneurs. So far, A2E has provided access to energy to 24 million people across its main targeted areas (India, Bangladesh, China, South Asia, Africa, Middle East, South and Central America), more than 230,000 underprivileged persons were trained in energy-related professions, and 9,622 volunteering days were completed thanks to Schneider Electric VolunteerIn platform.

With its ecosystem of partners, Schneider Electric is committed stepping up its actions, including to provide 80 million people access to electricity by 2030; train energy jobs/skills for 1 million underprivileged population and support 10,000 entrepreneurs by 2025; and more than €20 million will be invested in start-ups that work towards providing access to energy in Asia Pacific. The fund targets 350 million people with no energy access mainly in India, Bangladesh, Myanmar, Indonesia and the Philippines.

164. Takeda Pharmaceutical and Microsoft - The Global Commission to End the Diagnostic Odyssey for Children with a Rare Disease

An initiative that aims to harness the power of technology to shorten the time to diagnose rare disease in children

Today, more than 300 million people worldwide are living with a rare disease (50% of these diseases appear in childhood) and it can take an average of five years to get an accurate diagnosis, even in countries with sophisticated health systems. Members of the Global Commission – a unique partnership launched in 2018 by Takeda Pharmaceutical, Microsoft and EURORDIS-Rare Diseases Europe– are leading patient advocates, physicians, technologists and other experts who are identifying and designing transformative solutions to solve this problem.

The group's [first-year report](#), issued in February 2019, set out actionable recommendations to empower patients and families, overcome health workforce shortages and reimagine traditional health practices to speed up the time for an accurate diagnosis. The goal is to inspire concerted action and mobilize diverse actors – within and outside the health sector – to work collaboratively towards a shared ambition. This work contributes directly to the Sustainable Development Goals and supports the recent United Nations declaration on universal health coverage.



Section 3

Call to Action

3

This report lists more than 160 Lighthouse Projects in six categories that reflect the strategic imperatives of the Forum's Annual Meeting 2020:

- Society - *Equality, Inclusion and Human Potential*
- Economy - *Economic Development and Integration*
- Ecology - *Climate, Environmental Security and Sustainable Food Systems*
- Technology - *Technology Governance*
- Geopolitics - *Regional Development and Cohesion*
- Industry - *Industry Responsibility and Corporate Leadership*

All within the context of the Fourth Industrial Revolution.

Every participating **Industry Partner** at the Annual Meeting 2020 is invited to commit to join, help scale up or be inspired to replicate at least one of the Lighthouse Projects listed in this report, and/or to bring a similarly consequential, stakeholder-driven and high-impact Lighthouse project to the Forum's platform.

This may be an ambitious request, but it is commensurate with the challenge that society faces. The international community, which includes all stakeholders, needs to work more closely together to rapidly scale up the body of demonstrable evidence showing that it is possible to build a more cohesive and sustainable world. Increasing Forum Industry Partner engagement in one or more of these Lighthouse Projects can help do that.

Forum Partner Engagement Managers will be in touch ahead of the Annual Meeting to help each Industry Partner with the details.

Other interested stakeholders, for example governments, civil society organizations and research institutions, are invited to connect with the [World Economic Forum website](#) for more information. In addition, further submissions of Lighthouse Projects to help grow this list and affiliate with the Forum's platform are warmly welcomed.

Appendix

Davos Manifesto 2020

The Universal Purpose of a Company in the Fourth Industrial Revolution

- A. The purpose of a company is to engage all its stakeholders in shared and sustained value creation. In creating such value, a company serves not only its shareholders, but all its stakeholders – employees, customers, suppliers, local communities and society at large. The best way to understand and harmonize the divergent interests of all stakeholders is through a shared commitment to policies and decisions that strengthen the long-term prosperity of a company.
- I. A company serves its customers by providing a value proposition that best meets their needs. It accepts and supports fair competition and a level playing field. It has zero tolerance for corruption. It keeps the digital ecosystem in which it operates reliable and trustworthy. It makes customers fully aware of the functionality of its products and services, including adverse implications or negative externalities.
 - II. A company treats its people with dignity and respect. It honours diversity and strives for continuous improvements in working conditions and employee well-being. In a world of rapid change, a company fosters continued employability through ongoing upskilling and reskilling.
 - III. A company considers its suppliers as true partners in value generation. It provides a fair chance to new market entrants. It integrates respect for human rights into the entire supply chain.
 - IV. A company serves society at large through its activities, supports the communities in which it works, and pays its fair share of taxes. It ensures the safe, ethical and efficient use of data. It acts as a steward of the environmental and material universe for future generations. It consciously protects our biosphere and champions a circular, shared and regenerative economy. It continuously expands the frontiers of knowledge, innovation and technology to improve people's well-being.
 - V. A company provides its shareholders with a return on investment that takes into account the incurred entrepreneurial risks and the need for continuous innovation and sustained investments. It responsibly manages near-term, medium-term and long-term value creation in pursuit of sustainable shareholder returns that do not sacrifice the future for the present.
- B. A company is more than an economic unit generating wealth. It fulfils human and societal aspirations as part of the broader social system. Performance must be measured not only on the return to shareholders, but also on how it achieves its environmental, social and good governance objectives. Executive remuneration should reflect stakeholder responsibility.
- C. A company that has a multinational scope of activities not only serves all those stakeholders who are directly engaged but acts itself as a stakeholder – together with governments and civil society – of our global future. Corporate global citizenship requires a company to harness its core competencies, its entrepreneurship, skills and relevant resources in collaborative efforts with other companies and stakeholders to improve the state of the world.

Endnotes

1. The middle class is defined by the OECD as households having between \$10 and \$100 purchasing power parity per capita per day.
2. The Sustainable Development Goals (SDGs) were agreed at the United Nations in September 2015 and the Paris Climate Agreement was agreed at UNFCCC COP21 in December 2015. These two agreements, each of which has been embraced by more than 190 countries, constitute a basic agenda for a cohesive and sustainable world. Of the 17 SDGs, the first 10 refer to economic and social outcomes and structure of society, 11-15 refer to environmental and ecological objectives and the last two to peace and security (16) and international collaboration (17).
3. Prime Minister of Luxembourg 1995-2013 and President of the European Commission 2014-2019
4. Four in 10 people – 42% of the global population – [are aged under 25](#).
5. For example the Industry Strategy Meeting, the Technology Governance Summit and the Sustainable Development Impact Summit, as well as the Annual Meeting, the Annual Meeting of New Champions and the Forum's Regional Meetings.

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The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

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