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Introduction

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

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

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

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

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

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

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

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

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

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

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

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

- **115 Nationalities**
- **792 Young Global Leaders**
- **543 Alumni Leaders**

### Industry Breakdown

- **Business**: 57%
- **Public Figure**: 11%
- **Media**: 3%
- **Social Entrepreneur**: 2%
- **Arts, Culture & Sports**: 3%
- **Academia/Think-tank**: 9%
- **Civil Society**: 15%
- **North America**: 27%
- **Latin America**: 6%
- **Asia Pacific**: 12%
- **Europe, Russia and the CIS**: 26%
- **South Asia**: 7%
- **Greater China**: 6%
- **Sub-Saharan Africa**: 9%
- **Middle East and North Africa**: 6%
- **Europe, Russia and the CIS**: 26%
- **South America**: 26%
- **Middle East and North Africa**: 6%
Class of 2018

The Forum of Young Global Leaders takes seriously its role in promoting global leadership with high moral integrity and a commitment to action. This year’s cohort of 100 individuals comprises an equal number of business and not-for-profit leaders, more than half of whom come from emerging economies. In line with previous years’ cohorts, the majority are women. They include the world’s most accomplished under-40-year-olds, including a head of state, a Formula One champion and a decorated human rights lawyer.

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

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

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

**Executive Education Programme**

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

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

**Public Leadership**

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

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

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

Safeguarding oceans

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

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

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

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

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

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

#StepUpClimateAction

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

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

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

Collaboration

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

Meanwhile, entrepreneur and philanthropist Sandro Salsano has been inspired by fellow YGL Vikas Pota, the initiator of the Global Teacher Prize, to promote improved education and teaching across Central America. After taking part in various sessions and interactions at the World Economic Forum on Latin America in March 2018, he has established the Salsano Shahani Foundation and is preparing investments into Latin American education systems.
Dangote Fellowship

Created in collaboration with Aliko Dangote, President and Chief Executive Officer of the Dangote Group, the Dangote Foundation Fellowship helps ensure that leaders from across Africa can play an active role in our programming. This year, Dangote Fellows participated in 25 key events and impact expeditions including:

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

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

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

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

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

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

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

**Thor Björgolfsson**, Chairman, Novator Partners

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

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

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

**Marissa Mayer**, Co-Founder, Lumi Labs

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

**Amina Mohammed**, Deputy Secretary-General, United Nations

**Nicole Schwab**, Co-Founder, EDGE Certified Foundation

**Jimmy Wales**, Founder and Trustee, Wikimedia Foundation

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

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

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

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

Endowment Fund

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

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

Executive Education

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

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

Actual 2017-2018
Revenues kCHF

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<tr>
<th>Item</th>
<th>Revenues kCHF</th>
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<tr>
<td>Total Revenues</td>
<td>3,564</td>
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<td>YGL Membership dues</td>
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<td>Grants &amp; Sponsorship</td>
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<tr>
<td>Participation Fees</td>
<td>918</td>
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<td>World Economic Forum In-kind contribution</td>
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Costs

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<td>Total Costs</td>
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<tr>
<td>Payroll Costs</td>
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<tr>
<td>Office Costs</td>
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<tr>
<td>Activity Costs</td>
<td>-834</td>
</tr>
<tr>
<td>In-kind Overhead Costs</td>
<td>-891</td>
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</table>
The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

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