



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

WORLD
ECONOMIC
FORUM



**Annual
Report
2009-2010**

www.weforum.org

Contents

Executive Chairman's Statement	Page 2
Managing Board Statement	Page 4
Shaping the Global Agenda: The Annual Meeting 2010	Page 6
Shaping the Global Agenda: Annual Meeting of the New Champions 2009	Page 8
Shaping the Regional Agenda	Page 9
Shaping the Industry Agenda	Page 10
Our Intellectual Backbone	Page 11
Improving the State of the World through Multistakeholder Initiatives	Page 14
Special Achievements 2009-2010	Page 15
Our Business and Non-Business Communities	Page 17
Public Engagement	Page 21
Our Organization	Page 22
Our financial results	Page 25



The World Economic Forum is an independent international organization committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.





Executive Chairman's Statement

Professor Klaus Schwab
Founder and Executive Chairman of the World Economic Forum

“ The global economic crisis continues to challenge business, government, civil society organizations and individuals to cope with its roiling impact, adapt to new post-crisis realities and determine how to create fresh opportunities for growth and engagement in society. The financial emergency in Europe and turbulence in the markets underscore the need for constant vigilance and close cooperation to respond quickly to critical issues such as coordinating financial regulatory reform to prevent another meltdown or rebuilding Haiti following the devastating earthquake. ”

To serve our Partners, Members and constituents during the past year, the 40th anniversary of the World Economic Forum was a great opportunity and privilege for my colleagues and me as we pursued together our mission to improve the state of the world.

The international community must purposefully move ahead with approaches to critical long-term priorities, such as fighting climate change, reforming education systems for globalization age and dealing with persistent public health deficiencies and poverty, especially in developing regions.

In the past year, the World Economic Forum has once again been privileged to demonstrate that it is an organization uniquely suited to addressing the

challenges of the 21st century by both tackling immediate problems and shaping solutions to global issues that require significant time and great care to implement. The Global Redesign Initiative (GRI), which was launched at the Annual Meeting 2009, convened all our communities and constituents to find ways of improving international cooperation and restructuring institutions and mechanisms of global governance. The Forum's more than 70 Global Agenda Councils, a brain trust of over 1,500 experts and thought leaders from business, government and civil society, drove this landmark collaboration, with the strong support of four patron governments – Qatar, Singapore, Switzerland and Tanzania.

Through this comprehensive co-creative process, the councils proposed numerous innovative recommendations, highlighting new partnerships and systemic approaches to adapt and better prepare the global system for contemporary challenges. This resulted in the publication of 58 concrete proposals in a report titled *Everybody's Business: Strengthening International Cooperation in a More Interdependent World*. These proposals were discussed and debated at the Global Redesign Summit in Doha, Qatar, at the end of May 2010.

The GRI is not an end in itself, but rather the beginning of a sustained process in which these proposals are further refined and advanced into the various global, regional and national political processes,

including the preparations for the G20 Summit that the Republic of Korea will host in November and the critical United Nations Climate Change Conference in Mexico at the end of that same month. The GRI has added a new dimension to the World Economic Forum: to be a highly welcomed partner of governments and international organizations when they reach out to all stakeholders in global society to define optimal solutions for global problems.

Based on the work of the Global Agenda Councils, the GRI, WELCOM and all the foundational elements established by the Forum over the last 40 years, our new initiative, the Global Agenda Partnership, represents a logical evolution. The core idea behind it is to provide an interactive platform for business and governments to face the critical challenge of understanding the nature and drivers of systemic risks and the potential vulnerabilities of their strategies and policies. The Global Agenda Councils will support a comprehensive effort to find ways to avoid systemic shocks and mitigate risks. The aim is to create a "Global Situation Space" for real-time risk management based on the analysis of worst-case scenarios and to establish the necessary partnerships for action among governments, business and experts.

As we move to create the Global Agenda Partnership, what is clear is that the Forum must strengthen its already considerable role as a trusted aggregator and integrator of information, data and insight relevant to our Partners, Members, communities and constituents.

We have to continue to venture to new horizons, reflecting the world as it integrates new players. This year, the Forum held regional meetings in three developing nations – Colombia, Tanzania and Vietnam – all of which had never before hosted a Forum event. This demonstrated our commitment to ensuring that all voices are heard and that participation in all our activities is as representative as possible.

In times of uncertainty and extreme volatility, there are of course opportunities. The Forum, as a respected and neutral platform for addressing the world's major challenges, is more widely recognized and embraced than ever. At Davos-Klosters in January 2010, 2,500 leaders from over 90 countries participated under the theme "Improve the State of the World: Rethink, Redesign, Rebuild". The Annual Meeting is not only the world's foremost business gathering, with 1,400 top executives participating, it also offers unparalleled opportunities for corporate chiefs to interact with the most important political leaders, thought leaders, Young Global Leaders, Women Leaders, Trade Union Leaders and heads of NGOs, all carefully selected to make sure that all the constituents of global society are represented and fully integrated in the agenda.

Our Partners, Members and all our communities – from the Social Entrepreneurs to the Global University Leaders, from the Technology Pioneers to the Faith Communities – have never been more active and responsive. We could not have facilitated this unprecedented level of sincere collaboration without the commitment of our dedicated and hard-working team in our offices in Geneva, New York, Beijing and now Tokyo. They reflect the great diversity of our membership and our activities.

I am pleased to welcome Alois Zwinggi to the Managing Board who has joined us from the Holcim Group to lead our Human Resources and Finance teams. Marisol Argueta de Barrillas, the former Foreign Minister of El Salvador, also joined us as a Senior Director. I note that women now represent over 60% of Forum staff at the director level and above.

Reflection on the 40th anniversary of the World Economic Forum has not given way to complacency, but rather has served as a reminder of the continuing importance of the principles on which the organization was founded. At our recent meetings, including the World Economic Forum Annual Meeting in Davos-Klosters and the Global Redesign Summit in Doha, many

participants enthusiastically supported the Forum's efforts to marshal further its intellectual resources and multistakeholder membership. At the same time, they stressed the urgency of moving from discussion to real action.

Indeed, as we look ahead to the fourth "Summer Davos" Annual Meeting of the New Champions in Tianjin, People's Republic of China, in September 2010 and the next Annual Meeting in Davos-Klosters in January 2011, we must all focus on how to turn proposals into viable policies. All decision-makers today have to cope with tremendous time pressure and the ever-increasing complexity of issues. Our role is to help to sort out priorities and to connect the relevant issues and actors in a world where much more cooperation is urgently required to master the transformational change that we clearly need.

The work of the past year has shown that the efforts of all stakeholders are essential to adapt the international system to our increasingly interconnected and interdependent world. The cross-cutting efforts of our undertakings have drawn on nearly every aspect of our capabilities and inspired us to improve the state of the world with an even deeper sense of mission. My colleagues and I at the World Economic Forum remain dedicated to cooperate with our Partners, Members and communities, whom I thank for their engagement and loyalty over the past year. I am passionate about leading an organization that has attracted so much talent committed to the spirit of entrepreneurship in the global public interest.



Managing Board Statement

“ In living up to our motto of entrepreneurship in the global public interest, the World Economic Forum is more committed than ever to serving our Partners, Members and communities in innovative and effective ways. A central focus of our attention is on how to broaden and deepen the capacity of our staff to handle more complex and challenging responsibilities and to make the interactions with all Partners and stakeholders as productive as possible. ”

The World Economic Forum began its 40th anniversary with its membership strong and growing, and its relevance as a vital multistakeholder institution greatly enhanced. The robust engagement and vigorous participation of our communities and constituents in all our activities during a period of global economic stress and financial constraint inspires and energizes us to redouble our abiding commitment to improving the state of the world.

The Forum's work is more important than ever. This was demonstrated by our growth in 2009-2010. We reached our cap of 100 Strategic Partners and maintained the limit of 1,000 Members. Our vibrant Industry Partner community expanded by 22% to 378, while the membership of the dynamic Global Growth Companies increased by 20% to over 250, halfway to the long-term target of 500.

Beyond increasing numbers, we have also succeeded in broadening the geographic and industry representation among the Forum's Strategic Partners and Members. Special efforts to bolster our presence in China, Japan and the US and to reflect the growing importance of Asia and other developing regions have yielded results. Of our 100 Strategic Partners, 24 are from outside North America and Western Europe, while over one-half of our Global Growth Companies are from emerging economies. This year, the Forum amply demonstrated its widening geographic diversity by successfully holding regional meetings with record participation in Cartagena, Dar es Salaam and Ho Chi Minh City, dynamic cities in developing countries that had not previously hosted a Forum event.

Even as the Forum has reached out to emerging regions and countries, our enduring relationships have remained solid and have strengthened further. The coming of age of the "Summer Davos" meeting, the Annual Meeting of the New Champions, which was held for the third time in September 2009 in Dalian, underscored the Forum's long and productive partnership with the People's Republic of China. In November 2009, we celebrated 25 years of ties with India with record participation at the India Economic Summit. In early May 2010, the 20th World Economic Forum on Africa took place in Dar es Salaam, with the steadfast support of the government of Tanzania, the participation of 11 African heads of state or government, and the vigorous engagement of nearly 1,000 business, government and civil society leaders from 85 countries.

The uncertainty of the times, of course, has sparked some of the heightened interest in the Forum as a platform for addressing the major global challenges of the day. Rather than look inward, governments, businesses and civil society organizations have seen the benefits of international cooperation in dealing with this transformational crisis. Whether at Davos or Dalian, more and more people want to participate by learning and contributing.

We believe, however, that the main factors that have drawn new Partners and Members to join the Forum and motivated existing Members to deepen their participation have been the relevance, effectiveness and timeliness of our events, initiatives and other activities. At the Annual Meeting 2010, for example, the highlight of the traditional Informal Gathering of World Economic Leaders (IGWEL) were sessions that brought together key representatives from the political, banking and regulatory spheres around the world in a collegial yet candid exchange of ideas for moving forward with critically needed financial regulatory reform.

Launched at the Annual Meeting 2009, the Global Redesign Initiative (GRI) led to the release at the Global Redesign Summit in Doha in late May 2010 of 58 proposals for strengthening international cooperation. This engagement by the Forum's many communities, including the 1,200 thought leaders who participate in over 70 Global Agenda Councils, was a sterling example of how the Forum serves as a unique platform for multistakeholder exchange and action, contributing not just to the public debate over global issues but also to the various national, regional and global policy-making processes to tackle them. Consider how the Forum and its communities are collaborating with the Government of Mexico as it prepares to host the United Nations Climate Change Conference in Cancún at the end of

November 2010. In June 2010, 50 Young Global Leaders (YGLs) launched the Paris Initiative to brainstorm on proposals for the forthcoming French presidency of the G20 in 2011.

The Forum is regarded more and more widely as a trusted and neutral platform for fostering public-private partnerships. Innovative programmes such as A New Vision for Agriculture, the Global Education Initiative, the Partnering Against Corruption Initiative and the Mining & Metals Industry Partnership for fair mineral development are some examples of how the Forum connects the various players needed to act on a host of critical issues. At a time when multistakeholder collaboration is essential to addressing global problems effectively, our capacity to bring to the table – often at unpublicized yet groundbreaking encounters – crucial actors who may have been reluctant to come together in other formats has secured the Forum's credibility and trustworthiness.

We at the Forum are especially proud of the role we have played in marshalling multistakeholder collaboration for coordinating relief for and the rebuilding of Haiti after the serious earthquake in January 2010, just days before the start of the Annual Meeting in Davos-Klosters. The rapid and generous response of the international community, particularly the private sector, at the first major global gathering after the disaster was especially gratifying. The continued focus on Haiti at the World Economic Forum on Latin America in Cartagena three months later demonstrated again the power of multistakeholder cooperation. The Forum has served as a critical platform for bringing together corporations, governments and humanitarian organizations to create unprecedented partnerships for tackling the reconstruction challenges posed by this unparalleled catastrophe.

In living up to our motto of entrepreneurship in the global public interest, the World Economic Forum is more committed than ever to serving our Partners, Members and communities in innovative and effective ways. A central focus of our attention is on how to broaden and deepen the capacity of our staff to handle more complex and challenging responsibilities and to make the interactions with all Partners and stakeholders as productive as possible.

Our organizational DNA must continuously evolve to respond to the shifting global economic, political and social landscape. We are always aiming to create more value for our constituents. In this effort, we are committed to improving the diversity of our workforce. We are also taking steps to ensure that participation in all our events is more representative and that we are as inclusive as possible when organizing meetings and shaping agendas.

We thank our Partners, Members, all our communities and colleagues for their profound and unwavering commitment to the Forum and their vital participation in our activities. We look forward to continuing to celebrate the Forum's 40th anniversary in 2011 by renewing our passion and dedication to our mission to improve the state of the world.

The Managing Board of the World
Economic Forum

Shaping the Global Agenda: World Economic Forum Annual Meeting 2010

“ This year’s Annual Meeting in Davos-Klosters was the 40th the World Economic Forum has convened. In his opening remarks, Founder and Executive Chairman Klaus Schwab expressed deep concern that 2010 could evolve into a year of social crisis, following the financial turmoil of 2008 and the economic downturn of 2009. Governments in particular risk becoming so overwhelmed by domestic concerns that their ability to contribute to the global stewardship that is desperately needed today would be curtailed. Such an outcome could set the stage for a generational crisis as fiscal burdens mount and political cynicism spreads among young people. ”

The realization that assumptions about the future are changing at every level of global society inspired the decision to organize the Annual Meeting under the theme “Improve the State of the World: Rethink, Redesign, Rebuild”. This reflected the collaborative work being done in the Global Redesign Initiative (GRI), which the Forum launched at the Annual Meeting 2009. The critical question on the minds of participants at this year’s 40th anniversary gathering: How can the international community make better decisions, take more effective action and realize more productive outcomes?

In his opening address, President Nicolas Sarkozy of France underscored that global economic imbalances had to be addressed for the world to emerge from the global economic crisis and prevent future meltdowns. “Countries with trade surpluses must consume more and improve the living standards and social protection of their citizens,” he remarked. “Countries with deficits must make an effort to consume a little less and repay their debts.” These twin challenges were the focus of much of the debate on the economic landscape among participants. Sarkozy argued for “a new Bretton

Woods” and pledged that France would place the reform of the international monetary system on the agenda when it chairs both the G8 and G20 in 2011.

The leaders of Canada and the Republic of Korea, the incumbent chairs of the G8 and the G20 respectively, aimed to use their presence at the Annual Meeting to build support for the global agenda in 2010. “It is important that the G20 reach out to those not taking part, listen to their needs and reflect them in our discussions,” said Lee Myung-Bak, President of the Republic of Korea, who is

to host the G20 Summit in November 2010. "Otherwise, [the G20] will not be effective." Prime Minister Stephen Harper of Canada, who hosted G8 and G20 Summits in June 2010, acknowledged that world leaders disagree over climate change, trade and measures to safeguard the global financial system. To square national with global interests, countries have first to recognize the legitimacy of the points of view of others.

Harper had reminded participants why the international community failed to come to an agreement on climate change at the United Nations conference in Copenhagen in December 2009. "The negotiation-by-consensus mechanism is not working," President Felipe Calderón of Mexico stressed at Davos. The next United Nations Framework Convention on Climate Change Conference is to take place in Cancún at the end of November 2010. "We cannot tackle [problems such as climate change] with instruments that were created in 1945," Calderón remarked. "We need to create new instruments for a new era." In this spirit, the Forum released two reports in Davos – *Green Investing: Towards a Clean Energy Infrastructure* and *Green Investing 2010: Policy Mechanisms to Bridge the Financing Gap* – to promote new solutions for government and industry to work together in partnership to address global warming.

Reflecting on the failure to conclude the Doha Round of global trade negotiations and the pervasive poverty affecting the majority of the world's population, President Jacob G. Zuma of South Africa observed that "we have structures that were developed decades and decades ago when circumstances were different." He added: "In the end, the majority of the world does not have the right to take decisions for themselves. We have reached a point today when it is time to rethink and redesign, including decision-making processes of existing

organizations." To this end, the World Economic Forum convened relevant policy-makers and experts from among its Global Agenda Councils for a Global Redesign Summit on 30-31 May 2010 in Doha, Qatar. The aim was to bring together experts from governments, international organizations, universities and think tanks to examine gaps in international cooperation and develop proposals to overcome these shortcomings.

The Annual Meeting 2010 highlighted the strong unity of purpose in the international community in responding to humanitarian and development challenges. A major earthquake decimated Haiti just days before participants arrived in Davos-Klosters. In a special session, former US President and current UN Special Envoy to Haiti William J. Clinton called for immediate aid and sustained investment to assist in rebuilding the Caribbean nation. While participants from business, government and civil society came together to pledge immediate relief and technical assistance, they also focused on the long-term goal of increasing private sector involvement in rebuilding Haiti's economy. The need to integrate the private sector into reconstruction efforts was the basis for the creation of a partnership on Haiti among the Clinton Global Initiative, the United Nations and the World Economic Forum.

The marking of the 10th anniversary of when the idea for the Global Alliance for Vaccines and Immunisation (GAVI) was conceived in Davos reminded participants of the importance of long-term development commitments. The GAVI Alliance has saved over 4 million lives and immunized an additional 256 million children in the world's poorest countries. At the Annual Meeting in Davos, Bill and Melinda Gates, Co-Chairs of the Bill and Melinda Gates Foundation, a founding partner of the GAVI Alliance, pledged US\$ 10 billion to vaccinate over 8 million

children in the next decade. Melinda Gates served as a Co-Chair of the Annual Meeting 2010.

The "spirit of Davos" was also evident in another celebration – South Africa's World Cup Kick-Off. In a colorful and rousing rally, participants cheered the arrival of the world's greatest sporting event on the continent of Africa.

Open Forum Davos 2010

The Open Forum, organized in cooperation with the Federation of Swiss Protestant Churches, runs at the sametime as the Annual Meeting. It offers an open debate between members of the public and participants in the Annual Meeting.

The Open Forum 2010 attracted a wide range of local people from all walks of life with over 2,000 people participating in the different sessions of the Open Forum, which were broadcasted by Swiss TV.

Topics covered included Switzerland: Misfit or Model?; After the Financial Crisis; Climate Change; Does Religion's Claim to Truth Lead to Violence?; The Ageing Society; "Yes We Can?"; and A World without Nuclear Weapons. The Open Forum included in-depth conversations and lively discussions between the public and participants of the Annual Meeting.

Shaping the Global Agenda: Annual Meeting of the New Champions 2009

“ The third Annual Meeting of the New Champions marked the return of the “Summer Davos” gathering to Dalian. The event was once again organized in close partnership with the People’s Republic of China. One year after the global financial crisis and in the midst of a “Great Recession”, over 1,000 leaders from business, government and civil society, representing more than 80 countries, focused their attention on how to ensure a sustainable global economic recovery. The theme of the Meeting – “Relaunching Growth” – was an important objective of the Forum’s community of Global Growth Companies.”

In his opening remarks, Chinese Premier Wen Jiabao captured best the spirit of this Annual Meeting of the New Champions: “The world economy is undergoing profound changes and transition. The future and destiny of all countries are more closely interconnected than at any time in history. We should be more forward-looking and more broad-minded.”

Participants focused on addressing five key questions:

- How are business models changing for global companies in the wake of the “Great Recession”?
- How prepared are Asian economies for a long period of increased saving and decreased consumption in the West?
- How are pressing societal needs influencing the pace and profile of the future recovery?
- How will government and industry meet rising expectations for greener growth and a post-carbon economy?
- How will science and technology drive global competitiveness in the future?

Shaping the Regional Agenda

“ Besides its two Annual Meetings, the World Economic Forum brought together leaders in key regions of the world. Business, government, academia, civil society and media representatives participated in the regional events. ”

India Economic Summit

8-10 November 2009

The World Economic Forum celebrated 25 years of collaboration and active engagement in India in 2009. The annual India Economic Summit has emerged as an institution in Indian business, policy and political circles. The 2009 Summit was a unique and historic opportunity to bring together key domestic and international stakeholders to explore the Indian economy in depth, and identify the opportunities and challenges shaping the country's future business environment.

“India looks to the future with confidence. We are confident of meeting the domestic and international challenges to fast and inclusive growth. We are also better placed than any time in the recent past to push the reform process forward. I believe we have a bright future if we make use of strengths and the opportunities that we get.”

Manmohan Singh
Prime Minister of India

World Economic Forum on Latin America

6-8 April 2010

With the resolute support of the government of Colombia, the World Economic Forum on Latin America in Cartagena welcomed 550 global and regional leaders to construct “New Partnerships for a Sustainable Recovery”. Participants from more than 40 countries representing business, government, academia and civil society addressed pressing issues.

“We have common roots. We all agree on strengthening our democratic institutions because what is at stake is our future. Integration is possible.”

Fernando Armindo Lugo Méndez
President of Paraguay

World Economic Forum on Africa

5-7 May 2010

The World Economic Forum celebrated 20 years of partnership and engagement in Africa with a successful meeting in Dar es Salaam, Tanzania. The meeting, held for the first time in East Africa, generated an unprecedented level of participation as 12 heads of state and government and 100 public figures joined over 1,000 business and civil society leaders from 85 countries.

“Africa's potential is immense in terms of human and natural resources. It's a contradiction then that Africa remains poor. These resources are under exploited. There are constraints of skills, technology and capital financial resources to develop these resources, as well as putting in the right political and economic policies.”

Jakaya M. Kikwete
President of Tanzania

World Economic Forum on Europe

10-11 May 2010

With the full support of the Belgian government and the new EU leadership, as well as the Forum's key Strategic Partners, the World Economic Forum on Europe convened 400 of the most prominent leaders from the European Union and other parts of the world to outline the future of Europe and its role in the world.

“We can make the case for these reforms. We need leadership at European and national levels. With this, we can counter the trends of populism and narrow nationalism.”

José Manuel Barroso
President, European Commission, Brussels

World Economic Forum on East Asia

6-7 June 2010

As chair of ASEAN in 2010 and one of the world's fastest-growing economies, Vietnam was the ideal location for leaders from East Asia, and those operating in the region, to collaborate towards a sustainable economic recovery and ensure the region's future competitiveness. Asia must take a greater outward approach and leadership in global cooperation, while proactively addressing chronic challenges facing the region such as natural catastrophic risks, food security and talent.

“The recent crisis has revealed the weaknesses and shortcomings of global governance. We need a more democratic world, and we need to touch upon the right role of the developing countries.”

Nguyen Tan Dung
Prime Minister of Vietnam; Chair, 2010 ASEAN

World Economic Forum on the Middle East and North Africa

Marrakech, Morocco 26-28 October 2010

Business leaders, policy-makers, intellectuals and opinion shapers from the region and globally will gather at the World Economic Forum on the Middle East and North Africa. Hosted by the government of Morocco, the meeting will provide a unique platform to collectively decode the post-crisis global reality for decision-making at the national and regional levels.

“The World Economic Forum on the Middle East and North Africa will provide an exceptional platform to address challenges for the region. It will also provide an occasion to explore the perspectives of the future of European and Mediterranean cooperation and its implications for the region.”

Abbas El Fassi
Prime Minister of Morocco

Shaping the Industry Agenda

“ In strong partnership with industry and other stakeholders, the World Economic Forum is engaged in shaping industry agendas, a role central to its mission. In 2009-2010, the Forum worked with Industry Partners on over 30 initiatives linked to their strategic interests and the Forum’s mission to improve the state of the world. Industry Partners have provided valuable contributions to the Global Redesign Initiative (GRI) and the Global Agenda Councils. ”

The Forum’s initiatives focus on global challenges that require multistakeholder engagement to address them fully. The neutral platform that the Forum offers is essential. On sustainability, the Forum is engaged with industry, government and civil society to move beyond macro policy discussions to look at practical ways forward. On financial system reform, the Forum has promoted critical discussions of all the key issues, particularly through the GRI.

These deliberations have led to the development of specific recommendations for action and the publication of a number of insightful reports. In the health sector, the Forum has provided a platform for discussion of important emerging issues such as non-communicable diseases including diabetes and the appropriate management of health data. On food security, the Forum has brought together governments, businesses and key international organizations to create a New Vision for Agriculture, an initiative to promote public-private partnerships for sustainable agriculture and food security.

In all these cases, the active participation of our Industry Partners in a multistakeholder process has been crucial to shaping the global industry agenda.

Industry Partnerships are managed from both the Geneva headquarters and the New York office of the Forum’s affiliate, the World Economic Forum USA. As of 30 June 2010, they cover the following sectors:

Geneva

- Chemicals Industry
- Healthcare Industry
- Infrastructure & Urban Development Industry
- Mining & Metals Industry
- Oil & Gas Industry
- Professional Services Industry
- Renewable Energy Industry
- Utilities & Technology Industry

New York

- Agriculture, Food & Beverage Industry
- Automotive Industry
- Aviation, Travel & Tourism Industry
- Banking & Capital Markets Industry
- Information Technology Industry
- Insurance & Asset Management Industry
- Logistics & Transport Industry
- Media, Entertainment & Information Industry
- Private Investors Industry
- Retail & Consumer Goods Industry
- Sovereign Funds Industry
- Telecommunications Industry

Our Intellectual Backbone

“ To shape the global, industry and regional agendas, the Forum must be not only community-driven but also constantly ahead of the curve, continuously on the lookout for challenging issues on the corporate horizon. The Forum’s strength is its capability to understand and assess the interrelationships among global, regional and industry issues. ”

Global Redesign Initiative

Sponsored by the governments of Qatar, Singapore, Switzerland and Tanzania, the Global Redesign Initiative (GRI) has generated unprecedented global multistakeholder engagement on the most pressing global issues and the international cooperation needed to address them more effectively.

Over a year and a half of discussion and debate since the GRI’s launch at the World Economic Forum’s Annual Meeting 2009 in Davos-Klosters, over 1,200 experts developed redesign proposals in more than 50 thematic areas.

An estimated 3,000 leaders from all of the Forum’s industry, governmental, civil society, academic and media communities, and from The Forum of Young Global Leaders contributed to this process through task forces and interactive sessions at the “Summer Davos” Annual Meeting of the New Champions 2009 in Dalian, this year’s Annual Meeting and various regional meetings.

Each of the patron governments hosted a country hearing on a specific priority for global redesign.

Released at the Global Redesign Summit in Doha, Qatar, at the end of May 2010, the report entitled *Everybody’s Business: Strengthening International Cooperation in a More Interdependent World*, which was developed with a team of rapporteurs and leading authorities, captured the findings of the GRI in a systemic overview of each of the themes of the investigation. It detailed 58 proposals that emerged from the discussions.

Among them: a central data repository for early indications of systemic financial stress, ways to attract more private finance into low-carbon investment, the creation of a Global Energy Forum, a new framework for cyber security, new approaches to ocean management and the development of a health footprint for improved comparability and tracking in the healthcare sector.

The Summit in Doha offered numerous opportunities for key stakeholders to provide vital feedback on the proposals in an effort to refine them further and move them forward into the various global, regional and national policy processes, including preparations for the G20 summits and the United Nations global conference on climate change at the end of 2010.

www.weforum.org/gri

The Network of Global Agenda Councils

The World Economic Forum's Network of Global Agenda Councils comprises interdisciplinary, multistakeholder groups of experts on major challenges facing the world. This year, some 1,200 leading authorities from academia, government, business and other fields joined together in 76 councils to capture the best knowledge and insights on key issues and integrating them into various global mechanisms for collaboration and decision-making.

As part of the Forum's Global Redesign Initiative (GRI), Global Agenda Council members worked to identify gaps and deficiencies in international cooperation and shape proposals for addressing them. The councils became the critical drivers of the GRI process, which was launched at the Annual Meeting 2009.

They discussed and debated their ideas at the Summit on the Global Agenda in Dubai on 20-22 November 2009, where members of each council had the opportunity to exchange and collaborate with councils on related issues.

The proposals that emerged from the Summit went forward to the Annual Meeting 2010 in Davos-Klosters, where government leaders, heads of international organizations, CEOs, trade union and NGO chiefs, academics and others helped to sharpen and refine them. Councils also conducted sessions at regional events and virtually, through the Forum's WELCOM network.

At the Global Redesign Summit in Doha, Qatar, on 30-31 May 2010, the Forum published 58 proposals, a majority developed by the Global Agenda Councils, in a GRI report, which it presented to government, industry and civil society leaders. The Forum and its

communities are now working together through various policy-making channels to turn proposals into viable and appropriate policies to address critical global issues and improve the performance of institutions and mechanisms of international cooperation.

By actively collaborating to monitor key trends, identify global risks, map interrelationships, address knowledge gaps and develop solutions, the Network of Global Agenda Councils has become the Forum's vital intellectual backbone.

The Forum is moving ahead with plans to forge a new Global Agenda Partnership that will serve as an interactive platform for business and governments to face the critical challenge of understanding the nature and drivers of systemic risks and potential vulnerabilities of their policies and strategies.

The Global Agenda Councils will provide essential support for this comprehensive effort to find ways to avoid systemic shocks and mitigate risks. The aim is to develop mechanisms for real-time risk management based on the analysis of worst-case scenarios and to establish the necessary multistakeholder partnerships for action.

www.weforum.org/gac

The Global Competitiveness Network

With over 30 years of developing its expertise, the Global Competitiveness Network stands out as one of the leading centres for assessing and analysing competitiveness through the publication of its flagship *Global Competitiveness Report* and other topical and regional reports.

These products continue to offer business executives, policy-makers, academia and civil society valuable benchmarking tools

and provide invaluable insights into the policies, institutions and factors that enable economic development. In 2009-2010, in addition to *The Global Competitiveness Report 2009-2010*, the Network published *The Global Information Technology Report 2009-2010* (with INSEAD), *The Global Enabling Trade Report 2010*, *The India Competitiveness Review 2009*, *The Lisbon Review 2010*, and a report on *Enabling Trade in the Greater ASEAN Region*.
www.weforum.org/gcr

Global Risk Network

The Global Risk Network tracks a core set of risks that are global in nature and impact, assessing their likely evolution and highlighting how their interconnections require a multistakeholder approach if they are to be successfully mitigated.

In recent years, economic risks have dominated the global risk landscape as successive crises, ranging from food price spikes to asset price collapses and the ensuing fiscal turmoil, have shaken the global economy and have undermined confidence in the institutions and mechanisms of international cooperation.

Bringing together leaders from business, government, civil society institutions and academia, the network convenes expert meetings throughout the year to examine these and other pressing issues on the global risk landscape in the medium to long term and to consider innovative means to improve how they are managed.

The insights that are captured are fed into the preparation of the annual *Global Risks Report*, the latest edition of which was released in January 2010 prior to the Annual Meeting in Davos-Klosters.
www.weforum.org/globalrisks

Scenario Planning

In 2009-2010, the Scenario Planning team worked with the World Economic Forum's Industry Partners on three major cross-industry projects, engaging leaders in numerous highly interactive and thought-provoking workshops and processes.

The Forum's Mining & Metals community engaged in a Scenario Planning project, deepening insight into the sector's complex operational context by bringing together multidisciplinary and multistakeholder perspectives. The project provided useful tools to improve strategic decision-making and identify strategies for collaborative action.

Partnering with Information Technology Industry Partners, the Future of Cloud Computing project explored the potential of cloud computing, its benefits and risks to businesses, society and the global economy, and the barriers that may impede its deployment and adoption rate. A second phase of the project will focus on how to overcome obstacles through highly interactive multistakeholder collaboration.

The Scenario Planning Team was also involved in the Forum's Driving Sustainable Consumption initiative, collaboratively building an ideal vision for the future of sustainable consumption, facilitating workshops and helping to structure the final publication, which laid out strategic options for realizing that vision.

These forward-looking projects, together with the team's previous work, provide an excellent basis for fostering dialogue and developing new strategic insights within the Industry Partnership programme and at the Annual Meeting and regional meetings.

www.weforum.org/scenarios

WELCOM

With Strategic Partners including Accenture, Adobe, BT, Thomson Reuters and TIBCO, the World Economic Forum has developed the World Economic Leaders COMMunity, or WELCOM, the world's foremost virtual community of global discussion-makers. The Forum opened the network to all participants at the Annual Meeting 2010. Membership has been growing consistently.

Participants at the Annual Meeting of the New Champions 2010, the "Summer Davos", in Tianjin, People's Republic of China, are all to have access.

The Forum has designed WELCOM to be its collaborative platform for top global decision-makers from business, government, civil society and all other stakeholder communities. The activities of Forum teams and other interaction among Forum communities and constituents are gradually moving onto WELCOM.

These factors are driving the development of WELCOM :

- The Forum is strengthening and expanding its role as the leading knowledge aggregator, providing secure and trusted access to broad and in-depth insights sourced internally through all its communities, initiatives and events, and externally from leading knowledge providers.
- WELCOM is becoming a virtual extension of everything the Forum is undertaking, providing continuous interaction and community-building opportunities. The platform will support the work of the Global Agenda Partnership and the Global Agenda Councils, the preparation of agendas for events, the follow-up after sessions and the conduct of virtual meetings. The aim is to foster knowledge building and exchange, and allow members to extend their networks and brainstorm continuously.

- WELCOM is an exclusive social communications network, in which members are co-developers. The Forum's Partners, Members and constituents can make their own contributions to the system. As more members use the platform and contribute insights and feedback to it, the flexibility and interactivity of WELCOM will allow it to evolve in ways that meet the needs of its users.

- WELCOM could serve as a platform for creating new value for Partners, Members and constituents. For example, the system could support virtual advisory boards to governments and crisis management processes. By tapping the synergy and serendipity that comes from the interaction of its members, WELCOM will be a hub for multistakeholder engagement and the generation of ideas and insights.

www.welcom.org

Improving the State of the World through Multistakeholder Initiatives

“ The World Economic Forum conducts much of its work with Members and Partners alongside governments, academics and civil society groups on important programmes and initiatives to tackle a host of major global issues and challenges in all spheres. ”

The initiatives take two principal forms:

- Strategic insight and policy-oriented projects that combine the perspectives and expertise of the public and private sectors with insights from leading experts to develop new or improved responses to pressing business and societal challenges
- Action-oriented projects that combine the core competencies of Forum Partner companies with those of other organizations such as governments, international agencies, NGOs or foundations to advance progress on critical global or regional problems

The Forum's portfolio of programmes is dynamic, reflecting major global shifts and developments. In 2009-2010, 16 initiatives were successfully completed and 19 new ones launched. Examples of new initiatives include: Fair Mineral Development, ICT and Eco-Sustainability, Innovative Healthcare Delivery, Long-term Investing, Open Borders, Repowering Transport and Carbon Neutral Skies, Smart Grid and Energy Efficiency, Sustainable Credit and Towards a Global Charter for Health Data.

Together with Partners, Members and other constituents, the Forum remains committed to shaping the global, regional

and industry agendas, facilitating dialogue among key decision-makers and fostering collaborative action through multistakeholder initiatives.

In addition, the World Economic Forum developed and published – together with Partners, governments, academics and public bodies – a broad range of critical reports, including *Green Investing 2010 - Policy Mechanisms to Bridge the Financing Gap*, *Low Carbon Prosperity Task Force Recommendations to G20 Leaders*, *Mining & Metals Scenarios to 2030*, *Redesigning Business Value – A Roadmap for Sustainable Consumption*, *The Future of Pensions and Healthcare in a Rapidly Ageing World – Opportunities and Collaborative Strategies*, *The Global Information Technology Report 2009-2010*.

In 2009-2010, the Forum also undertook a special initiative in which it challenged all of its communities to develop concrete proposals for improvements in international cooperation and governance in their respective areas of expertise. Organized under the patronage of the governments of Qatar, Singapore, Switzerland and Tanzania, the Global Redesign Initiative (GRI) has engaged over 1,200 academic, business, governmental and civil society experts and decision-

makers from around the world and produced 58 specific proposals and nine thematic essays by some of the international community's leading authorities on international economic, environmental and security cooperation.

The GRI process has served as an informal working laboratory or marketplace for a number of good policy ideas and partnership opportunities that governments, international organizations, companies and other institutions may wish to consider incorporating into their own initiatives. Its aim has been to stimulate greater engagement by all countries and stakeholders in an effort to update and upgrade international cooperative structures so that they are more fully in line with the realities of the 21st century.

Special Achievements 2009-2010

Climate Change

In 2009, at the invitation of Prime Minister Gordon Brown of the United Kingdom, whose government chaired the G20 that year, the Task Force on Low-Carbon Economic Prosperity devised a set of practical, transformative proposals for major economies on how to build an international low-carbon economy quickly and to scale, especially in developing countries. These recommendations were delivered to Prime Minister Brown in September 2009. The task force involved over 75 Strategic and Industry Partners of the World Economic Forum, over 35 international organizations, universities and think tanks, and extensive interaction with the experts in the Forum's Network of Global Agenda Councils. It employed the Forum's interactive WELCOM platform to conduct much of its discussions.

In absence of a global deal at the December 2009 United Nations Conference in Copenhagen, the Climate Change Initiative brought together business, government and expert representatives at the Annual Meeting 2010 in Davos-Klosters. The aim of the gathering was to advance the global climate agenda by building a practical framework of action around key building blocks of the low-carbon economy, based on the recommendations from the Task Force on Low-Carbon Economic Prosperity and the Global Agenda Councils in the network's Sustainability Cluster.

In 2010, the Forum's initiative on Climate Change is engaging Partners and experts in the following key areas: scaling up private institutional capital into low-carbon infrastructure and low-carbon technologies including those that promote energy efficiency in developing countries, financing sustainable land use and policies for accelerating the commercialization of carbon capture and storage (CCS).

www.weforum.org/climatechange

Water Initiative

National and state governments must address the critical challenge of meeting the growing and competing demands for fresh water from the food and agriculture, energy and industrial sectors, and the burgeoning populations of urban areas. They must do so in sustainable and environmentally responsible ways, making necessary trade-offs in allotting resources.

The World Economic Forum Water Initiative is focused on these challenges. In 2009-2010, the Forum completed an important book that draws together contributions from Industry Partners, government officials and Global Agenda Council experts. To be published in the autumn of 2010, it provides sobering forecasts of what may happen by 2030 if the world does not change its business-as-usual approach to water management.

At the Annual Meeting of the New Champions 2009 in Dalian and the Annual Meeting 2010 in Davos-Klosters, as well as at regional events in India, Jordan and Tanzania, the Forum held discussions on current water problems and how to respond to them. All stakeholders recognize that action at both the national and global level is required and that new kinds of progressive alliances and coalitions are needed to support governments in water management reform.

As part of the Global Redesign Initiative, a proposal for action was drafted to bring together the Water Resources Group led by the International Finance Corporation and the Forum's Water Initiative to create a global public-private platform of experts aimed at analysing water conditions, building coalitions and promoting reform. The alliance is to be launched by the end of 2010 and will be the next chapter in the Forum's Water Initiative.

www.weforum.org/water

The Global Education Initiative

In 2009-2010, the Global Education Initiative (GEI) continued its pioneering work in collaboration with UNESCO on the Partnerships for Education (PfE) programme to promote multistakeholder partnerships for education (MSPE) to achieve global education objectives including the goal of Education for All (EFA).

Building on its successes to date in mobilizing over US\$ 100 million to improve conditions for 1.8 million students and teachers in Jordan, Egypt, the Palestinian Territories and the Indian state of Rajasthan, the GEI focused in the past year on underscoring the importance of education and the need to improve its quality.

Activities included a series of regional workshops on entrepreneurship education in Latin America, the Middle East, Africa, Europe and India. With UNESCO, the GEI released a *Manual for Monitoring and Evaluating Education Partnerships*. In 2010-2011, the GEI will continue to support entrepreneurship education with policy roundtables in Europe, the Middle East and Latin America.

www.weforum.org/gei

Global Health Initiative

While infectious diseases continue to affect severely millions of individuals, the World Economic Forum's Global Health Initiative has proven successful in its original mission to bring health issues to the top of the world's agenda and demonstrate the business case for engaging in this important effort.

The emergence of new organizations engaged in this fight is evidence of that achievement. Through the Health@the Forum programme, the Forum is now focusing its efforts on other global health challenges. To address the rise of chronic

diseases, it launched the Wellness Alliance for Workplace Health at the Annual Meeting 2010.

The Forum is promoting the critical need in a time of resource constraints to identify and shape innovative, affordable and sustainable models for delivering care that can be scaled up or replicated. The Forum is also facilitating the engagement of key stakeholders aiming to develop a "Global Charter for Health Data" based on the principle that the availability and accessibility of accurate data are a prerequisite to improving the performance of health systems.

www.weforum.org/globalhealth

Workplace Wellness and Chronic Disease Prevention Initiative

The World Health Organization (WHO) predicts that non-communicable diseases (NCDs) will account for two-thirds of all deaths over the next 25 years, the majority in low- and middle-income countries. The World Economic Forum is actively engaged in finding solutions to turning the tide of this growing epidemic.

The focus is both on employers who can contribute to mitigating the health and financial toll of NCDs through the development of comprehensive workplace wellness programmes and on businesses as providers of products and services that can contribute to healthier lifestyles and to the prevention of NCDs. The Forum also supports the WHO-led NCDnet initiative and the Partners' Forum for Action on Chronic Disease of the Pan American Health Organization (PAHO), the WHO's regional office for the Americas.

At the Annual Meeting 2010 in Davos-Klosters, the Forum launched the Wellness Alliance for Workplace Health to raise awareness of the business case for engaging in NCD prevention, develop economic models and tools to address the problem of NCDs, and highlight companies with strong employee health programmes and healthy workplace environments.

www.weforum.org/wellness

Global Risk Network

The Global Risk Network tracks a core set of risks that are global in nature and impact, assessing their likely evolution and highlighting how their interconnections require a multistakeholder approach if they are to be successfully mitigated. Bringing together leaders from business, government, civil society institutions and academia, the Network convenes expert meetings throughout the year to evaluate the most pressing issues on the global risk landscape in the medium to long term and to consider means to improve how they are managed.

The insights that are captured are feed into the preparation of the annual *Global Risks Report*, the latest edition of which was released in January 2010 prior to the Annual Meeting in Davos-Klosters.

www.weforum.org/globalrisks

Partnering Against Corruption Initiative

Bringing together over 155 companies from a wide range of industries around the world to fight bribery and corruption, the World Economic Forum's Partnering Against Corruption Initiative (PACI) is the leading, action-oriented global anti-corruption initiative driven by the private sector.

The number of PACI signatory companies increased by 11% in 2009-2010, demonstrating continued momentum and commitment to fighting corruption. At the Annual Meeting 2010 in Davos-Klosters, regional meetings and PACI meetings in Qatar and Vietnam, business, government and civil society leaders engaged in several anti-corruption discussions, offering unparalleled opportunities for signatories to connect with peers from around the world and across industries.

The PACI also continued making progress in developing tools for signatories to make good use of the initiative's management system framework.

As part of continuing industry-specific anti-corruption dialogues, the PACI launched an initiative focused on mobilizing action within the logistics and transportation industry to enhance transparency in national customs administrations. Launching similar high-impact projects will be a key goal in 2010-2011.

www.weforum.org/paci

Our Business and Non-Business Communities

“ The World Economic Forum strives to be the global multistakeholder organization to integrate business and non business communities into partnerships. ”

Members and Partners

The World Economic Forum provides a unique opportunity for companies, as key global stakeholders, to engage with other enterprises and with governments and civil society groups around the world.

Membership: Limited to 1,000, Members include the foremost global corporations committed to improving the state of the world. In 2009-2010, the Forum welcomed 117 new members, more than half from outside North America and Western Europe.

Industry Partners: Many Members elect to become more deeply involved in the Forum's activities through the Industry Partnership Programme, now in its fourth year. In 2009-2010, the number of Industry Partnerships grew by 21% to a record 375.

Strategic Partners: The most committed Members, Strategic Partners provide essential support for the Forum's mission. In 2009-2010, the number of Strategic Partners reached 100, which is the current limit.

www.weforum.org/partners

Global Growth Companies

Formed in 2007 to engage dynamic high-growth companies that have the potential to be future industry leaders, the Community of Global Growth Companies (GGCs) has expanded 20% to over 250 members from 59 countries, with 70% in developing economies. Members played

an active role at the Annual Meeting of the New Champions 2009 in Dalian, People's Republic of China, and in the World Economic Forum's regional meetings, where they showcased their dynamism and contributed to discussions. The community has actively leveraged the Forum's WELCOM platform to foster closer ties with senior leaders, including conducting sessions in Chinese and Russian to integrate a broader range of participants.

www.weforum.org/ggc

Technology Pioneers

The Technology Pioneers is a group of highly innovative companies, usually start-ups or enterprises in the early rounds of raising capital that are involved in the design, development and implementation of groundbreaking technologies.

A committee of some of the world's most respected academics, media leaders, technologists and venture capitalists convened by the World Economic Forum annually selects new members of this community.

Fully integrated into the Forum's programmes and initiatives, these champion companies play a pivotal role in driving forward technological innovation geared towards improving the state of the world. In 2010, the Forum recognized 26 enterprises as Technology Pioneers, operating in the fields of information technology and telecommunications, clean technology and life sciences.

www.weforum.org/techpioneers

The International Business Council

The International Business Council (IBC) of the World Economic Forum held its Summer Meeting 2009, the first of the community's biannual peer exchanges, in Montreux, Switzerland. The focus was on the outlook for the global economy and the efforts by governments and regulators to strengthen it. Council members discussed the actions taken by policy-makers to manage the crisis and the repercussions for business. They also had an insightful conversation with Margaret Chan, the Director-General of the World Health Organization, on scenarios for a potential global pandemic.

At the Winter Meeting during the Forum's Annual Meeting 2010 in Davos-Klosters, Juan Somavia, Director-General of the International Labour Organization (ILO), and Pascal Lamy, Director-General of the World Trade Organization (WTO), joined participants for a discussion on how to deal with the social and political consequences of the recession.

They reflected on the implications of rising unemployment, the future of relations between business and government, financial sector reforms, and the threat of protectionism and economic nationalism. IBC members also had the opportunity to engage with Li Keqiang, Executive Vice-Premier of the People's Republic of China, and Lee Myung-Bak, President of the Republic of Korea.

They also heard a strong appeal by former US President Bill Clinton, UN Special Envoy to Haiti, for the private sector to contribute to the relief and reconstruction of the Caribbean nation following the earthquake.

A number of IBC members served as mentors to participants at the Annual Meeting of the New Champions 2009 in Dalian, People's Republic of China.

The International Media Council

At their Winter Meeting during the Annual Meeting 2010 in Davos-Klosters, International Media Council (IMC) members met with David Cameron, then the Leader of the Opposition in the United Kingdom (United Kingdom Prime Minister since May 2010); Li Keqiang, Executive Vice-Premier of the People's Republic of China; and Lee Myung-Bak, President of the Republic of Korea.

Other highlights included in-depth discussions on social networking and its impact on the nation state and a joint session with the Media, Entertainment and Information Industry Partners on creative leadership and the changing environment for media companies.

IMC members also met at the Annual Meeting of the New Champions 2009 in Dalian, participating in cross-community discussions with the IBC Technology Pioneers, and Social Entrepreneurs on the "Asian Century" and how technology and social innovation are shaping Asia's global influence.

The IMC's biannual informal lunches in New York with Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, have become a tradition.

Faith Communities

Recognizing the immense importance of communities of faith around the world and the relevance of faith to the global economy, politics, society and individuals, the World Economic Forum has integrated the voices of faith leaders into a broad range of topics relevant to the global agenda over the last year, including interfaith understanding, values and ethics, the environment, the interface between religion and science, education and health, and the role of religion in development.

Influential religious leaders from multiple faiths as well as faith-based organizations shared their expertise through their integration at the Annual Meeting and regional meetings. In light of the recent global economic crisis, much emphasis was placed on the role of values in rebuilding stronger foundations for the global economic system.

The second edition of *Faith and the Global Agenda* was released in January 2010, shortly before the Annual Meeting in Davos-Klosters, under the theme "Values for the Post-Crisis Economy".

The report sought to examine and understand public opinion on the topic of values and to take an in-depth look at the experience and expertise of various religions in this area. A unique public opinion poll of over 100,000 people from 10 major economies was conducted through Facebook.

Among other findings, the survey revealed a trust deficit of values in the business world. The report also compiled editorials from over 15 global religious leaders and faith organizations on ethics and the economy, revealing remarkable agreement among various religions on the need for values as an underlying base for economic systems.

The Global Agenda Council on Faith, a multistakeholder group of experts including business, academic and religious leaders, focused its work over the last year on the importance of a moral economy. The council reiterated the need to give priority to values such as compassion, human dignity and responsibility, and for leaders to align their actions with these principles to foster the global cooperation necessary to confront contemporary challenges in an effective, inclusive and sustainable way.
www.weforum.org/faith

Women Leaders and Gender Parity Programme

In 2009-2010, the Women Leaders and Gender Parity communities of the World Economic Forum made important advances. The Global Gender Parity Group and the regional groups in Latin America and Africa held their third annual meetings, taking an in-depth look at the solutions that have been successfully implemented to close gender gaps and designing methods for replicating and scaling up these solutions.

The Global Agenda Council on the Gender Gap developed a proposal to redesign international cooperation, calling for the creation of a virtual platform to consolidate solutions from companies and countries that have already had success in reducing gender gaps and disseminating this information to organizations that seek to adopt and learn from such tested practices and policies.

Parallel to the work it is doing with this broad network of stakeholders, the Forum expanded its efforts on quantitative analysis for benchmarking the gender gap. *The Global Gender Gap Report 2009*, the fourth edition of the series, was released in October 2009.

By providing a comprehensive framework for benchmarking global gender gaps, the Global Gender Gap Index featured in the report ranks 134 countries on how they are dividing resources equitably between women and men, regardless of their level of resources. The report serves as a reference for policy-makers, academics and business, and has been widely featured in the media.

At the India Economic Summit in November 2009, the Forum released the *India Gender Gap Review*. This report provided a comparative perspective on India's performance in closing the gender gap in relation to economies in the region as well as other emerging markets. It also served as the basis for discussion at the Summit among several business leaders and policy-makers on girls' education and women's economic empowerment in India.

On International Women's Day, 8 March 2010, the Forum released *The Corporate Gender Gap Report 2010*. The first study of its kind, it surveys 600 of the world's biggest employers in 20 major economies, assessing companies on representation of women within their establishments and the use of gender equality practices such as measurement and target setting, work-life balance policies and mentorship and training.

The report provides detailed analysis by country and industry on these measures and also contains a qualitative section exploring the opinions of human resources directors on the potential effects of the economic downturn on women's employment.

In April 2010, the Forum announced a new internal policy on the participation of its Strategic Partners at the Annual Meeting in Davos-Klosters: A minimum of one executive out of every five participants must be female. Strategic Partners widely welcomed this decision, which will apply to the Annual Meeting 2011.

www.weforum.org/womenleaders

Schwab Foundation for Social Entrepreneurship

Since 2000, in close collaboration with the Schwab Foundation for Social Entrepreneurship, the World Economic Forum has been promoting the innovative and pragmatic models developed by the world's leading social entrepreneurs. Social entrepreneurs drive social innovation and transformation in various fields including education, health, environment and enterprise development. They pursue poverty alleviation goals with entrepreneurial zeal, business methods and the courage to innovate and overcome traditional practices. A social entrepreneur, similar to a business entrepreneur, builds strong and sustainable organizations, which are set up as either not-for-profit organizations or for-profit companies.

The Forum invites social entrepreneurs to participate actively in the Annual Meeting in Davos-Klosters and regional meetings around the world. They contribute to all Forum initiatives and task forces, including the meetings on shaping the future agendas of industries and the deliberations of the Global Agenda Councils.

In 2009-2010, the Schwab Foundation selected 28 of the world's outstanding social entrepreneurs to join its network, recognizing them as "Social Entrepreneurs of the Year" in their respective country or region. Today, the Foundation represents 184 social entrepreneurs from 167 organizations in 50 countries.

www.schwabfound.org

The Forum of Young Global Leaders

The Forum of Young Global Leaders (YGLs), which has its own structure autonomous of the World Economic Forum, includes exceptional leaders under the age of 40 who share a commitment to shaping a more positive future. One of the most diverse multistakeholder groups within the World Economic Forum, it has 767 active members in nearly a hundred countries from business, politics, academia, arts and culture, media, civil society and social entrepreneurship. About 30% are women.

In 2009-2010, YGLs gathered at several World Economic Forum global and regional events, providing opportunities for Members to expand contacts with peers and work on substantive initiatives and task forces.

In addition to highly successful existing initiatives such as Deworm the World, which last year implemented school-based treatment of parasitic worms for more than 20 million children, allowing them to stay in school and get the education they deserve, and Table for Two, which tackles obesity and lifestyle-related diseases in industrialized countries and hunger and malnutrition in developing countries, YGLs launched a number of new initiatives under the Forum's Global Redesign Initiative (GRI).

Led by a steering group chaired by H.R.H. Crown Prince Haakon of Norway, YGLs developed innovative approaches to global challenges. These include:

- Tackling the lack of progress in food security, clean water and health among the very poor, by developing a global responsibility license (GRL) to encourage companies to make intellectual property (IP) available for development uses such as food distribution and disaster relief, while preserving protection for commercial uses and managing institutional risk.

Unlocking IP across multiple technology sectors will foster innovation and kick-start the design, development and deployment of technologies. Combined with technical and legal support to ensure the license's terms are tailored to the technologies and organizations involved, the GRL has the potential to bring down barriers faced by current patent commons initiatives and foster new partnerships on a previously unachievable scale.

- Empowering citizens to ensure that their right to free and fair elections is respected. Based on the experiences of YGLs in Argentina, Mozambique and Venezuela, the Civic Eyes initiative is engaged in three activities. First, it is adapting existing crowd-sourcing technology for elections. Second, it is providing training and technical support for adapting and deploying this technology to local NGOs. Third, it is aggregating best practices and regularly updating the methods it employs. As a result of these efforts, the group expects to see mass participation in election monitoring become the norm and, in so doing, enhance accountability, transparency and citizen engagement.

Details on these and many more initiatives may be found on the Young Global Leaders public discussion forum www.redesignourworld.org.

The Forum of Young Global Leaders continued its successful global public policy education module with the Harvard Kennedy School of Government. It also hosted its largest ever Summit of Young Global Leaders in Dar es Salaam, Tanzania, in May 2010. YGLs visited more than 20 Tanzanian government, civil society and private sector organizations to collaborate on their challenges, innovations and models for social change. The premise of these "Impact Journeys" is that the boundaries between the public,

private and civil society sectors have blurred and the key solutions to global challenges are much more likely to emerge through a blended, integrated approach. Following the journeys, YGLs participated in sessions and workshops on innovation, entrepreneurship, measuring impact and empowering change.

For more information, please visit the [yglvoices](http://www.youtube.com/yglvoices) channel on YouTube (<http://www.youtube.com/yglvoices>) or Twitter (<http://twitter.com/yglvoices>) or follow the YGL Blog (<http://www.forumblog.org/ygl/>), www.younggloballeaders.org or www.weforum.org/ygl

Public Engagement

“ Among the other activities of the Forum, the release of three Forum reports – The Global Competitiveness Report, The Global Information Technology Report and The Global Gender Gap Report – attracted especially strong interest. ”

In all its events and initiatives, the World Economic Forum is committed to transparency and openness. In 2009-2010, the Forum achieved an unprecedented level of engagement with the public by reaching out to both mainstream news and social media.

The exceptional media participation in the World Economic Forum Annual Meeting 2010 in Davos-Klosters included a record 10 live-to-tape debates that were integrated into the programme and broadcast by CNN (USA), CNBC (USA), BBC World (United Kingdom), CCTV (People's Republic of China), NHK (Japan), Al Arabiya (United Arab Emirates), NDTV (India) and Associated Press Television News (APTN), which distributed the closing session to over 550 broadcasters around the world. The potential audience for the debates was 1.5 billion people.

To coincide with the Annual Meeting, *The Wall Street Journal* published an opinion essay by Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, on “Bank Bonuses and the Communitarian Spirit”.

The Forum opened its doors to CBS News of the US which did an inside look at the Annual Meeting for its flagship *60 Minutes* programme.

Also generating significant media coverage during the year were the Annual Meeting of the New Champions 2009 in Dalian, the India Economic Summit 2010 and the World Economic Forum on Latin America 2010 in Cartagena, Colombia. Among the other activities of the Forum, the release of three Forum reports – *The Global Competitiveness Report*, *The Global Information Technology Report* and *The Global Gender Gap Report* – attracted especially strong interest.

The Forum recognizes the growing importance of engaging the public through the Internet and social media. Efforts are being made to improve the Forum website to provide timely and comprehensive coverage of all events, including webcasts of key sessions at the Annual Meeting in Davos-Klosters and all regional meetings.

The Forum has used its YouTube channel and the Davos Debates programme to stimulate virtual public participation in the Annual Meeting in Davos and other events, allowing the YouTube community to pose questions to world leaders.

The Forum maintains pages on Facebook,

LinkedIn and MySpace, as well as a Twitter account with over 1.5 million followers. The Forum ran a microblog in Chinese during the Annual Meeting on Sina.com. An increasing number of participants are covering Forum events and initiatives on their blogs or through services such as Twitter. Two members of the MySpace and YouTube communities were selected to participate in the Annual Meeting in Davos-Klosters.

Our Organization

“ An organization is only as strong as its leadership. The World Economic Forum is guided by a Foundation Board of exceptional individuals, who act as guardians of its mission and values, and ensure strong corporate governance. ”

The Foundation Board

Klaus Schwab*

Chairman of the Foundation Board

Josef Ackermann*

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

Kurt Alig*

Chairman, Arcadia Treuhand, Switzerland; Secretary of the Foundation Board

Kofi Annan

Secretary-General, United Nations (1997-2006)

Tony Blair

Prime Minister of the United Kingdom (1997-2007)

Peter Brabeck-Letmathe

Chairman of the Board, Nestlé, Switzerland

Victor L. L. Chu*

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

Michael S. Dell

Chairman and Chief Executive Officer, Dell, USA

Niall FitzGerald

Deputy Chairman, Thomson Reuters, United Kingdom

Orit Gadiesh

Chairman, Bain & Company, USA

Carlos Ghosn

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

Rajat K. Gupta*

Senior Partner Emeritus, McKinsey & Company, USA

Susan Hockfield

President, Massachusetts Institute of Technology, USA

Christine Lagarde

Minister of Economy, Finance and Employment of France

Maurice Levy

Chairman and Chief Executive Officer, Publicis Group, France

Indra Nooyi

Chairman and Chief Executive Officer, PepsiCo, USA

Ivan Pictet**

Senior Managing Partner, Pictet & Cie Private Bankers, Switzerland

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

Joseph P. Schoendorf

Partner, Accel Partners, USA

Peter D. Sutherland**

Chairman, Goldman Sachs International; Chairman, BP, United Kingdom; Director-General, GATT and WTO (1993-1995), Geneva

Heizo Takenaka**

Director, Global Security Research Institute, Keio University, Japan; Economic Minister of Japan (2001-2006)

Ernesto Zedillo Ponce De Leon

Director, Yale Center for the Study of Globalization, Yale University, USA; President of Mexico (1994-2000)

* Members of the Executive Committee

** Members of the Audit Committee

For more information about the Foundation Board, visit www.weforum.org/foundationboard

Managing Board

Robert Greenhill

Managing Director, Chief Business Officer

Rick Samans

Managing Director, Institutional Initiatives

André Schneider

Managing Director, Chief Operating Officer

Klaus Schwab

Executive Chairman

Alois Zwinggi

Managing Director, Resources and Processes

For more information about the Managing Board, visit www.weforum.org/leadershipteam

as of 1 July 2010

“ Our offices in Geneva, Beijing and New York share one culture and one mission. ”

Our People

On 30 June 2010, the World Economic Forum employed 313 staff, only eight more people than a year before. (This does not include staff of the World Economic Forum USA or employees in the Beijing and Tokyo offices.) During 2009-2010, the Forum nevertheless successfully expanded the number of its constituents and activities across all areas by improving efficiency and enhancing cooperation among teams and staff.

The Forum staff includes people of 56 nationalities, with an average age of 36. About 60% are female. The World Economic Forum remains the employer of choice for many highly skilled and motivated talents from around the world who are driven by a passion to achieve results and serve our constituents to the best of their abilities.

Global Leadership Fellows

Now entering its sixth year, the Global Leadership Fellows programme draws talented young professionals from around the world. Over 2,000 individuals applied for the 25 places in the 2009 cohort. The programme aims to develop leaders who are highly competent in both the public and private sectors and well versed in global, regional and industry issues. Fellows are full-time World Economic Forum employees for three years, while simultaneously taking executive master's degree courses.

During their first two years in the programme, Fellows follow executive education modules delivered by academic partners including INSEAD, Columbia University, London Business School and the Wharton School of the University of Pennsylvania. In addition, the Fellows hone their personal skills such as public speaking and communications, negotiation, teamwork and leadership.

In 2010, 50 Fellows took part in a weeklong residency at Columbia's School of Arts, which focused on the importance of the arts in fostering future leaders in an ever-more interconnected world. The residency provided the Fellows the opportunity to work with Columbia's distinguished and renowned theatre faculty. Following the Columbia programme, the group participated in workshops on globalization and on leadership and personal skills at the Wharton School.

World Economic Forum USA

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

www.weforum.org/USA

The World Economic Forum USA is overseen by a Board of Directors, which actively guides its strategic direction. The Board comprises:

Board of Directors

Jean-Pierre Rosso (Chairman)

Alfred Berkeley

Samuel DiPiazza

William George

Robert Greenhill

Rajat Gupta

Joseph Schoendorf

Kevin Steinberg (Corporate Secretary)

Executive Leadership*

Jean-Pierre Rosso, Chairman

Kevin Steinberg, Chief Operating Officer

The World Economic Forum USA's 2009-2010 Annual Report is available at www.weforum.org/usa/ar

World Economic Forum China

The World Economic Forum China Representative Office is the first international foundation legally recognized and registered in the People's Republic of China. Incorporated as a non-profit organization, it is impartial and tied to no political, partisan or national interests. With 13 full-time staff members, the office is integrated into the Forum's operations in Geneva, New York and Tokyo under the leadership of Christophe Weber, the Director and Chief Representative.

The China team continues to diversify and expand its China-based membership with a record participation of Chinese members and partners in the Annual Meeting in Davos-Klosters and the Annual

Meeting of the New Champions, which has become known as the “Summer Davos”. The office is deepening its relations with the Chinese central and provincial governments, expanding collaboration with a wide range of ministries and senior government officials. Chinese Premier Wen Jiabao participated for the third time in the Annual Meeting of the New Champions 2009 in Dalian, while Executive Vice-Premier Li Keqiang led the Chinese delegation to the Annual Meeting 2010 in Davos-Klosters.

The China team is improving its outreach to Chinese stakeholders and expanding its many communities including Media Leaders, Young Global Leaders and Social Entrepreneurs. The office has enhanced its media presence and communications material and has developed a Chinese-language website.

The World Economic Forum China Representative Office will relocate to new premises in the Beijing Central Business District in December 2010.
www.weforum.org/cn

World Economic Forum Japan

In September 2009, with the strong support of the Japan Davos community, the World Economic Forum inaugurated an office in Tokyo, the second representative office set up by the Forum outside Geneva. Klaus Schwab, Founder and Executive Chairman of the Forum, officially announced the launch at the opening plenary of the Japan Meeting.

Participating in the session were Yukio Hatoyama, Head of the Democratic Party of Japan (DPJ) and a member of the Davos Caucus in the Japanese Diet, and 150 senior Japanese business, government and civil society leaders. The aim of the Japan office is to facilitate the Forum’s communication and cooperation with Japanese multistakeholder communities to enhance Japan’s role in shaping the global, regional and industry agendas.

Managing Directors (non- members of the Managing Board)

Lee Howell

Managing Director, Head of Programming

Adrian Monck

Managing Director, Head of Communication and Media

Gilbert Probst

Managing Director and Dean, Global Leadership Fellows Programme

Senior Directors, Geneva

David Aikman

Senior Director, Head of Young Global Leaders

Roberto Bocca

Senior Director, Head of Energy Industries

Denise Burnet

Senior Director, Events (as of July 2010)

Piers Cumberlege

Senior Director, Head of Partnership

Elaine Dezenski

Senior Director, Global Situation Space (as of July 2010)

Sherif El-Diwany

Senior Director, Head of Middle East (as of July 2010)

Malte Godbersen

Senior Director, Head of Information Technology

Jeremy Jürgens

Senior Director, Global Growth Companies

Olivier Raynaud

Senior Director, Healthcare Initiative and Healthcare

Mirjam Schöning

Senior Director, Schwab Foundation

Carsten Sudhoff

Senior Director, Chief Human Resources Officer

Dominic Waughray

Senior Director, Head of Environmental Initiatives

Alex Wong

Senior Director, Head of Centre for Global Industries Geneva

Senior Directors, New York*

Marisol Argueta

Senior Director, Head of Latin America

Alan Marcus, Senior Director, Information Technology and Telecommunications Industries

John Moavenzadeh

Senior Director, Head of Mobility Industries

Sarita Nayyar

Senior Director, Head of Consumer Industries

Paul Smyke

Senior Adviser to the Chairman

Directors, Geneva

Grant McKibbin

Guy-Serge Baer

Carine Benetti

Pratik Bhatnagar

Jennifer Blanke

Jean-Loup Denereaz

Laurent Desnoux

Margareta Drzeniek Hanouz

Diana El-Azar

Martina Gmür

Guy Goodwin

Julianne Jammers Thomas

Stéphanie Janet Renggli

Stephen Kinnock

Randall Krantz

Rodolfo Lara

Carina Larsfältén

Helena Leurent Cook

Emma Loades

Massimo Marino

Fon Mathuros

Irene Mia

Michele Petoichi

Sushant Rao

Melanie Rogers

Logan Stanton

Olivier Schwab

Sheana Tambourgi

Katherine Tweedie

Kristel Van der Elst

Regula Waltenspuel

Saadia Zahidi

Directors, Beijing

Christophe Weber

Jerry Yu

Li Zhang

Directors, New York*

Giancarlo Bruno

Lisa Dreier

Emilio Lozoya

Max von Bismarck

Tiffany West

* employees of the World Economic Forum USA

Our financial results

The most notable revenue drivers continue to be the growing number of Forum Members who have become Partners and participate in our activities. In total, this trend added CHF 1'014'724 to our reserves. This figure was also due to important cost reductions and efficiencies we introduced during the year. In finance, as throughout our organization, we aim for excellence and the most efficient use of the funds received.

Financial policy

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

Auditors

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

Year	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Total income	104'766'543	114'574'874	135'658'953	139'218'416	143'407'241
out of which					
members' fees	26'410'294	27'763'750	34'507'970	34'853'240	36'769'181
participation fees	27'063'138	30'160'303	33'760'750	32'276'553	30'874'638
partnership	44'668'943	50'881'934	58'701'386	60'572'903	62'149'264
Total expenditure	102'735'578	111'805'027	133'270'705	137'867'514	142'392'517
out of which					
personnel costs	40'035'452	47'887'856	52'046'876	56'243'901	59'428'694
office costs	12'537'175	11'884'632	14'679'276	26'356'814	26'041'288
activity related costs	42'732'347	52'032'539	66'544'553	55'266'799	56'922'535
Surplus to be added to the Foundation capital	2'030'965	2'769'846	2'388'248	1'350'902	1'014'724
Foundation capital	17'150'381	19'920'227	22'308'475	23'659'377	24'675'300
TOTAL STAFF					
Full time	204	239	266	304	319
out of which are seconded					
by Forum members	7	8	11	9	6
Part time	25	30	31	38	42

WE ECONOMY FORUM

©2010 World Economic Forum
91-93 route de la Capite
CH - 1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
E-mail: contact@weforum.org
www.weforum.org

All rights reserved.
No part of this publication may be reproduced or transmitted
in any form or by any means, including photocopying and
recording, or by any information storage and retrieval system.

The annual report is available electronically at
www.weforum.org/annualreport – also in Arabic, Chinese,
French, German, Japanese and Spanish versions.

ISBN-10: 92-95044-46-0
ISBN-13: 978-92-95044-46-3