

# Annual Report 2015-2016

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# Executive Chairman's Statement



Klaus Schwab  
Founder and Executive Chairman

Our world is an interconnected system straining under the burden of its own complexity. The Fourth Industrial Revolution and other factors are combining to make the global environment more unpredictable and difficult to navigate.

This year, the World Economic Forum put in place the framework that will ensure our platform serves an enduring role as the “operating system” for the increased multistakeholder and interdependent cooperation this complexity requires. Our role has always been to connect the dots, to provide leaders with a space to proactively focus on the future and develop a forward-looking strategic view in a world that is increasingly interconnected and, at the same time, absorbed by the challenges of the past.

Since the Forum’s foundation in 1971, this role has been strengthened by consistently following a specific and well-defined strategic principle: the stakeholder theory. This theory, which I outlined in a book published that same year, states that in order for a community to have a sustained positive impact, all interested parties must be engaged.

The power of this theory has been so well-recognized that it is now integrated into the operating principles of many responsible business leaders, as well as international organizations and government bodies, NGOs and civil society in general. Today, there is a multitude of collaborative efforts to solve common problems using this very principle.

The Forum today has the opportunity to “open-source” its capabilities and move to occupy a central position as the platform integrating the most effective multistakeholder initiatives to create positive change. This means offering our organizational capacity – including convening power, community-management excellence, insight generation and technology – for the benefit of the most effective players in the broader global governance system. By pursuing this strategy, the Forum will strengthen its contribution to the success of others in their efforts to improve the state of the world.

At the same time, the global, regional and industry challenges facing the world are the result of many “systems” – from global systems that influence the environment and natural resource security, to the economic systems that create inequality, to the regional systems that determine the fortunes of nations, to the industry systems that determine the effectiveness of supply and demand. To enable our constituents to make sustained positive change, we must work with them to understand and influence the entirety of the system that affects the challenges and opportunities they are trying to address.

To that end, the Forum has focused its efforts on a specific number of System Initiatives, which bring all our activities, insights and project work to serve the objective of making systemic change.

In addition to undertaking this ambitious and far-reaching strategic extension, the Forum has had an extremely successful year. Many of our achievements build on platform collaborations with a broad range of stakeholders and provide evidence of the impact of the stakeholder theory of change. Details from our teams shaping the global, regional and industry agendas through their communities appear later in this report. Many of these achievements have been facilitated and supported by the exceptional individuals who make up our communities of global change-makers: Young Global Leaders, Global Shapers, Social Entrepreneurs and Technology Pioneers.

All our achievements are underpinned by an ongoing commitment to develop our technology, our people and our organizational agility and resilience.

Continued investment in TopLink, our digital interaction platform for ongoing engagement between Members and constituents on Forum activities, has been bolstered by the development of a world-leading knowledge app, which provides continuously updated contextual intelligence for leaders, reinforcing the insightfulness and utility of our Transformation Maps. This technical infrastructure reinforces our formal network of human experts, the Global Future Councils.

On human capital, we have embarked on a comprehensive review of the skills and competencies required by our uniquely agile and complex organization, starting with a redesign of our Global Leadership Fellows programme.

In a book published in January, I outlined the forces which are reshaping our world, whereby we see the convergence of the physical, digital and biological worlds in ways that create both huge promise and potential peril. *The Fourth Industrial Revolution*, now translated into 12 languages and distributed around the world, provided the intellectual framework for the reshaping of our activities, as well as the programming principles for our most successful Annual Meeting in Davos-Klosters, our regional meetings in Africa, ASEAN, Latin America and the 10th Annual Meeting of the New Champions in Tianjin in June this year.

Global events this year have emphasized the fragile nature of the post-war order, the systemic nature of decision-making and the weakness of our global governance framework.

Of particular concern is an acute moral crisis caused by a critical erosion of trust in leadership, in the ability and motives of experts, and in the systems that distribute our political, financial and human capital. We can confront this crisis only if those in positions of responsibility once again become role models for ethical behaviour. Here, the Forum will not be afraid to act with purpose and campaign for universal values. We will build our activities on a foundation of three basic human aspirations that the Global Agenda Council on Values has determined are widely shared across cultures, religions and philosophies:

- The dignity and equity of human beings – whatever their race, gender or background
- The importance of a common good that transcends individual interests
- The need for stewardship – in the sense of a concern for future generations.

We have an institutional responsibility to act as leaders representing the global common good, and to provide a neutral and safe place for our Members and constituents to push these values forward.

I am proud to report that our unique approach to serving the global community, our entrepreneurial outlook, integrated systems for engaging on complex challenges and systemic view of the interlocking forces that shape our world put us in a strong position to work with the global community to fill some of these gaps. Our Managing Board, executive team and some 600 staff, working from Geneva, New York, Beijing and Tokyo, are equipped with the skills and the outlook required to meet the challenges of this complex world. More than that, our Members and constituents around the world are as committed as we are to work together to improve the state of the world.





# Systems Leadership and Platform Engagement

*The Forum has embarked on a strategic extension to open its platform to other stakeholders to enable sustained positive change across global systems.*

The global community is currently facing two major challenges:

1. Global leadership energies are absorbed by crisis management. There is no focused effort to sustainably shape global, regional and industry futures in a systemic manner.
2. Global efforts are fragmented and siloed, despite the interconnected nature of our world. Numerous initiatives are undertaken in a compartmentalized way.

The World Economic Forum has a vision for its role in the future:

*The Forum shall provide the “operating system” for global cooperation, being the serving and integrating platform, engaging the collaborative efforts of all stakeholders to systemically shape global, regional and industry futures, always with the mission of improving the state of the world.*

The Forum has a successful 45-year history, building, in a substantive way, eight specific world-class capabilities that serve as building blocks for the future. With its official recognition and status as the International Organization for Public-Private Cooperation, the Forum has an obligation to look towards the future and ask: how can these capabilities best address the current gaps in the global system?

To become a service organization addressing the challenges in the global system, the World Economic Forum will increasingly focus on **systems leadership** and **platform engagement**.

## Systems Leadership

Systems leadership means to understand and define issues (drivers, components, themes), to identify interactions and interdependencies, and to help address complex global challenges, influencing a system towards sustainable, positive change.

Systems leadership works by cultivating a shared vision for change, empowering widespread innovation and action, and enabling mutual accountability and collaborative action. Systems are constantly evolving, so systems leadership is an ongoing process.

## Platform Engagement

A platform is the enabling mechanism and operating architecture that allows multiple stakeholders to cooperate and shape a system.

The Forum has always been a platform for communities, interaction, insight and impact. Platform engagement is supported by digital tools and meetings to enable the Forum’s Partners to co-shape systems and be responsible for specific projects.

In order to define the related problems, develop solutions and catalyse action related to specific issues, the Forum exercises systems leadership by engaging its stakeholders on the platform in three ways:

1. As a collaborative process under the direct leadership of the World Economic Forum
2. As a joint venture with the World Economic Forum and one or several other constituents (such as universities or international organizations)
3. As a collaborative, multistakeholder process directly designed and driven by one or more constituents

The Forum's new strategic orientation represents a natural evolution in its development, and the concept of systems leadership and platform engagement has been successfully tested this financial year.

## Our Capabilities

The Forum's ability to implement the systems leadership and platform engagement strategy rests on the following eight capabilities:

1. The convening power of the Forum as the world's foremost organizer of highest-level meetings.
2. The Forum as the global "community of communities", integrating all stakeholders of global society.
3. The Forum's strategic insight capabilities, as evidenced with its numerous contributions to global, regional and industry-related thought leadership.
4. The Forum's capability to create impact, as shown through its numerous initiatives, which are positively influencing the lives of millions of people.
5. The Forum's development of digital tools to facilitate interaction, event and knowledge management.
6. The Forum's ability to integrate the general public through its strong presence in social media and its own publishing activities.
7. The Forum's leading role in serving as the reference point for the Fourth Industrial Revolution, focusing on the business, political, economic and social impact of technological progress.
8. The Forum's ability, as the International Organization for Public-Private Cooperation, to bridge the public and private spheres, and its trusted relations with governments, international organizations and regulatory agencies.

## The System Initiatives

There are numerous overlapping systems related to global, regional and industry challenges, and the Forum is focusing its efforts on a limited number – System Initiatives – to collaboratively shape the future of select global challenges.

The Forum's 14 System Initiatives are based on the successful development of our activities around global challenges. They are:

- Shaping the Future of Consumption
- Shaping the Future of the Digital Economy and Society
- Shaping the Future of Economic Growth and Social Inclusion
- Shaping the Future of Education, Gender and Work

- Shaping the Future of Energy
- Shaping the Future of Environment and Natural Resource Security
- Shaping the Future of Financial and Monetary Systems
- Shaping the Future of Food Security and Agriculture
- Shaping the Future of Health and Healthcare
- Shaping the Future of Information and Entertainment
- Shaping the Future of International Trade and Investment
- Shaping the Future of Long-Term Investing, Infrastructure and Development
- Shaping the Future of Mobility
- Shaping the Future of Production

Shaping the Fourth Industrial Revolution, although not a formal System Initiative, provides the contextual, intellectual framework for all of the Forum's System Initiatives and related activities.

## Constituent Engagement

The objective is to engage all constituents, particularly Partners and Members, into the Forum's systems leadership and platform approach. The Forum has invited a selected group – composed of international organizations, Strategic Partners, members of GULF (Global University Leaders Forum) and particular civil society organizations – to be engaged as the initial consortium of platform collaborators.

Forum constituents can engage in two ways:

At the **systems level** by, for example:

- Being part of a committed multistakeholder community, including possible representation on a System Initiative's Stewardship Board
- Nominating candidates for the Global Future Councils
- Nominating experts for the Forum's Expert Network
- Participating in the development of Transformation Maps
- Providing systems knowledge
- Sending secondees to the Forum

At the **project level** by, for example:

- Developing and managing their own (collaborative) projects on the Forum's platform
- Acting as a joint-venture partner for the Forum in co-led projects
- Being a collaborative partner for Forum-led projects

Opening the Forum's platform to enable our Members and constituents to exercise leadership across complex global systems will be a major strategic extension for the Forum, and one that ensures the Forum fulfills its potential for positive multistakeholder collaboration at the heart of global governance.

# Shaping the Global Agenda

*The Forum has concentrated its activities around 14 System Initiatives which provide a framework for shaping global change.*



*By Rick Samans,  
Member of the Managing Board*

As the International Organization for Public-Private Cooperation, our objective is to inspire and enable the transformation of global cooperation and governance. We aim to build public-private cooperation from a limited activity to a mainstream pursuit, undertaken across a broad spectrum of issues by a wide ecosystem of actors, experts and initiatives.

Technological change and globalization are increasingly calling for a broader response to major social and industry challenges – a multidimensional effort pushing traditional industry, stakeholder and even intellectual boundaries. The Forum's theory of change is based on the application of multistakeholder cooperation to accelerate the public and private sectors' efforts to address pressing global systemic challenges that cannot be solved by a single entity or sector. To achieve this, the Forum takes a platform approach, enabling its networks, events and initiatives to be leveraged, shaped and driven by coalitions of champions who seek to make positive change.

Over the past year we established a framework for systems leadership, based on 14 System Initiatives. These System Initiatives provide vibrant platforms of multistakeholder cooperation reaching far beyond a single industry or isolated issue. They look holistically at the links between issues and actors, and pinpoint the leverage points that will improve the effectiveness of the international community's response to certain challenges. They enable a wider ecosystem of actors and experts to combine their expertise and resources through informal, results-oriented collaborations. At present, the System Initiatives consist mainly of Forum-led endeavours, with some joint ventures. Importantly, over the course of the next few years, the proportion of these which are led by the Forum will shrink, as we build out a platform which allows others to lead projects within each System Initiative, either in collaboration with the Forum, or independently within the broader ecosystem.

While a number of these System Initiatives build on work that has been continuing for over a decade, nine of these have been formally up and running for the past year in their current format, and have produced concrete evidence of the effectiveness of the Forum's multistakeholder approach in fostering sustainable, positive change. Highlights of work over the past 12 months include:

## Digital Economy and Society

The Digital Transformation of Industries project conducted six industry deep dives on logistics, media, consumer goods, electricity, automotive and health, with an overlay of four cross-industry themes of digital consumption, digital enterprise, societal implications and platform governance. Incubated under the Future of Telecommunications project last year, Internet for All emerged as a stand-alone project to focus on developing new, scalable and replicable models of public-private collaboration starting in East Africa. The *Internet Fragmentation: An Overview* white paper was also published, providing an initial overview of the fragmentation landscape to allow stakeholders to identify and prioritize areas of collaboration.

The Cybercrime project produced *Recommendations for Public-Private Partnership against Cybercrime*, providing a foundation for the creation of alliances to promote better detection, prevention and more efficient combating of all forms of cybercrime by establishing information-sharing platforms at national, regional and global levels.

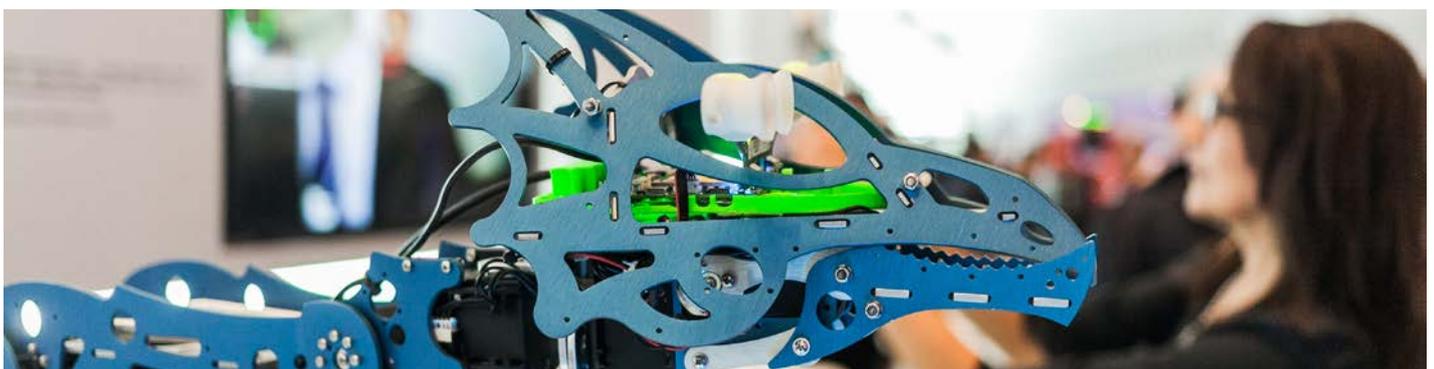
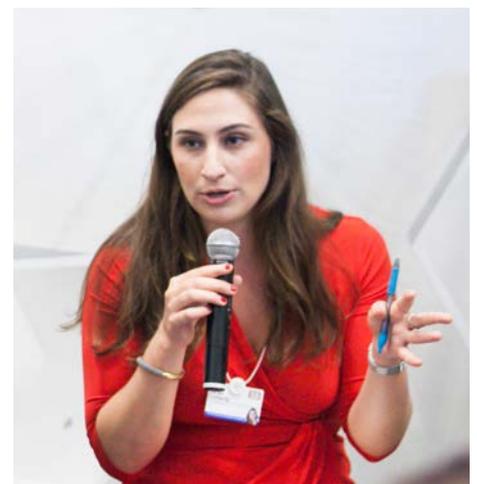
The initiative's Internet for All project published *Internet for All: A Framework for Accelerating Internet Access and Adoption*, which provides a framework for governments and businesses to accelerate large-scale internet adoption. With this framework as a basis, the project launched a major new public-private partnership in East Africa with the full endorsement and engagement of the Northern Corridor governments of Ethiopia, Kenya, Rwanda, South Sudan and Uganda. In these countries, 75 million people, representing 67% of the total population, have no access to the internet. The new public-private partnership aims to use the initiative's framework to help bring 25 million more citizens online by 2019.

## Economic Growth and Social Inclusion

The first *Inclusive Growth and Development Report* was launched, presenting a new analytical framework and corresponding set of indicators of performance and enabling environment conditions in seven principal policy domains (pillars) and 15 sub-domains (sub-pillars). The comparative country profiles in the report are like diagnostic scans of each country's institutional enabling environment as it relates to the encouragement of social inclusion in both the process and outcomes of economic growth. A dashboard of key performance indicators has also been constructed to provide a wider measurement of national economic progress than GDP growth.

In cooperation with the Forum's Social Entrepreneurs community, the initiative published *Social Innovation – A Guide to Achieving Corporate and Societal Value*. Drawn from a series of workshops and interviews with more than 35 executives from leading companies and guided by the Global Agenda Council on Social Innovation, this guide offers an action framework for companies to embed social innovation in their businesses.

Building on the successful model of the Latin America Competitiveness Lab, the System Initiative launched the Economic Growth and Social Inclusion labs, to support the design and implementation of actionable agendas for public-private collaboration. These are currently being built in Europe, the Middle East and North Africa, and Central Asia.



## Education, Gender and Work

The Forum's *Human Capital Report* measured 124 countries on their ability to develop and deploy human capital. In addition, the New Vision for Education project has identified the core 21st-century skills required in the education system today to prepare talent for the future. Three regional skills initiatives in Africa, the Middle East and North Africa (MENA) and India have applied these learnings to effect change in their region by reducing skills gaps and improving job-readiness. The New Vision for Arab Employment, for example, gathered commitments from companies to re-skill or upskill more than 100,000 youth.

*The Future of Jobs* report provides a tool to anticipate and prepare for future disruptions to jobs and skills looking at all industry sectors in 15 developed and emerging markets. The findings aim to inform cross-industry and sector-specific dialogues on future workforce strategy and to foster collaboration with governments to identify future reform. A dedicated *Industry Gender Gap* analysis assessed the effects of key labour market disruptions on gender gaps over the next five years in addition to benchmarking the situation in all major industries today. Key players in the oil and gas industry used these insights to pledge to improve the sector's performance on gender parity.

The 10th annual *Global Gender Gap Report* revealed that only 4% of the global gender gap has been closed over the past decade. Four national gender parity task forces in Mexico, Turkey, Japan and the Republic of Korea are using these insights and have pledged to close their economic gender gap by up to 10%. Similar public-private collaborations are being launched, starting with a partnership in Latin America with the Inter-American Development Bank.

## Environment and Natural Resource Security

The Forum played a key role in achieving a global agreement on limiting greenhouse gas emissions at COP21 in Paris. The Friends of Climate Action and the 78-member CEO Climate Leaders network – vital, informal pieces of the new post-Paris collaborative architecture – were established to enable actors from across the public-private space to interact with each other and with leaders, as well as help shape the climate-action agenda.

Since June 2015, the Forum has hosted the Secretariat of the Tropical Forest Alliance (TFA) 2020, a \$10 million global umbrella partnership that brings together governments, private sector and civil society organizations to remove deforestation from palm oil, beef, soy and pulp and paper supply chains. During the first 12 months of the TFA Secretariat, the partnership has developed and driven implementation of six strategic initiatives and doubled its membership to reach 80 partners. In addition to holding various events and workshops at Forum meetings, TFA 2020 held its first General Assembly in Jakarta in March 2016, involving over 120 participants from TFA partners.

Other achievements include:

- *The New Plastics Economy* report, in collaboration with the Ellen MacArthur Foundation, which showed that plastics have become the ubiquitous workhorse material of the modern economy. Although delivering many benefits, the current plastics economy has drawbacks that are becoming more apparent by the day. Significant economic value is lost after each use, and given the projected growth in consumption, by 2050 oceans are expected to contain more plastics than fish (by weight); and the entire plastics industry will consume 20% of total oil production and 15% of the annual carbon budget.



- The launch of the UN and World Bank High-Level Panel on Water, to help accelerate the implementation of Sustainable Development Goal number 6. The Forum supports the panel by helping international community and panel member countries to co-design “water-stress proof” economic growth strategies.

## Financial and Monetary Systems

Disruptive Innovation in Financial Services has focused on two areas of innovation that have dramatic potential to reshape some of the foundational pieces of financial services.

The first area of exploration is blockchain. It considers the potential for distributed ledger technology to replace existing financial infrastructure, providing greater speed, accuracy and efficiency in many basic financial processes. The work highlights specific applications where this technology might have the greatest impact and considers both the potential implications of new financial infrastructure as well as the impediments to its successful deployment.

The second area of exploration is digital identity. It considers how innovation will redefine the ways individuals and entities prove their identities by leveraging technology to de-risk and streamline identity processes. The work provides a point of view on how digital identity systems should be configured to drive maximum value and why large financial services institutions are especially well-positioned to drive the creation of robust digital identity systems.

Promoting Global Financial Inclusion launched country projects in Mexico and Colombia, working with the respective finance ministries and relevant public, private and civil society stakeholders to define and operationalize projects that directly impact access and usage of digital payments among consumers and small merchants to

accelerate financial inclusion. The Forum also announced at the World Humanitarian Summit in May 2016 an agreement to work with the UN Office for the Coordination of Humanitarian Affairs (OCHA) to a set of principles for public-private cooperation in humanitarian payments.

On Financial Stability, Innovation and Economic Growth, over 50 interviews with industry experts, academics, traditional financial services institutions, fintechs and financial supervisors yielded recommendations aimed at safeguarding financial stability and fostering technology-enabled innovation. These recommendations touch on the ethical use of data, and standards for monitoring and understanding technology-enabled innovation.

## Food Security and Agriculture

The System Initiative on Food Security and Agriculture engages over 500 organizations and 1,400 individual leaders towards a shared goal of transforming global food systems. The initiative has catalysed action initiatives in 20 countries across Africa, Asia and Latin America, implementing over \$2.5 billion in private-sector investments that have engaged more than 10 million smallholder farmers to date.

At the global level, the Global Stewards on Food Security and Agriculture developed a mapping of the key trends, risks and opportunities for action in the global food system. The Global Agenda Council on Food & Nutrition Security designed a Global Food Systems Index to assess and track progress in food systems, which is in the early stages of implementation. A Harvard case study on the Forum's agriculture work, *Tackling Global Challenges: Lessons in Systems Leadership from the World Economic Forum's New Vision for Agriculture Initiative*, was published in the Harvard Business Review.



Under the banner of the New Vision for Agriculture (NVA) initiative, the Forum continued to catalyse and support country-led, multistakeholder action initiatives including:

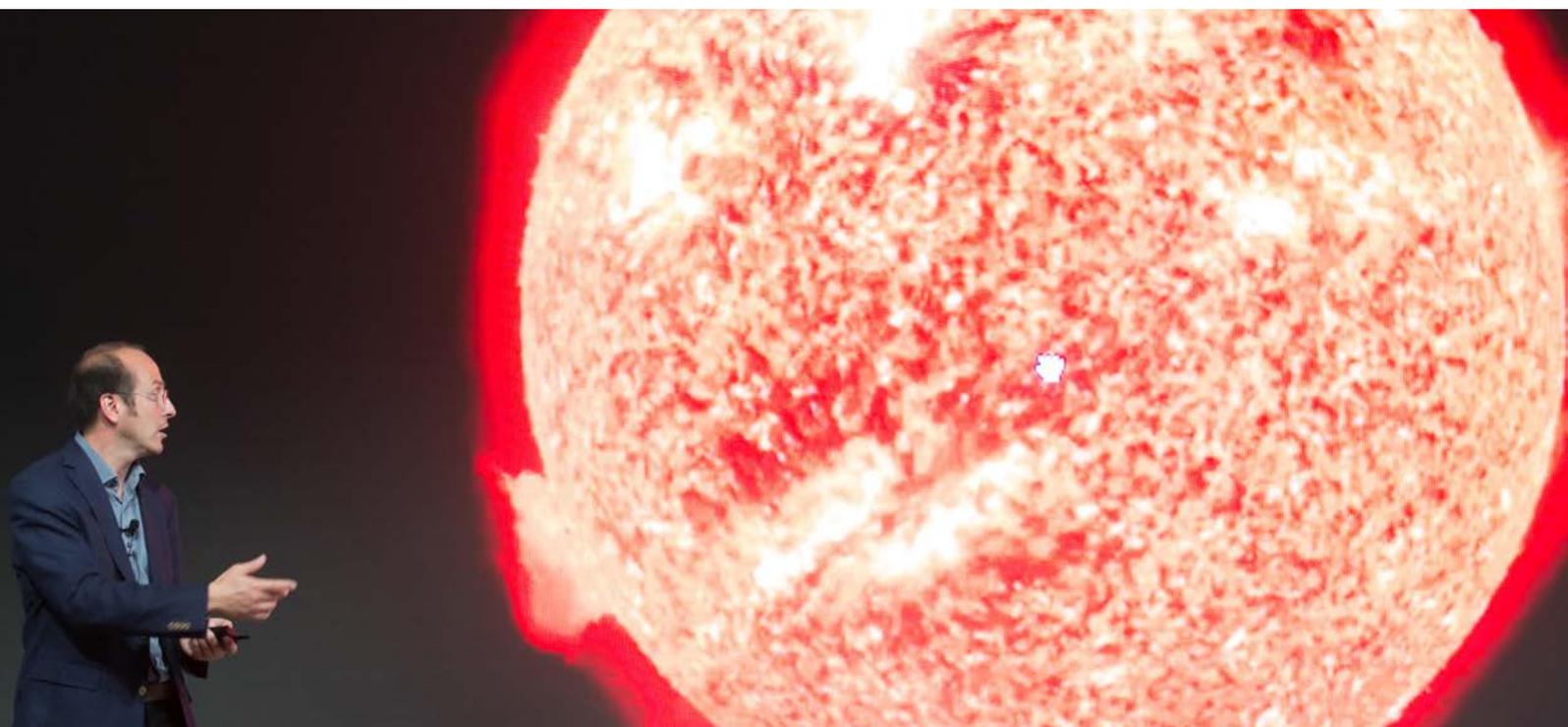
- The **Grow Africa** partnership has mobilized over \$10 billion in private-sector investment commitments from more than 200 African and global companies; of this, \$2.3 billion has been implemented to date, benefiting nearly 10 million farmers and creating 88,000 jobs. The Grow Africa Secretariat transitioned from the Forum to the NEPAD Agency in Johannesburg, South Africa, under the leadership of a new Executive Director. The Grow Africa Investment Forum engaged over 300 leaders to accelerate action in 12 member countries.
- The **Grow Asia** partnership engages over 160 organizations engaging in five country partnerships, reaching nearly 500,000 farmers to date. With a Secretariat in Singapore, Grow Asia supports the development of sustainable value-chain initiatives through country-led partnership platforms in Indonesia, Vietnam, Myanmar, Philippines and Cambodia. The Grow Asia Forum engaged over 140 leaders to assess progress and strengthen collaboration.
- Partnerships in **India** expanded to engage 500,000 farmers in three states: Maharashtra, Andhra Pradesh and Karnataka. In **Latin America**, both Mexico and Nicaragua are championing national partnerships, and Colombia and Argentina committed to engage in the coming year.

The initiative published a *Guide to Country-Led Action*, which outlines the NVA model for multistakeholder action drawn from experience to date. The NVA Transformation Leaders Network grew to 150 members, engaging action leaders from all regions and sectors to exchange ideas, best practices and collaboration opportunities.

## Health and Healthcare

Four flagship projects were launched to address the dual focus of the system – health and healthcare. The module on Health Security aims to mitigate and contain the threat of global disease outbreaks through coordinated public-private cooperation for infectious diseases, in turn safeguarding not only human health and well-being but also commercial and economic security. It will include work at the country level, focusing on setting up mechanisms for preparedness and response for epidemics (key countries: Mali, Guinea, Liberia, Nigeria). At the global level, the focus will be on setting up a public-private collaboration mechanism for research and development of vaccine innovation for pathogens of pandemic potential.

The module on Healthy Lifestyles aims to understand how a human-centred approach to being healthy will transform the health ecosystem, particularly in the prevention of non-communicable diseases (cardiovascular diseases, diabetes, cancer and chronic respiratory diseases). It will include the development and dissemination of critical knowledge and tools focused on triggers for behaviour change to empower individuals, policy-makers and business leaders towards long-term healthier lifestyles. It will also look to catalyse concrete public-private cooperation opportunities across non-traditional health and healthcare stakeholders, leveraging the Forum as a platform for maximizing impact on the non-communicable disease agenda. Specific priority work related to the agriculture-nutrition-health nexus is being scoped jointly by the Health, and Food Security and Agriculture Initiative teams in cooperation with key Partner institutions.



## International Trade and Investment

At the Annual Meeting 2016 in Davos-Klosters, the System Initiative on International Trade and Investment launched a rich and detailed set of policy options for trade and investment reform through its E15 Initiative, and then established delivery coalitions. The E15 Project report, *Strengthening the Global Trade and Investment System in the 21st Century*, was released in partnership with the International Centre for Trade and Sustainable Development at a press conference involving the trade ministers of the US, Kenya and Canada, as well as the CEO of Maersk. The agenda it outlines has received widespread praise and appears to be having a substantial impact on thinking in a number of areas. The Netherlands government has committed to resource an 18-month follow-up process on its investment-related proposals. And a follow-up project on Digital Trade will commence this summer as a joint effort of the Forum's Trade and Internet Initiatives; the World Trade Organization has expressed interest in participating.

At the World Trade Organization's 10th ministerial meeting in Nairobi, the Forum launched the Global Alliance for Trade Facilitation to tackle barriers to trade across multiple developing and emerging economies. The alliance is backed by over \$60 million in funding from Australia, Canada, Germany, the United Kingdom and the United States and is strongly supported by the business community, with numerous companies immediately on board.

The Forum leads the alliance secretariat in cooperation with the ICC and Center for International Private Enterprise. This public-private approach to supporting developing countries that wish to address behind-the-border trade and investment barriers builds on the initiative's Enabling Trade benchmarking work, initiated by its Logistics and Transport Industry Partners. Key Partner companies include A.P. Møller-Maersk, DHL, Diageo, Wal-Mart, eBay, Huawei, Agility, United Parcel Service and Novartis.

## Long-Term Investing, Infrastructure and Development

The Forum worked with public and private entities to launch the Sustainable Development Investment Partnership platform, piloting its first deals in 2016. The platform is committed to attracting \$100 billion of private capital for investment in long-term infrastructure through public-private cooperation. In Indonesia and Colombia, the Accelerating Local Capital Market Development in Emerging Economies project brought together government and other stakeholders to explore ways to improve infrastructure pipelines.

The Blended Finance Network was launched and is building a robust pipeline of members. In addition, the Convergence Platform was launched and has now been successfully established as a separate entity.

These examples are proof of concept that the Forum's platform approach provides progress across a broad variety of complex challenges. As we build out the portfolio of System Initiatives, the Forum will use the learnings and achievements from our experience shaping these global challenges and apply them to a portfolio of new content initiatives.



# Shaping the Regional Agenda

*The Forum's regional activities provide a framework for stakeholders to focus their energies on particular parts of the world, drawing from and feeding into global and industry engagement.*



*By Philipp Rösler,  
Member of the Managing Board*

Responding to some of the most difficult challenges in the past year, the Forum has engaged leaders from governments, international and regional organizations for greater public-private collaboration in the era of the Fourth Industrial Revolution. There is a dual purpose: to bring regional insights and leaders to the Forum initiatives; and to take the Forum's global knowledge frameworks and multistakeholder community to the regional activities.

The year 2015-2016 highlighted the continued importance of regional work as the Annual Meeting in Davos-Klosters welcomed 284 public figures, including 49 heads of state and government, and the Regional Meetings received overwhelming interest from Members, Partners and constituents. The Annual Meeting supported political leaders in having an open dialogue on issues as varied as security, migration, the United Kingdom referendum on the European Union, the commodities crash, and many others. The Regional Meetings, held across four continents, provided an opportunity to showcase the Forum's strategic evolution to a platform organization, making an impact on addressing mega-global challenges to the more interconnected thinking of the System Initiatives.

These meetings also formed a critical milestone in ongoing projects with regional constituents. For example, the Grow Africa partnership successfully transitioned to the New Partnership for Africa's Development (NEPAD), having implemented \$2.3 billion of investment benefiting more than 10 million farmers; we concluded the Competitiveness Labs in Mexico and Colombia and launched one for Argentina, and we further strengthened the Grow Asia partnership with the ASEAN Secretariat, moving to strong government support and business leadership of action in the five partnership countries. We also strengthened our government engagement, highlighting the importance of the Forum as a critical platform. This was evident in the special meeting hosted on the UK referendum, which brought together almost 300 voices from business leaders, Global Shapers and YGLs with Prime Minister David Cameron. This was also the first time the Forum took an explicit stance on a bipartisan issue, showing the conviction of our beliefs and willingness to be partners for impact.

In addition to creating interaction at Regional Meetings, 2015-2016 marked the successful curation of regional communities of business through the Regional Business Councils, and of multistakeholder thought leaders through the Regional Agenda Councils. Together, these two bodies

actively shaped the regional agenda and selected projects for collaborative impact. For example, the Regional Business Council on ASEAN decided to push the regional integration agenda by working with top business leaders and identifying current gaps and proposing reforms. And the Global Agenda Council on India delivered a project for skilling 10,000 women artisans in financial inclusion, with funding from the MasterCard Center for Inclusive Growth and implementation by the Rajasthan government.

The progress made this year will be the foundation for our plans in the coming year to strengthen the Forum's platform in the regions and the acceleration of System Initiatives for on-the-ground impact.

## Africa

The Forum continues to expand its footprint across Africa and is now engaged with the governments of 37 countries, more than 60 African companies, over 110 Young Global Leaders and 77 Global Shaper Hubs.

The community has been working on a range of initiatives across the region over the past year. To name a few, the Global Alliance for Trade Facilitation was launched in Kenya to support the regional integration agenda; the Internet for All initiative launched the first multistakeholder programme in Rwanda, Uganda, Kenya and South Sudan; and the Forum launched a project to mitigate the risk and impact of future epidemics, with an initial focus on Nigeria, Liberia, Guinea and Mali.

The World Economic Forum on Africa was held on 11-13 May in Kigali, Rwanda, under the theme, Connecting Africa's Resources through Digital Transformation. Participants explored the digital economy catalysts that can drive structural transformation and strengthen public-private collaboration on key regional challenges linked to the Forum's System Initiatives. The Forum's Africa Skills Initiative formed a multistakeholder coalition committed to tackling Africa's shortage of future-oriented STEM and ICT skills. The Grow Africa initiative, co-led by the Forum, NEPAD and the African Union, announced that, to date, \$2.3 billion of private-sector finance has been invested, benefiting 10 million smallholder farmers and creating 88,000 jobs. The Sustainable Development Investment Partnership (SDIP), co-led by the Forum and OECD and aimed at supporting the Sustainable Development Goals (SDGs) using blended finance, announced the establishment of an Africa hub, initially targeting 16 projects with a combined value of over \$20 billion. The Global Shapers Community made sure the youth voice was heard in all critical discussions, including in the digital space, where leaders from their highly successful #internet4all campaign contributed to discussions on how to break down Africa's digital divide.

## Asia-Pacific

The past year was a milestone for the Forum as it marked the 25th anniversary of staging a regional meeting in Asia. It was also the first year the regional meeting focused exclusively on ASEAN, celebrating not only the dynamism of South-East Asia but also the progress of ASEAN integration. The theme of the meeting, held in Kuala Lumpur, was Shaping the ASEAN Agenda for Inclusion and Growth, and

drew 600 participants from 40 nations. Among them were 40 government leaders and ministers, including from nine of the 10 ASEAN states.

The past year also saw the Forum celebrate the first anniversary of Grow Asia, an initiative launched in 2015 in partnership with the ASEAN Secretariat to improve the lives of smallholder farmers in South-East Asia. The goal is to reach 10 million farmers by 2020, improving their productivity, profitability and environmental sustainability, all by 20%. After its first year, Grow Asia has set up country partnerships with Indonesia, Vietnam, Philippines, Myanmar and Cambodia, and has reached 417,200 smallholder farmers.

The Forum also deepened its engagement in ASEAN through the launch of a new Regional Strategy Group (RSG), made up of government ministers, CEOs and leaders of development banks and civil society. Its goal is to shape the regional agenda in ASEAN and to advise the Forum on its regional activities. Alongside the RSG, the Forum also launched its Regional Business Council, which represents the voice of the business community.

Elsewhere in the region, the Forum continues to deepen its engagement with countries such as the Republic of Korea and Australia on multiple fronts, from improving Trade Facilitation to working on the Future of Production Systems.

## China

The current global economy is characterized by significant volatility, low commodity prices and slow growth. China is feeling the fallout from these conditions and is adapting to a "new normal" after its impressive growth trajectory of recent years. At the same time, due to its growing geopolitical and economic importance, many turn to China for an answer on the way forward for the global economy. Throughout the past year, China has been a major focus for the Forum. In September 2015, the Forum convened over 1,500 global participants in Dalian for the ninth Annual Meeting of the New Champions, focusing on science, technology and innovation. China-specific issues such as infrastructure investment and the One Belt, One Road strategy, e-commerce and upgrading of manufacturing value chains, were also integrated into the highly diverse programme.

In December 2015, Professor Klaus Schwab spoke at the Second World Internet Conference in Wuzhen and met with President Xi Jinping and other leading Chinese public figures. In January 2016, the Forum welcomed Vice-President Li Yuanchao to the Annual Meeting in Davos-Klosters, where he provided perspective on China's reforms and the outlook for China's future growth. The Annual Meeting was also notable for record business participation, including new Strategic Partner Alibaba. The Global Agenda Council on China completed its research on China's Innovation Ecosystem, which effectively provides a status map of the entrepreneurial ecosystem in China and compares it with other global hubs, providing recommendations on further actions and knowledge development to increase China's innovation capacity. Due to China's presidency of the G20 and hosting of the G20 meetings in Hangzhou in September 2016, the Forum advanced the 10th Annual Meeting of the New Champions in Tianjin to June. Thanks to the excellent collaboration with the Tianjin Municipal

Government, the meeting was a great success, with more than 1,700 participants from over 90 countries. The Forum is also supporting China's G20/B20 presidency by active engagement in the B20 task forces (network partner for Trade and Infrastructure & Investment workstreams) and hosted the first B20 workshop in Davos-Klosters at the Annual Meeting 2016.

## Europe and Eurasia

The Forum's Europe and Eurasia community brings together 385 business leaders, representatives from over 60 countries, as well as members of our youth communities, including 272 Young Global Leaders, and over 1,300 Global Shapers across 96 Hubs to help shape the regional agenda on Europe and Eurasia. During the Annual Meeting 2016, the Forum featured high-level discussions on the future of Europe, a special meeting with the European Commission, and it highlighted flagship initiatives such as Digital Europe and Inclusive Growth in Europe. Members of the Regional Business Council on Europe discussed the implications of the Fourth Industrial Revolution for Europe, together with representatives from the European Commission, the European Bank for Reconstruction and Development, Prime Minister Rutte of the Netherlands and other high-level participants.

The Annual Meeting 2016 also saw the launch of the Eurasia Regional Business Council, which comprises CEOs driving and shaping the Forum's regional agenda for Eurasia through public-private collaboration. With the council's support, the Forum has identified and launched two regional workstreams for the year: Digital Transformation of Russia, and Silk Road to Economic Prosperity.

The Global Agenda Council on Russia focused its efforts on understanding how digital transformations are impacting Russian society. It provided opinion pieces from council members and international experts, bringing global attention to the topic of digitization in Russia and reaching just

slightly under 1 million views across the website and social media posts. Members of the Global Agenda Council on Europe shared their perspectives on the most pressing issues confronting Europe in 2016-2017. They presented the choices that European leaders must make in the years ahead and explained how these could shape the European Union's medium- to long-term development.

The National Strategy Days on Italy and Britain in the World provided opportunities for global business leaders to engage in high-level dialogues with heads of state and relevant cabinet ministers. In Italy, Prime Minister Renzi and senior members of his cabinet provided a platform to discuss Italy's recent reform efforts. In the UK, Prime Minister Cameron and an unprecedented number of high-level government leaders discussed the role of Britain in the World together with leaders from business and society, with a specific focus on the EU referendum vote.

## India and South Asia

The Forum's India and South Asia community includes 115 companies, 73 Young Global Leaders and 383 Global Shapers spread across 44 Hubs. The Shapers have implemented many on-the-ground and impactful projects, including the Nepal Earthquake Relief Project in Kathmandu, and the I break My Silence project, in Chandigarh, India. The Young Global Leaders South Asia Bridge Initiative (SABI) is launching Roshni, a region-wide initiative to light off-grid communities using solar technology. A pilot project is in development for launch in Afghanistan.

The National Strategy Day on India, held on 4 November 2015, was the first national strategy day in the Forum's new format. It was very successful, with participants appreciating the balance between the high-level meeting and working sessions that were based on action and impact. In 2016, the format will be the larger India Economic Summit, on 6-7 October, with over 600 participants from the Forum's multistakeholder community. Through the year, the team



organized workshops to deepen the engagement with the government and furthered our projects and initiatives towards greater impact in the region. The Global Agenda Council on India hosted a workshop in June 2016 to highlight the work of the council and shape the programme for the India Economic Summit. A Digital in South Asia workshop was scheduled in July 2016 where stakeholders from across the region explored possible approaches to develop new scalable and replicable on-the-ground models of public-private collaboration.

Additionally, the community has been working on a range of initiatives, including the New Vision for Agriculture, Future of Production, Future of Digital Economy and Society, and Future of Electricity, among others.

## Japan

Key leaders from the Forum's Japan community continued collaborating on Japan's key agenda – such as the gender gap, inclusive growth and longevity – through meetings, projects and private dialogue.

The Vision for Tomorrow Project brought insights from over 30 companies and 20 public sector leaders on how Japan can leverage its positive and negative learnings, critical societal dilemmas arising from rapid socio-economic development and its long-term consequences, and on Japan's future and its contribution to other countries' development. Healthcare, urban life-cycle management, infrastructure, agriculture and energy were discussed at the Forum's meetings, such as the Annual Meeting of the New Champions, ASEAN and Japan.

The Japan Meeting 2015 was held at the Japanese parliament, bringing together key leaders from politics, business, academia, religion and youth. Transforming Japan's economy, human capital and infrastructure were the topics discussed throughout the day.

The Government of Hiroshima Prefecture hosted Japan's first Shape Asia-Pacific meeting in March 2016, bringing together the Global Shapers Community to discuss shaping sustainable peace. The meeting, in conjunction with the G7 Youth Foreign Ministers' Meeting, focused on the importance of diversity, conscience and sharing values after hearing the stories of the atomic bomb survivors.

The Global Agenda Council on Japan collaborated with the Global Agenda Council on the Republic of Korea on raising awareness of the importance of sharing household roles to fill the gender gap in both countries. Collaboration articles were published from key newspapers from the countries, with inputs and coordination by the council members.

## Latin America

Latin America's performance over the past decade has been promising, with years of continued and more inclusive growth, decreasing poverty rates and an emergent dynamic and more demanding middle class. But the region has reached an inflection point. On the one hand, growth rates are stalling, partly due to external macroeconomic pressures, falling commodity prices and low savings rates in various countries. On the other hand, the region is entering a new phase of international trade and witnessing historic political milestones that could have a significant impact. These range from the peace agreement in Colombia, to Argentina's and Cuba's economic updates, to the current political and economic challenges faced by Brazil, the predicament in Venezuela and Mexico's reform agenda.

The region's continued progress will depend on whether it can adapt its monetary and fiscal strategies to the realities of a post-commodity environment. This, along with measures to diversify its economies, update the skills of its labour forces, advance its regional integration and capitalize on the promises of the Fourth Industrial Revolution, can assist Latin America in increasing its productivity and ensuring its long-term growth.



The Forum has been responsively engaged with the region's leadership, offering its global platform and maintaining close ties with governments, civil society, youth and more than 50 of the most influential business leaders. It has actively developed a set of projects and initiatives. These include the acceleration of infrastructure in Brazil and Argentina, the development of the energy sectors in several Latin American economies, and a new vision for agriculture through the region. The Forum is also encouraging gender parity in Mexico and Chile, promoting financial inclusion in Mexico and Colombia, stimulating innovation through focused Competitiveness Labs in Colombia and Mexico, and harnessing new technologies and internet for all in Argentina.

The capacity to navigate through the new context will ultimately rely on the multistakeholder collaboration that can drive a committed transformational agenda. As the International Organization for Public-Private Cooperation, the Forum will continue to partner with Latin American leaders to offer a strategic regional programme that contributes to the strengthening of the region's resilience, competitiveness and the realization of its potential.

## Middle East and North Africa

Last year was an important milestone in deepening the engagement of the Middle East and North Africa regional partner's community in the context of an auspicious moment in the region's history created by the decline in oil prices. The Regional Business Council and Global Agenda Council for the Middle East and North Africa have demonstrated a commitment to turn this momentum into action with two new initiatives aimed at accelerating the policy reform agenda and closing the infrastructure gap in the region.

At the Annual Meeting 2016, Forum Members and Partners recognized that extending impact will require systemic and genuine collaboration from the public and private sectors. In response to this challenge, a select group of leaders from business, government, academia and civil society met at the Forum's headquarters in May 2016 to steward an action-oriented agenda for the region. Given the evolving humanitarian crisis in pivotal parts of the region, leaders from the Forum's business community agreed that emergency aid is best delivered when the private sector offers innovative solutions in concert with government efforts. The core communities of the Forum in the region have also pledged to make complex reforms work and defined seven principles for public-private cooperation to promote an effective and inclusive reform process.

Looking ahead, the Forum's communities in the region will strive to make important strides in building peace and prosperity in accordance with the mandate they gave to the Forum to expand its regional platform in the following areas: the Fourth Industrial Revolution, energy, infrastructure, human capital, competitiveness and humanitarian aid.

## North America

### Canada

An intense relationship sprang up almost immediately between the Forum and the newly elected government of Canada, with Prime Minister Trudeau and five members of his cabinet taking part in the Annual Meeting in Davos-Klosters, less than three months after taking office. The Minister of Innovation, Science and Economic Development went on to co-chair the Annual Meeting of the New Champions in Tianjin in June, thus reinforcing the emphasis being placed on fostering an innovation-driven and inclusive economy in Canada. A gathering of several ministers and top CEOs in Toronto in spring 2016 further consolidated the growing ties between the Forum and Canada.

### United States

Vice-President Biden led a delegation of seven other cabinet members to the Annual Meeting, allowing for intensive engagement between the US Administration and participants. While multiple domains were covered, of special note was the session on the "Cancer Moonshot", which marked the international unveiling of this priority initiative. Reflecting the increasing confluence of economic and security matters, this past year saw an especially fruitful relationship develop between the Forum and the Pentagon. In September, Secretary Carter hosted a group of CEOs inside the Pentagon for intensive discussions, which was followed by the first-ever participation of a US Defence chief in Davos-Klosters. Another notable area of close collaboration with the Administration was on the topic of urban mobility, with the Secretary of Transportation hosting two separate meetings with stakeholders who were particularly interested in discussing the need for formulating norms related to driverless vehicles.

Finally, the Global Agenda Council on the United States published a much-reviewed white paper on the role of the United States in strengthening the liberal world order, which was the focus of a number of high-level op-eds, seminars and conferences among the foreign policy establishment.



# Shaping the Industry Agenda

*The Forum's industry communities and activities provide an anchor for our Members and Partners to focus their engagement across industries, regions and global systems.*



*By Cheryl Martin,  
Member of the Managing Board*

The World Economic Forum is a trusted partner for shaping industry transformation.

The relentless pace of change for business and the world at large has continued, and even accelerated, over the past year. Myriad technology transformations are reshaping economies and societies at an unprecedented pace, making collaboration across stakeholder groups more important than ever. In 2015-2016, the Forum has enhanced its efforts to bring together the most influential global companies, key policy-makers, industry influencers and industry disruptors to systematically shape industry priorities and agendas. Much of this work is driven via our industry communities, bringing together leaders from major industry sectors to identify, discuss and address each sector's critical issues through focused initiatives, task forces and targeted sessions.

Increasingly, the issues faced by companies blur traditional industry boundaries and involve adapting to technology and business model changes where protocols and norms are uncertain. The Forum's platform provides a unique opportunity for business leaders to engage in discussions across business sectors on shared areas of concern and opportunity, and then engage with policy-makers about the potential challenges associated with these changes. These discussions allow in-depth understanding of issues from all stakeholders' perspectives, open dialogue on gaps in norms and policies, and enable positive action to benefit both industry and society.

The industry-facilitated dialogues focus not only on broad global topics but also on specific regional agendas and driving impact in coordination with local governments, businesses and civil society. Many projects launched over the past few years are now being implemented for impact on the ground in places like Mexico and the Northern Corridor of Africa. In addition, the CEO-led Partnering Against Corruption Initiative (PACI) continues to raise awareness and promote transparency, an effort of increasing value in establishing and maintaining trust in the world.

Forum efforts with our Partners continue to have an impact on relevant global issues as well, including recent commitments and projects launched at the first World Humanitarian Summit in Istanbul in May that convened 9,000 participants from 173 member states, including 55 heads of state and government. Forum representatives had a diverse set of interventions. These ranged from *committing*

to facilitate principles for public-private cooperation in humanitarian payments to *showcasing* successful models that it had facilitated, such as the Logistics Emergency Team (LET) and Disaster Resource Partnership. In addition, The Help Now tool, a product that emerged from the collaboration between the Global Agenda Councils on Space and Humanitarian Response was also demonstrated. All of these efforts are built on work envisioned and launched via industry-driven engagement.

Over the past year the Forum has used its legacy of multistakeholder discussions and the initial success of the Global Challenges Initiatives to identify key system-level focus areas that impact both business and society. These 14 System Initiatives have relevant business and social impact and will allow Industry Partners to more rapidly engage with similarly focused stakeholders on areas of strategic importance and deliver insights and impact. Our Industry Strategy Meeting, held alongside the Annual Meeting of the New Champions 2016 in Tianjin in June, brought together senior strategists from our Partner companies to share perspectives on industry trends and focus efforts on transformational drivers at both an industry and a system level.

Looking ahead, the Forum remains committed to providing critical value to its Partners with agile and relevant insights for executive teams and board-level use. Continuing strong industry communities, as well as a broad system focus, will give our Partners a unique platform for engaging public- and private-sector leaders to shape industry agendas and policies in ways that are good both for business and society.

## Industry Community Updates

### The Basic Industries

#### Chemistry & Advanced Materials

The sector is going through significant transformations. Important trends include the large structural moves by industry leaders (mergers, acquisitions and divestments), the prolonged adjustment period for feedstock price and supply conditions, and the global shifts to a digital, connected economy. To respond to the challenges stemming from these trends, the industry needs to increase the efficiency, accuracy and dynamism of its innovation schemes. Through the Collaborative Innovation initiative, the community explored the new models shaping innovation around advanced materials systems. Industry leaders aligned voices towards the landmark climate change agreement in Paris and made valuable contributions from the private sector perspective to the global dialogue on food security and agriculture.

#### Infrastructure & Urban Development

The community continues to drive a number of significant initiatives. The Future of Construction initiative addressed new trends currently shaping the construction industry – from innovative business models to new products and processes that are boosting productivity and enhancing efficiency. The Future of Urban Development & Services initiative continued to serve as a trusted partner in the transformation of cities around the world as they address

major built-environment challenges, including urban services, which will contribute to the uplifting economic development and social well-being. The Future of Real Estate initiative produced a series of recommendations and case studies on asset-pricing dynamics as well as an early warning system model for real asset bubbles based on behavioural economics.

#### Mining & Metals

For much of the sector, the past year has continued to be challenging. Regional economic weaknesses and instability, significant price declines and volatility, continued slowing of growth in China and other emerging markets have resulted in the ongoing prioritization of efficiency and capital constraint. At the same time, expectations of governments, communities and other stakeholders continue to grow. These realities are well-reflected in piloting the Forum's Responsible Mineral Development Initiative in Guinea and the broader review of voluntary responsible mining initiatives globally. In addition, the mining & metals community contributed significantly to advancing understanding and global dialogue on the role of the sector in the achievement of the Sustainable Development Goals. Looking ahead, the community has embarked on a better understanding of the enabling and constraining role of the sector in the Fourth Industrial Revolution and specifically how digital transformations will impact the mining & metals value chain.

### Consumer

The consumer industries community focuses on driving the overall well-being of consumers with the focus on how to feed the world to enable a healthy population in concert with protecting the world's natural resources. To ensure food security, the New Vision for Agriculture initiative, a country-led, action-oriented partnership, has expanded to 20 countries and is operating in Africa, Asia and Latin America. More than \$10 billion in investment commitments has been made, of which \$2.5 billion has been implemented reaching nearly 10 million smallholder farmers, a 15% increase. On the environment, the consumer community remains very active in addressing deforestation. The Forum completed its first year serving as a platform for the implementation of the Consumer Goods Forum's zero net deforestation resolution by hosting the Tropical Forest Alliance 2020 Secretariat. Also facilitated by the Forum, members of the consumer industry, via the CEO Climate Leaders coalition, are taking voluntary action post COP21 to help the world move to a low-carbon, climate-resilient economy.

Moving forward, technological disruption has been added as a new pillar of focus for the consumer industry. The Fourth Industrial Revolution is transforming entire systems of production, distribution and consumption, giving rise to new models of consumption. The impact of this massive transformation across the dimensions of business and societal value will be explored via the launch of the Future of Consumption system with the Future of Retail for Consumer Industries project introduced as its first agenda-shaping effort.

## Energy

The energy industries programme aims to enable an effective transition to a more sustainable, affordable and secure energy future. Over the past year, Forum-enabled projects have focused notably on deepening the work on the digital transformation of energy, collaborative solutions to sustainability challenges, as well as tackling issues of value-chain efficiency and access to human capital. In addition, the global Energy Architecture Performance Index benchmarked energy systems of 126 countries. Building on this foundation and aligned with the Forum's strategy of systems leadership, the Shaping the Future of Energy System Initiative has been scoped and its roadmap defined.

### Electricity

The electricity industry programme continued to build on the Future of Electricity initiative and the insights gained from the white paper on the Digital Transformation of Industries published in January 2016. It is clear that the traditional integrated utility business model continues to be challenged, as many companies have struggled to deliver shareholder returns. The normally stable electricity industry is being transformed by a combination of decarbonization policies and the rise of distributed and digital technologies. Looking ahead, the 2016 Grid Edge Transformation project will involve stakeholders not only from the electricity industry but also from ICT, financial and automotive companies and policy-makers. It will also examine how the regulatory framework hinders the sector from reaping the benefits of digitally connected distribution technologies.

### Oil & Gas

The past year has presented the oil and gas industry with multiple challenges and opportunities. The industry faced a significant drop in the price of oil, which has challenged the economic viability of many ongoing and planned projects, causing companies to implement extraordinary measures. There was also an unprecedented commitment to tackle climate change and energy transition from governments and many companies in COP21. Through the Future of Oil and Gas project, the community has collaborated to improve the performance and reliability of the industry. Key alliances with the International Association of Oil and Gas Producers and the Society of Petroleum Engineers have helped in materializing concrete actions to address the cost/schedule overruns and shortages of qualified local human capital in developing economies. In parallel, the Forum has continued to provide an effective platform for 10 oil and gas companies to strengthen their commitment and strategies to address climate action through the Oil and Gas Climate Initiative.

## Financial Services

The financial services community continues to drive forward on key industry initiatives, including systemic and monetary stability, financial inclusion, disruptive innovation and risk mitigation. This year we published work addressing important challenges for the community. These included the impact of technology-enabled disruptive innovation on the structure of the financial system, the potential of digital identity and distributed ledger technology as foundations for continuing innovation, and the value of macroprudential policies as a means of reducing systemic risk. Through

financial inclusion, the Forum forged partnerships with the finance ministries of Mexico and Colombia to support each country's national strategy to expand access and usage of financial services.

The community launched an initiative exploring risk mitigation related to technological and business model innovation, including cyberattacks, global supply chains and the sharing economy. Similarly, we continued work on challenges related to the Future of the Global Financial System, catalysing private capital investment for strategic infrastructure projects, SME financing and retirement security. The financial services community will continue to focus on the stability and efficiency of the global financial system, specifically looking towards the future of financial and monetary systems and how disruptive forces transform the ways in which finance can facilitate economic activities and growth.

## Health & Healthcare

The global health and healthcare system today is beset by serious challenges: capital-intensive, volume-driven and hospital-centric systems which are unsustainable and ineffective; prohibitive costs of care; lack of human resources and infrastructure, particularly in emerging economies; increased exposure to lifestyle risks such as tobacco, physical inactivity and unhealthy dietary patterns making non-communicable diseases the number one killer globally; vulnerability and inefficient responses to epidemics; and inadequate governance structures to leverage technology and big data for delivering on the promises of personalized medicine.

By 2050, the world's population will have risen to 9.7 billion, with 2 billion over the age of 60. To keep individuals and populations healthy, and to cure patients affordably with best available science, solutions need to come from inside and outside traditional healthcare. The System Initiative on Shaping the Future of Health and Healthcare provides a unifying framework for health preservation, improved healthcare delivery, solid expertise, broad networks and unique opportunities for public-private cooperation. The effort brings together the healthcare, logistics, insurance, mobility, information technology, telecommunication and consumer industries, relevant international organizations, policy-makers and governments to catalyse public-private partnership opportunities to accelerate these goals. Notably, in the past year, our communities were able to initiate partnership projects in vaccine innovation for ignored pathogens, country-based pandemics response networks to combat epidemics, health systems acceleration with a leapfrogging package of solutions in Nigeria and Kenya, and health systems alignment of incentives as the foundation of our new Value in Healthcare project.

## Information & Communication Technologies (ICT)

The world is experiencing unprecedented change, driven by the technological shifts of the Fourth Industrial Revolution. As ICT drove the third industrial revolution, digital as the output is the basis for new systems thinking that characterizes the fundamental shifts.



This has led to complex policy challenges that must be overcome to ensure that networks of the future can develop to their fullest potential. As every sector of the global economy and nearly every facet of modern society undergo digital transformation, the ICT industry community is focused on opportunities that spur not only the development of ICT innovations but also, and more importantly, their adoption and use throughout the economy.

Connectivity links personal and machine devices to virtual networks through mobile, cloud and sensors. Billions of connected devices around the world connect people, homes, transport, manufacturing and logistics, enabling us to optimize assets, manage supply chains and improve quality of life.

The discussion of opportunities, risks and challenges driven by digital transformation has become central to the strategic dialogue across almost every industry, region and policy domain. The community explores best practices for addressing the common challenges and opportunities of the digital world. In addition, the System Initiative on Shaping the Future of the Digital Economy and Society engages a broad range of stakeholders in this effort. There was significant leveraged project work and community engagement between the ICT community and this System Initiative, as detailed below.

The aim is to shape the direction of the digital world as a driver of economic development and social progress. It focuses on the most important issues of transformation, access, security and governance to find long-term sustainable solutions through analysis and mutual understanding. The core objective is to create networks that enable and encourage action to promote the long-term health and stability of digitally enabled economies and societies.

In the past year the Forum had an influential role in the development of the EU-US Privacy Shield, which replaces the invalidated Safe Harbour framework. We worked with stakeholders around the world in the development of a robust and fair framework that includes, for the first time, written commitments and assurance regarding access to data by public authorities. The Forum successfully launched the Northern Corridor Project with the governments of Rwanda, Uganda, South Sudan and Kenya, with the aim of bringing internet access to 25 million people. Our Partner, the IDA of Singapore, established the now annual Ministerial Forum on ICT as a fixture on the calendar for public-private discourse on ICT issues and opportunities.

## Investors

The investors industries continue to be affected by the current macroeconomic environment, coupled with low interest rates and increasing demands for social protection systems in many developed economies. Geopolitical risk and an uncertain economic outlook in major economies form an overlay that has created challenges for many fund managers. Driven by those trends, institutional investors look for appropriate destinations to deploy their funds with an appropriately long-term horizon and adequate returns.

The Global Agenda Council on the Future of Investing has released substantive research on the remarkable innovation among institutional investors to adapt to this new world and drive societal progress.

In conjunction, we are embarking on work to make pension systems more sustainable and are continuing our extensive efforts on improving the investability of infrastructure initiatives, which has made good progress in the past year. We have successfully concluded an effort on helping Family Offices elaborate their contributions to a sustainable society, and developed industry recommendations to improve the diversity of teams in fund management.

Our work on impact investing remains focused on creating opportunities to successfully scale this investment strategy with a promise to solve some of society's grand challenges. In collaboration with the Financial Services industries, we continue to explore solutions to accelerate the development of local capital markets in emerging economies, helping to fund the sustainable growth of local business, social protection systems and infrastructure.

## Media, Entertainment & Information

Transformative shifts across the Media, Entertainment and Information (MEI) industry are impacting everything from content creation, distribution and consumption to freedom of speech and security. In collaboration with our Partners, the MEI community explores the opportunities these shifts are creating through a series of dialogues and workstreams. The Shaping the Future Implications of Digital Media on Society project examines how the ubiquitous use of digital media is shaping the behaviours, habits and values of individuals and society and implications for industry.

In addition, the related Global Agenda Councils have produced thought leadership on the impact of social networks on different sectors and disciplines such as energy, environment and humanitarian responses. The Global Agenda Council on Media, Entertainment & Information has developed a concept of a nation's or city's digital media readiness, which can be measured by a specific set of criteria and used by policy-makers to stimulate growth in MEI industries. The first roundtable on the Digital Media Readiness Index took place in Mexico. The System Initiative on Shaping the Future of Information and Entertainment has been launched and will leverage and extend this work.

## Mobility

### Automotive Industry

The automotive industry includes vehicles manufacturers, their suppliers and the emerging sector of mobility service providers. The industry partnership focused on two vital topics in 2016: climate leadership and self-driving vehicles in an urban context. On climate leadership, the Forum facilitated a common declaration of 13 leading automotive CEOs to decarbonize automotive transport. Launched during the COP21 negotiations in Paris, the declaration provided much-needed engagement from the global automotive industry.

On self-driving vehicles, the Forum conducted a survey of 6,000 urban consumers globally and a study of more than 20 city transit authorities to understand expectations and barriers as they relate to autonomous vehicles. Taking the survey results as inputs, the Forum modelled four scenarios for autonomy in cities, analysing the economic impact for mobility providers, cities and consumers. The results of these scenarios were shared in two mayoral and executive summits in the autumn and the spring. The latter, chaired by the US Secretary of Transportation, informed mayors on the important decisions to be made on autonomous transport in the near future.

### Aviation, Travel & Tourism

The travel and tourism industry accounts for nearly 10% of global GDP, 1 in 11 jobs and 6% of global exports. The industry is expected to cater to 1.8 billion international tourists by 2030, compared to 25 million in 1950. To continue generating growth, creating jobs and enabling national development and regional integration, the industry must shape the opportunities linked to digitization while tackling security and sustainability challenges.

In 2016, the community focused on engaging leaders from business, government and international organizations to better understand the implications of security shocks on travel and propose solutions to both enhance the current framework and envision a new framework for the future through a global trusted traveller programme. The community also examined issues on foreign investment in airlines, which resulted in the recommendation to lift barriers prohibiting foreign ownership, specifically the “nationality rule”, which increases the cost of capital and prevents airlines from operating like any other global business.

Finally, the aviation industry engaged in the initiative, Scaling Up Climate Action through Value Chain Mobilization, which was presented at COP21 in December 2015.

For the coming year, the community will focus on developing a global trusted traveller programme, undertake a deep dive into the implications of digital on the industry and consider how to enhance the competitiveness of nations through the industry via *The Travel & Tourism Competitiveness Report*.

### Supply Chain & Transport

The supply chain and transport industry includes the firms that enable the movement of goods within increasingly complex global value chains. During 2016, the industry conducted a study called, *Enabling Trade: Unlocking the Potential of Mexico and Vietnam*. The study showed that removing specific non-tariff barriers throughout the end-to-end value chains of medical devices could potentially generate up to \$1.5 billion in economic growth a year in those countries.

The Global Agenda Council on the Future of Logistics & Supply Chains identified, analysed and published a collection of cases called, *Moving a Connected World: Framework for Analysing IoT Innovation in the Supply Chain*. The paper demonstrated how the private and public sectors can use a new generation of computing technologies to improve performance. The council also contributed to the *Digital Transformation of Industries* report on logistics, which

concluded that there is \$1.5 trillion of value at stake for logistics players and a further \$2.4 trillion worth of social benefits as a result of digital transformation of the industry up until 2025.

On the humanitarian front, the industry supported the growth in scope of the Logistics Emergency team with the development of a new Community for Effective Humanitarian Response. This new network brings together humanitarian organizations and the private sector with the goal of establishing new long-term partnerships working to bridge additional gaps in the humanitarian system.

Building on key industry-focused efforts and aligned with the Forum strategy of systems leadership, the Shaping the Future of Mobility and Shaping the Future of Production System Initiatives were scoped during this year.

## Professional Services

The professional services industry continues to be highly engaged across many issues and industries at the Forum. As a community, the industry focused on cybersecurity and digital disruption as the key issues affecting the industry in the past year. At the Annual Meeting in Davos-Klosters, the group discussed the status of cybersecurity and implications for global business, as well as potential solutions and the role of professional services firms, with Toomas Hendrik Ilves, President of Estonia, and Jonathan Zittrain, Professor of Law and Computer Science, Harvard University. The industry community is exploring trends and opportunities of digital disruption through participation in the Digital Transformation of Industries project, a pillar initiative under the Forum's Shaping the Future of Digital Economy and Society System Initiative. A strong focus of the work is the implications for talent, reflecting the people- and service-based nature of the industry.

## Partnering Against Corruption Initiative (PACI)

As a CEO-led anti-corruption initiative, PACI continues to raise awareness and promote greater transparency for a corruption-free business environment. Uniquely positioned as a cross-sector community and under new co-chairmanship, PACI provides an exclusive space for private sector-led thought leadership and collective action. Over the past year, PACI's capacity to effect formative change and shape the anti-corruption agenda has been driven by the active participation of the community and the leadership of the PACI Vanguard CEOs. They set the focus on rebuilding trust and integrity in business and institutions, including public-private cooperation, governance and technological advancements. On collective action, PACI continued to drive Building Foundations, an industry-focused project. This is aimed at developing new forms of public-private cooperation to tackle corruption-related risks across industries, with an emphasis on rebuilding trust and integrity through high-level dialogues with industry and government. In addition, PACI continued to facilitate efforts with the B20 community and supported the design of a coalition to tackle corruption.

# Our Multistakeholder Communities

*The Forum's community of communities provides a powerful foundation for building multistakeholder engagement around complex issues.*

## Our Business Communities

### Partners and Members

The World Economic Forum provides a platform for the 1,000 leading companies from around the globe to shape a better world. As a membership organization, the Forum aims to deeply involve Members in our projects and initiatives, at meetings and online, collaborating with us to tackle industry, regional and important systemic issues.

For the past four decades, the Forum has kept its steady growth in engaging the private sector. This year, the number of Partner companies increased to 549 from 513 at the end of the last fiscal year.

Partnering companies join or steer meaningful projects and initiatives through a range of engagement tracks. They participate in the World Economic Forum Annual Meeting in Davos-Klosters as well as other Forum meetings, such as the Annual Meeting of the New Champions, and regional and country meetings.

We see immense value in developing strong industry and regional communities, in which businesses can convene in a trust-based setting with a group of peers to advance a shared agenda. Regardless of which initiatives, regions or communities our Partners select, they will always work towards our common mission – to improve the state of the world.

From 1 July 2016, partnering companies decide the depth and breadth of their engagement by selecting across three tracks:

#### System Initiatives

The challenges facing our societies today are all deeply enmeshed in complex ecosystems. Issues do not exist in isolation. To address these issues, the Forum has developed System Initiatives to connect stakeholders within and across industries and regions to effectively combine expertise and resources to deliver positive change.

System Initiatives are designed to stimulate a more effective public-private response to complex challenges to drive positive change. Each System Initiative is designed to provide opportunities to engage at the point where efforts are most likely to achieve sustainable positive results. They are supported by a governance framework incorporating the broadest spectrum of interests. This ensures a unique cross-dimensional approach supported by the stewardship of leading representatives from government, civil society, business and the world's top academic institutions, as well as young scientists and technology disruptors.

#### Regional Partnerships

In all of the world's major regions, the Forum is uniquely positioned to further multistakeholder dialogue and public-private partnerships between business leaders and policy-makers, civil society and other leaders of society.

Engagement at regional level offers deeper insights into the region's dynamics, markets, policy-making and business communities. The Regional Strategy Group (RSG) is a multistakeholder group providing strategic guidance for the Forum's regional agenda at the highest

level and engagement on different systemic issues in a regional context. The Regional Business Council comprises business leaders committed to driving public-private collaboration on a regional level. Each year, the Forum hosts regional meetings in Africa, ASEAN, Latin America, and the Middle East and North Africa, as well as National Strategy Days in a range of countries. Engagement programmes are active in Africa, ASEAN, China, Europe, Japan, Latin America, the Middle East and North Africa and South Asia.

### Forum Communities

Several Forum communities, including the Technology Pioneers, the Community of Global Shapers, the Forum of Young Global Leaders and the Schwab Foundation for Social Entrepreneurship, represent the voice of young and dynamic generations and those who are building new models for business to produce value across society. Partners collaborate with these outstanding young leaders, millennials and social entrepreneurs to receive a fresh perspective on discussions and initiatives, help them amplify and extend their voices, and co-develop unique projects and activities.

### Forum Members

The World Economic Forum's community of Forum Members connects hundreds of the world's top innovators, market-shapers and disruptors with the Forum's variety of System Initiatives, regional and industry projects targeted at meeting the challenges of the 21st century. Forum Members are industry influencers, niche market leaders and regional champions, and are supported in their endeavours through engagement at regional, annual and community meetings around the globe.

At Forum events, CEOs of Member companies meet and learn from one another, while focusing on the issues that are most important to medium-sized globalizing firms. At this year's meetings, Forum Members came together in South-East Asia, Africa and Latin America to discuss issues on the regional agendas as well as the impact of the Fourth Industrial Revolution on society, business and governance. At the Annual Meeting of the New Champions, Members had the opportunity to engage in the latest multistakeholder discussions on science and technology and how they are reshaping the future of economic and political systems.

### International Business Council

Seeking to assess the speed and scale of technology's transformative impact on business, industry structures and society, IBC members exchanged perspectives with a number of leaders of innovative technology companies from multiple industries and regions. Digital technologies are transforming entire industries at record pace; industry lines are blurring and conventional sector definitions are becoming a thing of the past. Digital trends are creating new cross-sectoral partnerships and reconfiguring ecosystems of large and smaller businesses into new value chains. The societal impact of these disruptive technologies is challenging governments and business alike to understand the impact on inclusive growth, job creation and skills development. The changing nature of work, the growing skills imbalance and the subsequent social consequences in this new digital era were discussed in the context of the work on the global challenges of employment, skills, growth and inclusion.



Good corporate governance presents the challenge of leading for the long term while managing short-term realities. IBC members deliberated on the CEO's modern dilemma – how to maintain a view of and steer for the long term in an era of intense short-term pressures from many stakeholder groups, not least of which are shareholders. Comprehensive exchanges explored the role of investors and boards, corporate governance, compensation/incentive structures and regulation. Concrete best practices were shared among IBC members, which they could implement in their own organizations. To further advance this work, corporate governance experts were commissioned to draft A New Paradigm that is complementary to other ongoing efforts in parallel. This paradigm will be discussed and developed, aiming to explore its potential implementation in future.

## Community of Chairmen

With the deluge of information available today, the velocity of disruption and the acceleration of innovation are hard to comprehend let alone anticipate. In such a context, corporate boards play a crucial role in this respect as companies must continually learn, adapt and challenge existing conceptual and operating models that will determine future success. In this new global context, chairing the board of a global company in an uncertain environment can be increasingly demanding and opportunities to share best practices are limited. In such a world, the World Economic Forum's Community of Chairmen plays a key role in creating a truly global, cross-industry peer group for chairs, an impartial platform for the exchange of ideas, insights, challenges and opportunities.

The fourth Community of Chairmen Annual Retreat (22-24 April 2016, Villars-sur-Ollon, Switzerland) focused on the role of the board and chairman in leading corporations through times of radical change and transformation. Many industries are facing a "new season" when existing business models are being disrupted, particularly driven by the forces shaping the Fourth Industrial Revolution. Thus, the conversation focused on the exchange of individual experiences in board-driven change, with an emphasis on practical ideas and solutions for how best to adapt, shape and harness the potential of the great transformation under way.

As the Forum continues to evolve, the topics of governance and leadership, and the crucial role played by chairs, will continue to be of vital interest. Looking ahead, the Community of Chairmen will be run in closer coordination with the International Business Council to accelerate learning on common topics through joint dialogue between CEOs and chairs. This reflects the Forum's ongoing dedication to look holistically at the leadership structure of global companies as they adapt to a rapidly changing world.

## Family Business Community

The Family Business Community is a trusted community of the world's leading family business owners and their next generation. United in their commitment to sustain their business over generations, community members leverage the Forum's unique multistakeholder platform to develop exceptional peer and experts' insights and to collaborate for impact on community projects. With their ability to create economic and social value, through their operating business, their philanthropic activities or their personal assets, together with their long-term thinking, family businesses are in a unique position to have a strong and systemic impact on the global and regional agendas.

A few highlights this past year include:

- The Family Business Community Retreat: Over 100 leading family businesses gathered at the Family Business Annual Retreat in May 2016 in Monaco. This year's retreat provided family business owners with an unrivalled opportunity to develop a better understanding of key family business issues and to prepare themselves to navigate the challenges of the Fourth Industrial Revolution. Committed to making a clear impact on the global agenda, participants offered early input into the agenda of Germany's G20 chairmanship in 2017.
- Impact Investing for the next generation (NextGens): Selected NextGens joined the Harvard Kennedy School module on Impact Investing, which provided them with accredited top-level education on this specific topic. During the programme, participants developed impact-investing strategies as well as personal action plans that can be applied in their specific family contexts.
- Interaction at the Forum's Regional and Annual Meetings: Through peer-to-peer interaction and engagement with other stakeholders, Family Business Community Members and Partners met to discuss family business ability to foster entrepreneurship within their own businesses and in their region.

## Our Non-Business Communities

### Community of Philanthropic Organizations

Recognizing the rising influence and notable expertise of foundations, the Forum launched the Community of Philanthropic Organizations in 2013. The community has grown remarkably, with a highly respected and diverse membership consisting of some of the most prominent and forward-looking actors in the philanthropic landscape. Community Members and Partner foundations bring their expertise to the Forum's System Initiatives, interfacing with business, government, multilateral institutions, academia, youth and civil society to enhance their philanthropic impact and influence global conversations.

### Civil Society

The years 2015 and 2016 have provided the Forum's civil society communities with a range of distinct opportunities for raising their voice and highlighting socially relevant dimensions in many high-level, cross-sectoral initiatives tackling such issues as sustainable economic development, new education models, international governance frameworks and the future of an inclusive internet. Long-standing community members and new civil society trailblazers have noticeably enriched the Forum platform for public-private cooperation by proactively injecting constructive and diverse views into multistakeholder conversations, while showcasing leadership and commitment to the undertaking of innovative collaborative efforts with the public and private sector.

By including a first-ever labour leader as a Co-Chair at the Annual Meeting 2016 – Sharan Burrow, General Secretary of the International Trade Union Confederation – the very real and challenging demands on the rights of workers in the Fourth Industrial Revolution era were brought to the forefront

of global dialogues. Two NGO executives representing civil society as Co-Chairs at World Economic Forum Regional Meetings elevated the importance of the social sector for contributing impactful and expert solutions to major systemic challenges at global, regional and local levels.

Following the 2014-2015 dialogue series on the rise of civic participation and social movements, the Forum was mandated by Member civil society organizations to explore the shrinking global space for civil society. It was also mandated to raise corporate awareness of the importance of mobilizing public advocacy and cross-sectoral partnerships for supporting civil society and governments towards ensuring a healthy, vibrant civic space.

Finally, the disruptive transformations that have been impacting the operational context for civil society offered the occasion for engaging the civil society communities in an introspective strategic reflection aimed at reassessing the effectiveness of operational models, identifying alternative strategic options and building the capacity the sector needs in the 21st century.

## Cultural Leaders

In 2015-2016, Cultural Leaders played an important role in shaping the dialogue on global issues. The success of the launch in Davos-Klosters and subsequent presentations across the world of the virtual reality film *Collisions*, by artist Lynette Wallworth – a project initiated by the Forum and in collaboration with the Sundance Institute and other Partners – point to the power of art to help leaders rethink assumptions and imagine new avenues for an inclusive future. Several cultural leaders are now Stewards of System Initiatives, helping to create the conditions for humanist decision-making across global issues and for the long term. The 22nd annual Crystal Award, which honours personalities in the arts who are true role models for the global community, was awarded to actress Yao Chen, actor and producer Leonardo DiCaprio, artist Olafur Eliasson, and musician and entrepreneur will.i.am.

## Global Agenda Councils

The network of Global Agenda Councils brings together the foremost thought leaders and experts to address the most pressing challenges on the global, regional and industry agendas. Members of Global Agenda Councils are invited to share and strengthen interdisciplinary thinking, stimulate dialogue, drive initiatives and provide intellectual input for the Forum's key initiatives.

With the two-year mandate of the network concluding in June 2016, and to support the Forum's future strategic orientation, the Global Agenda Councils are being evolved into a new network of Global Future Councils as of September 2016. Members of the new network will continue to meet annually at the Summit on Shaping the Future, which is hosted in partnership with the Government of the United Arab Emirates.

Over the past two years, the Global Agenda Councils have achieved impressive results in catalysing action on critical challenges facing the world. Several Global Agenda Councils, including the Council on Climate Change, have contributed significantly to successful delivery of the Paris Agreement by mobilizing key constituencies in support of the climate change

negotiations in COP21 in December 2015. The Global Agenda Council on Humanitarian Response created a visualization tool, Help Now, for e-payments in emergencies. This was supported by several organizations such as the Red Cross, the United Nations and the International Rescue Committee.

At a regional level, the Global Agenda Council on Russia conducted a large-scale study, *Unknown Russia: Powered by Entrepreneurs*, bringing the problems of entrepreneurs and possible solutions to the attention of the country's leaders. The council also explored digital transformation of Russia in the project Digital Russia, and developed a digital open-source platform to raise awareness about high economic potential to foster growth through digital transformation.

On the industry agenda, the Global Agenda Council on the Future of Mining & Metals focused on exploring new models that help society meet mineral and material needs in a sustainable world driven by the Sustainable Development Goals (SDGs). The council published a study mapping mining to the SDGs, designed to assist mining companies in identifying where their activities – from exploration to mine closure – can align with and promote achievement of the SDGs.

The Forum is grateful to the members of the Global Agenda Councils for their work over the last term, and we look forward to continue working together as we transition to the portfolio of Global Future Councils.

*You can find more information about the achievements of Global Agenda Councils 2014-2016 on the Forum website.*

## Global University Leaders Forum

The Global University Leaders Forum (GULF) brings together the leaders of the top universities worldwide. It offers them a platform for vigorous peer-to-peer dialogue on the future of higher education, currently challenged by technological disruption, squeezed resources for research and demand for access to specialist education.

In 2015-2016, during the Annual Meeting and throughout the year, high-level dialogue took place between university and industry leaders to address the challenges and opportunities posed by the Fourth Industrial Revolution. These included the role of university-industry collaboration in research, development and innovation; how such collaboration should be designed and delivered; and how the traditional functions of universities may evolve.

This year also brought the community together in Geneva, Switzerland, for the first GULF Cooperation Day in an effort to enhance universities' active contribution to public-private cooperation via the Forum's platform, understanding that such cooperation must be underpinned by solid intellectual expertise. The outcome of the meeting was the development of a clear vision, commitment and endorsement from the community of the Forum's systems leadership and partnership-engagement approach. Such collaborations have already begun through co-curation of the Forum's Transformation Maps with leading universities.

## Global Leadership Fellows

With its graduates in 2016, the Fellows programme is celebrating 10 years of service to the Forum's mission by developing agile servant-leaders for the Forum and the world. In the 21st-century, trust in leadership has faltered and by developing servant-leadership competencies, tackling global complex challenges and using learning tools such as design-thinking, the GLF programme aims to fill the void. In 2016, Fellows have taken on important roles at the Forum and beyond: for example, playing a lead role in shaping the future of the design economy and society system directly aligning with the Forum's new strategic intent of becoming a platform organization; leading a group of young Arab economists, designers and writers to build an online platform that will bring data-driven and visual content on economic and social issues to the Middle East; and a 2011 graduate being appointed Vice-President, Chief Sustainability Officer at Hewlett Packard Enterprise. Each Fellow is serving the Forum's mission in a powerful way.

This past year saw several innovations in the academic curriculum; in today's volatile and uncertain world, digital literacy and fluency are a key asset to any leader. With this in mind, a one-week programme was co-designed with Cornell Tech focusing on what is digital disruption, what are the implications of digital technologies for all stakeholders, what are the emerging digital business models (e.g. Etsy, Google Art Project, Kickstarter) and understanding digital finance – fintech, bitcoin and blockchain. To put the acquired knowledge into practice, the following week is focused on solving a global challenge using digital literacy and the design-thinking process. For example, how might we help doctors and trainers (in New York) increase the impact of their peer-to-peer capacity-building by using digital technologies? Or how might we help migrant women combat domestic or sexual violence?

This past year also saw the GLF Programme welcome secondees from Partner organizations, notably from Lixil, Saudi Aramco and Tata, allowing them to leverage the Forum's incomparable public-private knowledge.

## Young Global Leaders

The Forum of Young Global Leaders (YGLs) is a community of over 900 innovative, enterprising and socially minded men and women selected under the age of 40, who are pushing boundaries to rethink the world around them. The community is made up of leaders from all walks of life, from every region of the world, and from every stakeholder group in society – across private, public and civil society organizations. There is also a growing YGLs Alumni Community, with over 300 active participants worldwide.

In 2015-2016, the Forum of Young Global Leaders focused on strengthening the power of the community to make change, to achieve mutual understanding and to push action forward. This was achieved through a new membership structure and methods of community onboarding, governance and engagement, co-designed with the YGL Advisory Board. Key highlights included: the selection of a new class of 121 enterprising leaders; 600 YGLs participating in the Annual

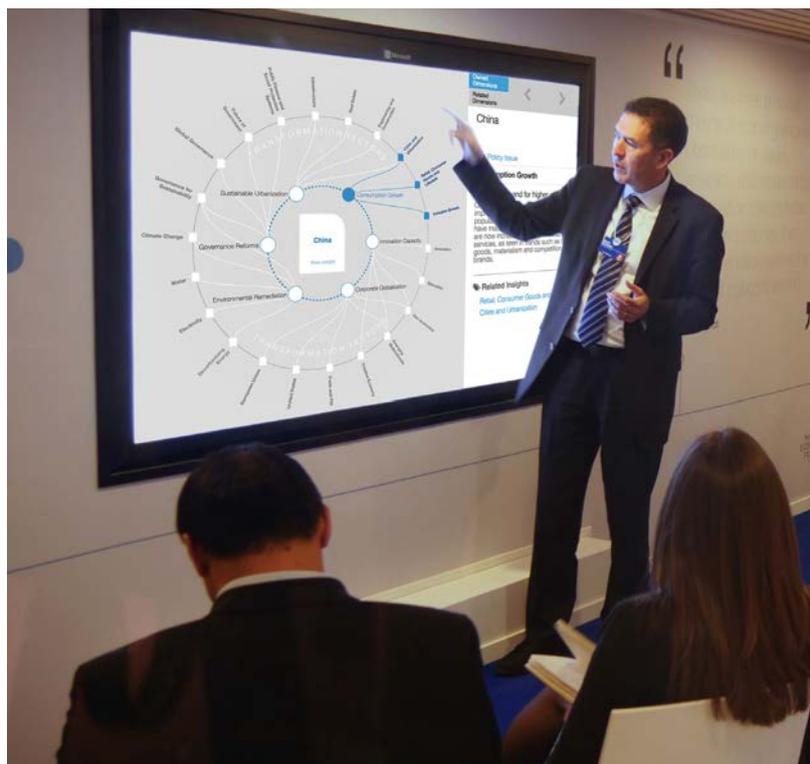
Summit in Geneva, Switzerland; and the inaugural YGL Annual Survey that captured the community's diverse ecosystem of impact.

This year, the survey revealed 170 examples of YGLs scaling existing impact in their organizations and 30 examples of YGLs collaborating to create new impact through community-led initiatives. These initiatives included: Social Credits, which inspires the investment of private capital for social impact and was endorsed by the G20 this year; MUrgency, which democratizes emergency response through an innovative app named *Startup of the Year 2016*; and Thirst4Water, which drives awareness of the global water crisis through education and campaigns, such as YGL Mina Guli's 40 marathons across seven deserts over seven continents in seven weeks.

## Global Shapers Community

The Global Shapers Community is a global network of Hubs developed and led by young people between 20 and 29 years of age, who are exceptional in their potential, their achievement and their drive to catalyse positive change in their communities. The network's city-based structure ensures that Shapers can contribute to improving the state of the world, one community at a time. Today the community is present in nearly 450 cities in 169 countries and territories with over 6,000 members.

In 2015-2016, the Global Shapers Community focused on a shift from growth to consolidation. This included engaging new partners, raising awareness among key stakeholders, and supporting the development of Hub leadership and governance structures. Key highlights of the year included: the largest Annual Curators Meeting that took 400 Curators on a four-day leadership journey; the Global Shapers Annual Survey, which provided millennial insights to a reach of over 13 million worldwide; and the global recognition of Amira Yahyaoui, the first Global Shaper to Co-Chair the World Economic Forum Annual Meeting in Davos-Klosters.



At a local level, over 300 Hubs undertook projects this year, including the Kathmandu Hub, which reached 50,000 people through its Nepal Earthquake Relief Project, and the Indoor Hub, which delivered toilets to seven schools in the region, reaching an estimated 10,000 girls. At a regional level, Shapers organized nine SHAPE events, mobilizing key leaders, influencers and change-makers to disrupt the status quo and ignite systems-level transformations. Finally, at the global level, the Shape Sustainability and Internet for All campaigns engaged millions of social media users worldwide, particularly linked to community conversations on mainstreaming sustainability and accelerating the opportunities of the Fourth Industrial Revolution.

## Schwab Foundation Social Entrepreneurs

The Schwab Foundation for Social Entrepreneurship is a global platform that aims to highlight and advance the world's leading models of sustainable social innovation. It represents a community of over 330 late-stage social entrepreneurs, who operate as founders and CEOs in more than 70 countries worldwide. They aim to tackle the world's most pressing issues through enterprising, non-profit and for-profit market-based solutions that disrupt the status quo and create positive systems-transforming impact worldwide.

In 2015-2016, the Schwab Foundation launched multiple initiatives to support its mandate to equip global leaders with the knowledge and tools to innovate in the global public interest. In March 2016, the Schwab Foundation launched *Social Innovation: A Guide to Achieving Corporate and Social Value*, a report offering an action-oriented framework for companies to embed social innovation in their operations. The Schwab Foundation also reached an online audience of over 45 million with the global campaign, *Innovators for Impact*, a

nine-part video series profiling 17 social entrepreneurs offering lessons in innovative leadership.

Twelve social entrepreneurs were presented with the *Schwab Foundation Social Entrepreneur of the Year 2016 Award* and featured in the largest global media launch to date, which reached over 140 million viewers. Reduced intake allowed a higher level of servicing to awardees, including specialized mentorship, executive education modules, and deeper collaboration with other stakeholders of the World Economic Forum.

## Technology Pioneers

The Technology Pioneers are a global community of trailblazing companies developing new technologies and innovations. They inform and influence decision-making through the contribution of new ideas and perspectives that address long-term global concerns. They come from a wide range of sectors, including life sciences and health, energy, environment and information technologies.

In June 2016, 30 new Technology Pioneers who are driving the Fourth Industrial Revolution were selected, bringing the community to 150. Among the newest Technology Pioneers are companies that highlight the interplay and the rapid development of many new technologies. They are significantly improving data insights for environmental to business analysis through the use of satellites, advanced image-processing and big-data analysis; enabling cybersecurity by applying artificial intelligence; improving health through immunotherapies, sensors' behavioural modification; and increasing synthetic biology output through computational modelling, big-data analysis and novel molecular biology tools.

At the Forum Members and Technology Pioneers CEO Workshop on 24-26 June in San Francisco, USA, the communities and experts came together to consider the agility required to manoeuvre their firms into positions of leadership within their industries and regions. In August 2015 and January 2016 the Technology Pioneers met with the International Business Council, leaders of multinational organizations, to exchange insights on innovation, technology and leadership.

## Young Scientists

The Young Scientists community brings together 50 of the world's most celebrated rising stars in science and engineering. They are selected from all regions and a wide range of disciplines, and have a track record of advancing the frontiers of knowledge in areas of high societal impact. In their work, they exhibit exceptional creativity, thought leadership and high potential. Aged under 40, these individuals demonstrate their commitment to improving the state of the world through actively engaging with leaders from government, business and civil society at their annual gathering at the Annual Meeting of the New Champions.



# Bringing World Leaders Together to Make Change

*Annual Meetings serve as global platforms that enable decision-makers to define and advance crucial issues. The programme of each meeting is designed to foster interaction, enhance contextual and emotional intelligence and build collaborative networks.*



## **Annual Meeting of the New Champions 2015**

*(9-11 September, Dalian, China)*

Convened under the theme, Charting a New Course for Growth, over 1,700 participants from 86 countries participated in what has become the foremost global summit on science, technology and innovation. In his opening remarks, Chinese Premier Li Keqiang underscored the confidence in the “creativity and entrepreneurial passion of the public” as future drivers of growth and development. The programme focused on rapidly emerging technologies and the ways in which politics, economies and societies might be transformed by them. This in turn led to discussions about the emergence of a Fourth Industrial Revolution. Its transformational impact was clearly visible as a result of hands-on learning through live demonstrations of new technologies, such as artificial intelligence, neuroscience and robotics.



## **Summit on the Global Agenda 2015**

*(25-27 October, Abu Dhabi, United Arab Emirates)*

Over 1,000 members of 88 World Economic Forum Global Agenda Councils gathered for the Summit on the Global Agenda 2015 under the theme, Rethinking Global Challenges. It was arguably the “world’s largest brainstorming session” and the first to explore the notion of a Fourth Industrial Revolution and the impact of new technology on global challenges. Transformation Maps featured prominently as a crucial knowledge tool to foster collaboration and provide collective intelligence given the need for networked solutions in an increasingly integrated world. The summit also marked the final year of the two-year mandate for each council to work on global, industry and regional issues that require greater public-private collaboration.



## **World Economic Forum Annual Meeting 2016**

*(20-23 January, Davos-Klosters, Switzerland)*

Over 2,500 leaders and experts from 140 countries were active in advancing public-private cooperation to address critical economic and geopolitical issues as well as solve global challenges, such as climate change and sustainable development. The 46th Annual Meeting was also an unparalleled platform for co-design, co-creation and collaboration to address its theme, Mastering the Fourth Industrial Revolution. In this regard, the programme addressed the potentially disruptive change that would emerge from future scientific and technological breakthroughs. There were over 400 sessions of which more than 90 were webcast or televised to inform the global public about the insights, debates and outcomes from Davos-Klosters.

# Strategic Insights

*The Forum's communities and projects produce high-level insights to fuel engagement around complex issues.*

In 2015-2016 the World Economic Forum published 37 reports, including its globally recognized indexing reports: *The Global Competitiveness Report 2015-2016*; *The Global Gender Gap Report 2015*; and *Global Risks 2015*. The Forum also unveiled two new reports: *The Inclusive Growth and Development Report 2015*, representing its first major publication focused on addressing global inequalities and strengthening economic growth; and *The Future of Jobs, Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution*, which assesses the impact of disruptions on employment levels, skill sets and recruitment patterns in different industries and countries.

Forum projects also distributed significant research pieces linked to System Initiatives that provide insight and debate for the organization's global activities. These included, *The New Plastics Economy*, *the Global Energy Architecture Performance Index 2016* and *Future of Healthy: How to Realize Returns on Health*. Such reports are used by policy-makers, business, government and civil society leaders, as well as to facilitate interaction in Forum programming. The E15 Project report, *Strengthening the Global Trade and Investment System in the 21st Century*, has become a respected reference work for the development of new global trade and investment frameworks.

Publications frequently consolidate the Forum's position as a thought leader on socio-economic issues of global importance. In 2014-2015, the top performing reports in the media were *The Global Competitiveness Report* and *The Global Gender Gap Report*, with 23,503 and 16,150 mentions, respectively.

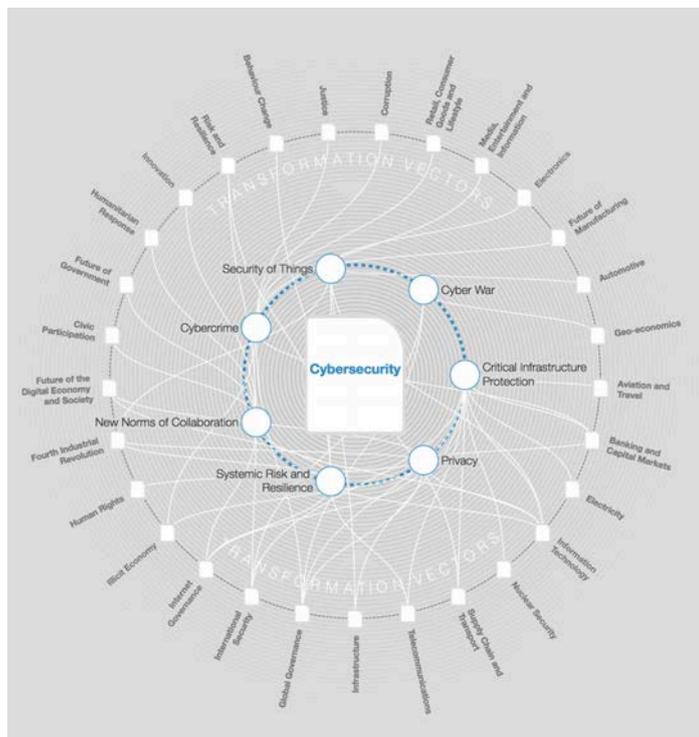
The Forum's Global Agenda Councils continued to combine cutting-edge insight with high-level interaction. Among the range of topics addressed, the papers presented included: *Europe: What to watch out for in 2016-2017*; *Global Fiscal Systems: From Crisis to Sustainability*; *Top 10 Emerging Technologies*; and *Top Ten Urban Innovations*.

## The Fourth Industrial Revolution

This year, in advance of the Annual Meeting, Klaus Schwab published a book on *The Fourth Industrial Revolution*, exploring the beginnings of the revolution that is changing the way people live, work and interact. Insights from the book, which continue to underpin much of the Forum's academic and strategic principles, focus on new technologies at the intersection of the physical, digital and biological worlds, as well as their cross-cutting impact on economics, society, politics and the individual. The book provides an historical analysis of the drivers of the revolution and proposes a pathway to meaningfully address its impact. Translated into 12 languages, it was used as the intellectual framework for many of the Forum's other publications, as well as ongoing activities throughout the year.

# Knowledge and Digital Engagement

*A global leader in information interaction, the Forum actively invests in the technologies underpinning its activities.*



*Our Transformation Maps provide the basis for ongoing collaboration around real-time contextual intelligence.*

Transformation Maps are at the heart of the Forum's proprietary contextual intelligence platform, designed to capture the knowledge of the Forum's communities and present it in optimal formats for decision-making. During the past year, the Forum has continued to enhance both the quality and the overall adoption of these capacities in a significant way while investing in its underlying technology.

By engaging university partners as co-curators of the insights we derive from our multistakeholder network, we have further advanced the depth of analysis expressed in these maps. This model of digital collaboration and co-curation has been successfully piloted with an initial group of universities from our Global University Leaders Forum (GULF) as well as with the Inter-American Development Bank. In the coming year we will integrate more Partners and thematic areas. We have also expanded the breadth of content that feeds into this knowledge system by scaling up our distributed content capture process at Forum meetings and activities, generating more than 1,000 insight updates at the Annual Meeting alone and covering the entire breadth of our activities – all classified into and accessible via the Transformation Maps. This provides a comprehensive record of meeting outcomes as well as a rich analytical view of key themes and trends across sessions and meetings.

Looking beyond the confines of our own organizational context, the Forum has developed capabilities to automatically scan, summarize and classify research and analysis from external sources. To this end, we currently curate more than 200 high-quality content providers from around the world, and we have trained the machine-learning algorithm to accurately classify this content according to our analysis framework.

Drawing on these new technological capacities, we have also significantly evolved our engagement model for expert communities to embrace an agile networked way of operating that follows principles of self-organization and open platform-based collaboration. These principles informed the development of a new modular engagement framework for GULF, which includes the cooperation on co-curating Transformation Maps. At the first GULF meeting outside Davos, held in Geneva in June, we were able to further consolidate this framework. The same approach had already shaped the Summit on the Global Agenda 2015, which, for the first time, was significantly based on co-design with members of Global Agenda Councils as well as self-organization around the Forum's strategic initiatives. To support this, we have established a weekly newsletter that highlights the ongoing work of the councils to all the 1,500 members of this network and offers enhanced collaboration between the councils.

As the term of the current 80+ Global Agenda Councils came to an end on 30 June 2016, the Forum developed a new concept for the evolution of these councils to align with our institutional priorities. We are now in the process of constituting 35 Global Future Councils, providing a forward perspective on the Forum's System Initiatives and key enablers of the Fourth Industrial Revolution. Based on a renewed partnership with the United Arab Emirates, we will convene these councils for the Annual Meeting on Shaping the Future, starting in November 2016. In parallel, we are conducting a process of improving how we identify, monitor and engage experts so that we continuously refresh and diversify our overall pool of experts. With the utilization of new technologies, we are on track to launch an expanded network of 5,000+ experts in summer 2016 based on digital platform collaboration and knowledge-sharing.

# Engaging the Global Public

*The Forum uses its digital media platforms and its relationships with the global media to engage the wider public in the issues driving the global agenda and to integrate a wide range of voices into the conversation.*

The World Economic Forum's digital media platforms and relationships with global media provide our Members, constituents and the broader global public with an unrivalled platform for the amplification and debate of serious global issues.

Our digital publishing activities on the web and social media are designed to build a global audience by providing an in-depth, yet accessible, stream of content that provides insight into topics and challenges that are top of mind for leaders. These ideas and insights provide a rich source of stories and content for the global media, and our Members and constituents benefit from a world-class team of digital communications and public relations professionals working to amplify their messages.

This year the Forum's digital publishing platform has seen impressive growth across both social media and website audiences, with special success in reaching younger people in emerging economies. Each day, well over 10 million people see a piece of Forum-branded content in their social media feeds.

The combined social media following across the main social platforms (Facebook, Twitter and LinkedIn) now reaches in excess of 5 million, an increase of over 40% on last year.

A successful website relaunch in January resulted in a 40% increase in unique users. We now receive an average of over 2.5 million unique users each month, which compares favourably with the world's most significant publishers – the Forum's regular audience is one-fifth that of *The Economist*, and one-third of *Les Echos* and *Handelsblatt*.

As one of the largest non-sporting media events in the world, the Annual Meeting 2016 saw a 45% increase in mentions across print, online, broadcast and social media. There were over 3 million webcast views of our Annual Meeting 2016 session coverage from over 1.6 million people.

Likewise, a concerted focus on adapting and creating content specifically for local consumption saw growth in coverage of our regional meetings. The 2016 World Economic Forum on Africa, for example, saw a 266% year-on-year leap in terms of mentions, and annual growth of 379% in editorial marketing value, a metric used to measure volume, length and seniority of news articles.

Away from meetings, the Forum's research continues to drive public debate via the media. *The Global Competitiveness Report 2015* saw nearly 20,000 mentions across all media channels, while *The Global Gender Gap Report 2015* saw a 68% increase in editorial marketing value, helped by strong partnerships with the BBC and the Guardian newspaper among other international media organizations.

Elsewhere, the Forum, through creative storytelling, was successful in popularizing critical, if often overlooked, topics, including the future of jobs, the circular economy and financial technology.

# A Model for Global Governance and Leadership

*The Forum strives to lead global best practice in governance, transparency and institutional leadership.*

Incorporated as a foundation in 1971, and headquartered in Geneva, Switzerland, the World Economic Forum is impartial and not-for-profit; it is tied to no political, partisan or national interests. It is under the supervision of the Department of the Interior of the Swiss Federal Government.

The Forum strives to model world-class corporate governance where values are as important as rules. Legitimacy, accountability, transparency and concerted action are the pillars of effective governance and the guiding principles of the Forum.

By clearly articulating its principles, the Forum continues to reinforce and renew what makes it relevant and unique, and keeps its independence as it adheres to its mission to improve the state of the world.

## Managing Board

The Managing Board acts as the executive body of the Foundation. It ensures that activities fulfil the mission of the World Economic Forum and acts as its representative to outside parties.

The Managing Board has a collective executive responsibility for the Foundation and reports to the Board of Trustees.

### Members of the World Economic Forum Managing Board

**Klaus Schwab**, Founder and Executive Chairman

**Espen Barth Eide**, Head of Geopolitical Affairs

**Lee Howell**, Head of Global Programming

**Cheryl Martin**, Head of the Centre of Global Industries

**Philipp Rösler**, Head of the Centre for Regional Strategies

**Richard Samans**, Head of the Centre for the Global Agenda

**Murat Sönmez**, Chief Business Officer

**Alois Zwinggi**, Head of Operations and Resources

## Board of Trustees

Recognizing that an organization is only as strong as its leadership, the Forum is guided by a Board of Trustees, consisting of exceptional individuals who act as guardians of its mission and values and oversee the Forum's work in promoting true global citizenship. The Board of Trustees comprises outstanding leaders from business, politics, academia and civil society. In their work on the board, members do not represent any personal or professional interests. To reflect the Board of Trustees' multistakeholder status, its membership is divided equally between representatives of the business community and leaders from international organizations and civil society.

The board determines and supervises the activities of the Forum and its bodies, including approving the annual accounts and strategic direction, and manages its statutes. Two committees facilitate the work of the board: the Governing Board, which fulfils governance and strategic functions; and the Audit and Risk Committee, which remains in close contact with the auditors and the Forum's Chief Financial Officer.

As custodians of the Forum brand, Board of Trustee members review internal operations and make recommendations to respond to the needs of all the Forum's stakeholders.

## Members of the World Economic Forum Board of Trustees

(As of January 2016)

**Klaus Schwab\***, Chairman of the Board of Trustees, World Economic Forum

**Peter Brabeck-Letmathe\***, Vice-Chairman of the Board of Trustees, World Economic Forum; Chairman of the Board, Nestlé SA, Switzerland

**Patrick Aebischer**, President, Swiss Federal Institute of Technology of Lausanne, Switzerland

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

**Mukesh Ambani**, Chairman and Managing Director, Reliance Industries, India

**Marc R. Benioff**, Chairman and Chief Executive Officer, Salesforce, USA

**Mark Carney**, Chairman, Financial Stability Board; Governor of the Bank of England, United Kingdom

**Orit Gadiesh\*\***, Chairman, Bain & Company, USA

**Katherine Garrett-Cox\***, Chief Executive Officer, Alliance Trust Plc, United Kingdom

**Al Gore**, Vice-President of the United States (1993-2001); Chairman and Co-Founder, Generation Investment Management LLP, USA

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

**Angel Gurría**, Secretary-General, Organisation for Economic Co-operation and Development, Paris

**Susan Hockfield**, President Emerita and Professor of Neuroscience, Massachusetts Institute of Technology (MIT), USA

**Jim Yong Kim**, President, The World Bank, Washington DC

**Klaus Kleinfeld\*\***, Chairman and Chief Executive, Alcoa Inc., USA

**Christine Lagarde**, Managing Director, International Monetary Fund, Washington DC

**Jack Ma**, Executive Chairman, Alibaba Group, People's Republic of China

**Peter Maurer**, President, International Committee of the Red Cross (ICRC), Switzerland

**Luis Alberto Moreno**, President, Inter-American Development Bank, Washington DC

**Indra Nooyi\***, Chairman and Chief Executive Officer, PepsiCo, USA

**Joe Schoendorf\***, Venture Partner, Accel Partners, USA

**Jim Hagemann Snabe**, Member of the Board, SAP AG, Siemens AG, Allianz SE, Germany

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

**George Yeo**, Chancellor, Nalanda University; Minister of Foreign Affairs of Singapore (2004-2011)

**Min Zhu**, Deputy Managing Director, International Monetary Fund, Washington DC

At the Board of Trustees Meeting held on August 24-25, 2016, **Patrick Aebischer**, **Katherine Garrett-Cox** and **Susan Hockfield** resigned from the Board.

Elected to the board were:

**Ursula von der Leyen**, Federal Minister of Defence of Germany

**Yo-Yo Ma**, Cellist

**L. Rafael Reif**, President, Massachusetts Institute of Technology (MIT), USA

\*Member of the Governing Board

\*\*Member of the Audit and Risk Committee



## Executive Committee

The Executive Committee comprises senior management and meets monthly for strategic discussions on key institutional issues.

### Members of the World Economic Forum Executive Committee

**David Aikman**, Chief Representative Officer, China

**Marco Albani**, Director, Tropical Forest Alliance 2020

**Emma Benameur**, Head of Programme Design

**Arnaud Bernaert**, Head of Global Health and Healthcare Industries

**Jennifer Blanke**, Chief Economist

**Roberto Bocca**, Head of Energy Industries

**Sebastian Buckup**, Head of Programming, Global Programming Group

**Denise Burnet**, Head of Event Management

**Nicholas Davis**, Head of Society and Innovation

**Jean-Loup Denereaz**, Head of General Services and Event Operations

**Margareta Drzeniek**, Head of Global Competitiveness and Risks

**Miroslav Dusek**, Head of Middle East and North Africa

**Diana El-Azar**, Head of Industry Strategy and Marketing

**Paolo Gallo**, Chief Human Resources Officer

**Julien Gattoni**, Chief Financial Officer

**Malte Godbersen**, Head of Information Technology

**Mike Hanley**, Head of Digital Communications

**Jeremy Jurgens**, Chief Information and Interaction Officer

**Elsie Kanza**, Head of Africa

**Anja Kaspersen**, Head of International Security

**Martina Larkin**, Head of Europe and Eurasia

**Helena Leurent**, Head of Government Engagement

**Fon Mathuros Chantanayingyong**, Head of Media

**Adrian Monck**, Head of Public Engagement and Foundations

**Olivier Oullier**, Head of Strategy, Global Health and Healthcare Industries

**Gilbert Probst**, Dean, Leadership Office and Academic Affairs

**Pedro Rodrigues de Almeida**, Head of Basic Industries

**Mel Rogers**, Head of Strategic Affairs

**Stephan Ruiz**, Head of Finance & Operations

**Olivier Schwab**, Head of Business Engagement

**Mark Spelman**, Co-Head, Future of the Internet Initiative

**Terri Toyota**, Head of Foundations Community and Development Finance

**Jean-Luc Vez**, Head of Public Security Policy and Security Affairs

**Dominic Waughray**, Head of Public-Private Partnership

**Alex Wong**, Head, Global Challenge Partnerships

**Justin Wood**, Head of Asia Pacific

**Saadia Zahidi**, Head of Employment and Gender Initiatives

## The World Economic Forum Team at Geneva Headquarters





# Being Global, Acting Local

## World Economic Forum Beijing Representative Office

The Beijing Representative Office of the World Economic Forum was established in 2006 to provide a third centre for Forum activities focusing on Global Growth Companies. The office has grown significantly and serves to integrate Chinese leaders from government, business, academia and the New Champions community into the Forum's communities and initiatives.

Since the opening of the Forum Beijing Representative Office, China's economy has grown rapidly, leading to an increasingly prosperous society. Along with growth and prosperity, China encounters major challenges such as rapid urbanization, pollution and ensuring greater social inclusion, among others. At the same time, opportunities are opening for Chinese enterprises to go global, upgrade manufacturing value chains and broaden innovation and entrepreneurship as China becomes ever more integrated in the global economy. The Forum's Beijing Representative Office and China team work with Chinese and international stakeholders to help address these challenges and opportunities.

### Key colleagues based in Beijing

- **David Aikman**, Chief Representative Officer, China
- **Wayne Liu**, Head of Business Engagement
- **Hao Zhou**, Head of Government Relations

## World Economic Forum Japan

The World Economic Forum Japan first established its representative office in 2009 with the support of its current Board of Directors. It is registered as a non-profit general incorporated association and is impartial, tied to no political, partisan or national interests. In 2016, Yorihiro Kojima, Former Chairman and Honorary Chairman of Mitsubishi Corporation, joined Sadako Ogata as Co-Chairperson of the World Economic Forum Japan.

### World Economic Forum Japan Co-Chairs

- **Yorihiro Kojima**, Member of the Board and Honorary Chairman, Mitsubishi Corporation
- **Sadako Ogata**, United Nations High Commissioner for Refugees (1991-2001)



# 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.

## Members of the World Economic Forum USA Board

*(as of 30 June 2016)*

- **Jim Hagemann Snabe**, Chairman, World Economic Forum USA
- **Jean-Pierre Rosso**, Vice-Chairman, World Economic Forum USA
- **Alfred R. Berkeley**, Chairman, Princeton Capital Management, USA
- **Samuel A. Di Piazza Jr**, Chairman of the Board of Trustees, Mayo Clinic, USA
- **William W. George**, Professor of Management Practice, Harvard Business School, Harvard University, USA
- **Shirley Ann Jackson**, President, Rensselaer Polytechnic Institute (RPI), USA
- **Klaus Kleinfeld**, Chairman and Chief Executive Officer, Alcoa, USA
- **Sarita Nayyar**, Managing Director, World Economic Forum USA; Board Secretary
- **Joe Schoendorf**, Partner, Accel Partners, USA

## Members of the Management Committee

- **Giancarlo Bruno**, Head of Financial Services Industries
- **Michael Drexler**, Head of Investor Industries
- **Alan Marcus**, Head of Information Communication and Telecommunication Industries
- **John Moavenzadeh**, Head of Mobility Industries
- **Sarita Nayyar**, Managing Director, World Economic Forum USA; Board Secretary
- **Jean-Pierre Rosso**, Vice-Chairman, World Economic Forum USA



# Carefully Managing our Resources

*The Forum is conscious that our financial resources are provided in trust by our Members and Partners. We ensure financial management best practice and discipline.*

Our most significant revenue driver continues to be a growing number of Forum Members that take up Forum partnership to access greater levels of engagement with Forum activities. In total, this trend added CHF 1,240,960 to our Foundation capital. We aim for long-term sustainability in our financial activities as in every aspect of our operations.

## **Financial Policy**

The World Economic Forum's financial policy states that membership fees in principle should cover operational costs; events are funded through cost contributions and projects are supported by income from partnership contracts. The Forum may accept grants, donations, legacies and other contributions or subsidies that are consistent with its purpose of "integrating leaders from business, politics and society at large into a community for global action committed to improving the state of the world and the well-being and prosperity of human society".

The World Economic Forum makes no payments to political personalities, parties or other organizations. The World Economic Forum does not pay honoraria for participation in its activities.

## **Auditors**

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

Swiss Francs (000s)	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015	30/06/2016
Revenue	157,600	177,700	186,340	198,823	205,758	228,343
Thereof:						
Membership	36,892	37,795	35,169	33,614	32,019	34,876
Participation Fees	34,842	43,144	43,200	43,890	47,080	43,568
Partnership	76,950	87,554	97,413	107,334	115,454	143,364
Other	8,916	9,204	10,558	13,985	11,204	6,535
Expenses	156,414	176,751	184,526	197,342	205,025	227,102
Thereof:						
Staff	69,267	77,205	84,205	89,286	94,958	101,865
Office & Activity	87,148	99,546	100,322	108,056	110,067	125,237
Carried to Foundation Capital	1,186	1,000	1,814	1,480	733	1,241
	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015	30/06/2016
Full Time Employees	337	371	411	431	464	452
Partner Secondees (included above)	14	11	21	14	25	16
Part Time Employees	45	48	40	32	29	35
Full Time Equivalents	369	406	441	453	480	478
Growth	6%	10%	9%	3%	6%	-0.4%

The financial results above are solely those of the World Economic Forum (Geneva) and do not comprise the results of the World Economic Forum USA



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

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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.

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