



# Global Shapers Community Celebrating a Decade of Impact Driving Action to Achieve the Global Goals

OCTOBER 2021



# Contents

---

<b>Foreword</b>	3
<b>Preface</b>	4
<b>Executive summary</b>	5
<b>About the Global Shapers Community</b>	8
Diversity	8
Community	10
Identity	11
Impact model	12
Approach	13
<b>Our impact over the last 10 years</b>	15
A decade-long journey	15
Individual impact	17
Collective impact	20
Supporters	32
<b>Looking ahead</b>	34
Future impact areas	34
Youth Recovery Plan in action	38
Call to action	39
<b>Methodology</b>	40
<b>Governance</b>	41
Governance bodies	42
<b>List of Hubs</b>	44
<b>Acknowledgements</b>	47

## Disclaimer

This document is published by the World Economic Forum as a contribution to a project, insight area or interaction. The findings, interpretations and conclusions expressed herein are a result of a collaborative process facilitated and endorsed by the World Economic Forum but whose results do not necessarily represent the views of the World Economic Forum, nor the entirety of its Members, Partners or other stakeholders.

© 2021 World Economic Forum. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system.

Cover: Mudano, part of Accenture

# Foreword

---



## **Klaus Schwab**

Founder and Executive Chairman of the World Economic Forum and Founder of the Global Shapers Community



Ten years ago, in 2011, I launched the Global Shapers Community. At that time, I did not see young people being represented in important global issues, despite being profoundly impacted by them. Young people were important – but absent – stakeholders, unable to contribute to the decision-making process. I believed then, as now, that young people are central to solution-building, policy-making and effecting lasting change.

The Global Shapers Community was created to empower young people between the ages of 18 and 30 to self-organize and implement projects to meet the needs of their local communities. What began as a handful of Hubs has grown exponentially, now totalling 455, with 14,000 Global Shapers and alumni. I am proud and honoured to have watched the Global Shapers Community become an incredible force for positive change.

This publication showcases the vision and values of the Global Shapers and highlights the impact they have had over the past decade, at the local and global levels. It explores how the Global Shapers Community has made, and continues to accelerate, progress towards the UN Sustainable Development Goals (SDGs). While it is not possible to do justice to the breadth, depth and variety of issues that Global Shapers tackle every day, this document features some of the incredible stories of the Global Shapers Community.

I see Global Shapers as custodians of the future, planting seeds today that will grow into results for tomorrow. Young people are bringing their voices to the table, intent on solution-building for a more sustainable and inclusive future. They are passionate advocates of the SDGs and their collective impact provides an unstoppable force for good. Global Shapers are a diverse, action-oriented and passionate community. Now, more than ever, we need their energy and vision as we seek to create a better world and tackle the formidable, but not insurmountable, challenges ahead.

# Preface

---



**Wadia Ait Hamza**

Head of the Global Shapers Community

A handwritten signature in black ink, appearing to read 'Wadia Ait Hamza', with a long horizontal flourish extending to the right.

The Global Shapers Community was created with the mission of empowering young people, enabling them to self-organize and amplify their voices around the world. Young people feel a sense of shared responsibility, an urgency to make the world a better place, and believe in cooperation and collaboration, irrespective of differences.

Our ambition is to have a global community of young change-makers taking action to improve the state of the world, one local community at a time. To achieve this, the Global Shapers Community seeks to create meaningful impact on individual Shapers' personal and professional journeys, who in turn create change within their communities through local Hub projects.

Recent years have been a time of unprecedented uncertainty amid the climate crisis, the social justice crisis, the fight against poverty and the global spread of the coronavirus pandemic. Nevertheless, the goals of the Global Shapers Community – empowering young leaders and strengthening local communities – have proved as vital during these crises as ever. Throughout fragility and hope, normality and disruption, the Global Shapers Community, with its scale and depth, continues to offer inspiration and reinforcement that young people should be part of the solution.

Our Community's ability to respond and evolve in times of need is made possible by our remarkable members, donors and collaborators, whose commitment to the Forum's mission remains unwavering. Thank you for helping us to shine a spotlight on the power of young people to shape a better, healthier, more equitable and sustainable future. This is at the heart of the Global Shapers Community and inspires us each and every day. This generation has inherited enormous global challenges, but it has an enormous ability to lead positive and global change.

# Executive summary

---

**The Global Shapers Community aims to amplify the voices of young people around the world and empower them to self-organize to create local impact. This report explains in detail what makes the Global Shapers Community unique, highlights the Community's impact over the past decade and invites stakeholders around the globe to join the movement for the years ahead.**

## **Methodology**

For this report, multiple data sources were used in a mixed-methods approach by two external evaluator partners, Accenture and Quantix. They analysed historical data from the Global Shapers Community starting from 2017 and from two impact assessment surveys completed by more than 2,600 Global Shapers, and conducted in-depth interviews of Global Shapers, alumni and project beneficiaries.

## **Community outlook**

The Global Shapers Community has grown to 14,000 Global Shapers and alumni in 455 city-based Hubs. Its ambitious goal is to grow to over 500 Hubs by 2022. This report highlights the Community characteristics and impact model that makes the Global Shapers Community unique.

## **Collective impact**

Over the past 10 years, the Global Shapers Community has engaged thousands of young people who have developed leadership skills and learned the importance of self-organizing for impact. Understanding that systemic change requires a multistakeholder approach, Global Shapers have worked tirelessly to implement projects to improve their local communities while contributing to the Sustainable Development Goals (SDGs).

**11,493,033** People reached or mobilized

---

**1,953,857** People directly benefited

---

**45,762** Working days volunteered

---

**37** Policies changed

---

**17** Global Goals advanced

---

Reflects data collected since 2017 from 613 local projects

### Looking ahead

Acknowledging the breadth and complexity of global issues, the partner analysis identified six new impact areas, providing a framework to accelerate the accomplishment of the SDGs. This new framework aims to mobilize Hubs around world to:

- **Protect the planet:** reduce emissions, fight drought, respond to natural disasters, preserve biodiversity, conserve nature, promote sustainable consumption, and more
- **Reskill for the future:** provide all people with better education, skills and jobs to ensure no one is left behind in the Fourth Industrial Revolution, along with promoting new standards of work, digital literacy, online safety, and more
- **Strengthen civic engagement:** empower minority leadership, mobilize citizen voting, inspire youth to run for local politics, ensure representation in decision-making and solution-building at all levels of society, and more
- **Create inclusive communities:** advocate for human rights, modernize social norms and disrupt harmful stereotypes related to gender, race, sexual orientation, disability, homelessness, statelessness, and more
- **Improve health and well-being:** achieve health equality, ensure access to health services, address the social determinants of health, advance youth mental health support, respond to pandemics, and more
- **Deliver basic needs:** respond to local disasters, take humanitarian action, end hunger, fight extreme poverty, and more, to support the world's most vulnerable communities.



# About the Global Shapers Community

---

## Diversity

Diversity is a founding principle of the Global Shapers Community. Recognizing the benefits that come from different ideas and experiences, every Hub strives to recruit members from all walks of life. Diversity brings a breadth of perspectives, prevents echo chambers and facilitates the design of more meaningful solutions.

Diversity brings benefits, but it also generates unique challenges. It does not automatically lead to inclusion, and creating an environment in which members can agree to disagree takes time. Learning to collaborate with one another, despite differences, and building an atmosphere where everyone feels comfortable sets the foundations for a strong Hub culture.

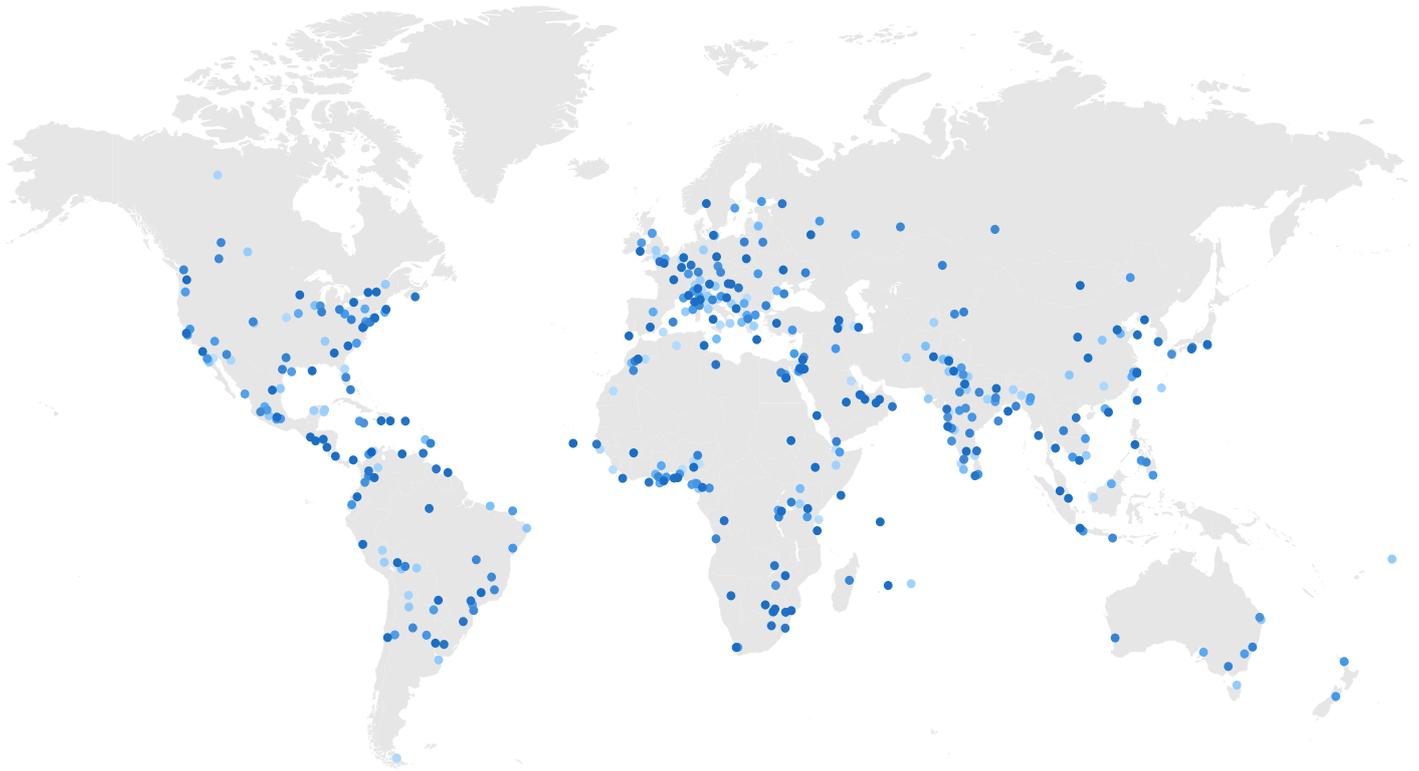
As the Global Shapers Community grows, it will continue to champion diversity and inclusion with Hubs that are representative, including in ethnicity and gender, of the better society that its members are seeking to build.

---

**“ At the beginning of the Global Shapers Community, what it really meant to do was to recruit a diverse Hub that is full of individuals and ideas and ideologies that you may not actually like, and individuals who perhaps don’t see eye to eye. Impact and shaping are determined by our ability to work across these different lived experiences and to bridge them to make an impact on our community.**

Tariq Al-Olaimy, Manama Hub

## Community reach



The full list of Hubs is available on page 44.

Date Hub Opened



---

**10,656** Global Shapers

---

**3,569** Alumni

---

**455** Hubs

---

**147** Countries

---

# Community

“ In addition to being a network to impact our community, the Global Shapers Community has been one of the most rewarding spaces I have been in, because we are not just people doing projects, I also found a family.

Siboney Robles, Guadalajara Hub

Community, with its sense of belonging, shared values and interests, is central to the Global Shapers' experience. The three core ways in which members embody community are: care, purpose and action.

**Community of care:** Members go above and beyond the call of duty to support each other, building lifelong friendships that endure long after projects have finished. These strong personal connections build trust, enable collaboration and foster a culture of innovation.

**Community of purpose:** Five values bind the Global Shapers Community together, providing the principles to execute projects and initiatives: cooperation, passion, integrity, service and commitment. These values are put into practice daily and bring clarity to the behaviours Global Shapers should role-model.

**Community of action:** The Global Shapers Community consists of members who are self-organized, entrepreneurial and resolutely looking for ways to improve the world. Members have delivered thousands of projects over the past 10 years, highlighting the powerful impact that this community of action has had.

## Community values

### PASSION

as a SHAPER I USE PASSION  
TO CHANNEL MY ENERGY  
into POSITIVE ACTION

### INTEGRITY

as a SHAPER I HAVE  
INTEGRITY THROUGH  
the UNITY OF MY ACTIONS  
and VALUES

### SERVICE

as a SHAPER I PRACTICE  
SERVICE BY STRIVING to  
UNDERSTAND the NEEDS OF MY  
COMMUNITY and TAKING ACTION  
TO IMPROVE IT

### COOPERATION

as a SHAPER I DEMONSTRATE  
COOPERATION BY PROACTIVELY  
WORKING WITH OTHERS to ACHIEVE  
a COMMON GOAL

### COMMITMENT

as a SHAPER I AM  
COMMITTED to CONSISTENTLY  
HONORING MY OBLIGATIONS  
and SELFLESSLY SUPPORTING  
the AGREED AGENDA & GOALS  
OF MY COMMUNITY

# Identity

Young people bring their own values and experiences to the Global Shapers Community, helping to solve the problems they seek to address. The Global Shapers Community Individual Impact Assessment Survey, completed by over 2,600 Global Shapers and alumni, revealed four common personalities that have defined the collective spirit of the Community and driven its impact forward. Global Shapers bring together elements of all four personalities:

**Relentless change-makers** are fuelled by their passions and develop action-oriented plans with others who share the same interests. A total of 82% of Global Shapers stated that they joined to meet like-minded young people and 67% said they joined to give back to the community.



**Collaborative enablers** are motivated to self-organize for grassroots change. Three-fourths (76%) of Global Shapers joined to be part of a global youth network, coming together to deliver projects that set the foundations for sustainable change.



**Ambitious go-getters** are some of the 71% of Global Shapers who joined to develop their leadership skills, identifying their strengths and how best to apply them, whether for a community project or in their professional jobs.



**Determined realists** are looking to build their network around their interest areas. Almost three-fourths (74%) of Global Shapers joined to find inspiration for innovative new ideas. These members often join with their own projects already under way and are looking to further increase their impact.

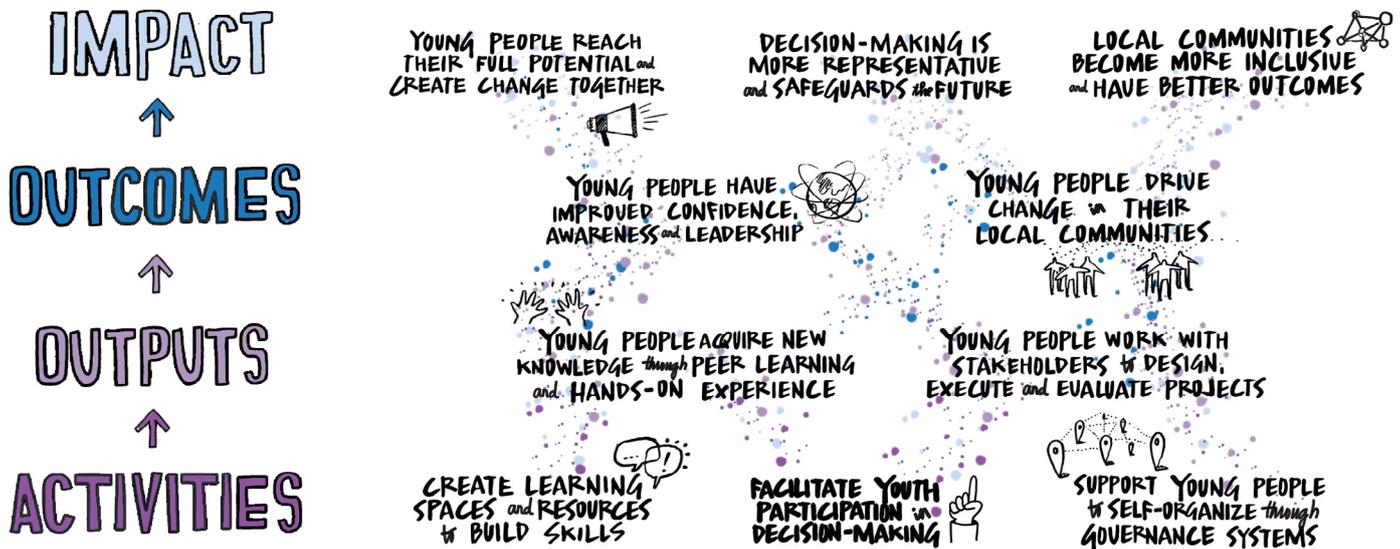


“ What I’ve seen among Global Shapers is that they’re very talented, very committed young people but when they come together as a team, they learn from others, develop themselves and have a much bigger impact.

Børge Brende, President of the World Economic Forum

# Impact model

The Global Shapers Community maximizes impact through its powerful theory of change. Four elements reinforce one another at the local, regional, national and international levels:



**Global Shapers:** Each Global Shaper brings unique skills to their Hub, and the participation in the Community's events and activities further develops and expands a Shaper's skill set and allows them to meet their full potential.

**Hubs:** Change cannot happen in silos, or rely on a single individual. The decentralized Hub model enables Global Shapers to self-organize, strengthening autonomy at a local level and allowing members to concentrate their engagement where they see the greatest need. Once founded, Hubs require direction, delegation and collaboration to flourish, incubate ideas and maintain momentum.

**Local communities:** Global Shapers improve the state of the world, one project at a time. Hubs are independent and best positioned to design and deliver at least one project a year that meets the needs of local communities, often in partnerships with local organizations.

**Global network:** Once Hubs have reached a certain stage of maturity, they collaborate with other Hubs from all over the world to scale up their ideas and solutions on pressing issues, such as climate change and unemployment. Regular events organized for and by Global Shapers enable knowledge sharing and collaboration.

“ The overarching focus of the Global Shapers Community is to look at things and act locally, but think globally and learn from other people from different parts of the world.

Varun Gunaseelan, Chennai Hub

# Approach

Over the past decade, a pattern in the problem-solving approach of Global Shapers has emerged. Time and time again, Global Shapers have acted as representatives, innovators and facilitators. While this approach will continue to evolve, the three most common methods are described below.

“ Being able to build an intergenerational bridge is very important: where the youth bring in that passion, that creativity, that force of innovation, and the older generations bring that patience, that experience – these complement each other and provide a great opportunity to connect. At a time of polarization, we need to find important bridges to bring different points of view into a consensus, into compromise.

Marisol Argueta, Head of the Regional Agenda, Latin America, World Economic Forum

## Representation:

Boosting the voices of young people

Global Shapers embody a commitment to intergenerational parity, taking a seat at the table to engage with leaders around the world on the most pressing issues affecting society. They demonstrate a continued desire to strike at the heart of social, economic and environmental challenges and lead the change that they wish to see in the world. Global Shapers take their stakeholder role seriously and responsibly, recognizing the potential for long-term impact through their collaborative solution-building.

## Innovation:

Creating new solutions to old challenges

Global Shapers are constructively disruptive, challenging current systems by questioning the status quo and bringing a different perspective. This next generation of change-makers is courageous, innovative and unafraid to try new approaches to address persistent challenges.

## Facilitation:

Promoting dialogue

Global Shapers are bridge-builders, driving dialogue and action with a diverse set of stakeholders. This requires patience and a deep understanding of issues. Dialogue is used to create awareness, build engagement and bring momentum to long-standing local issues.

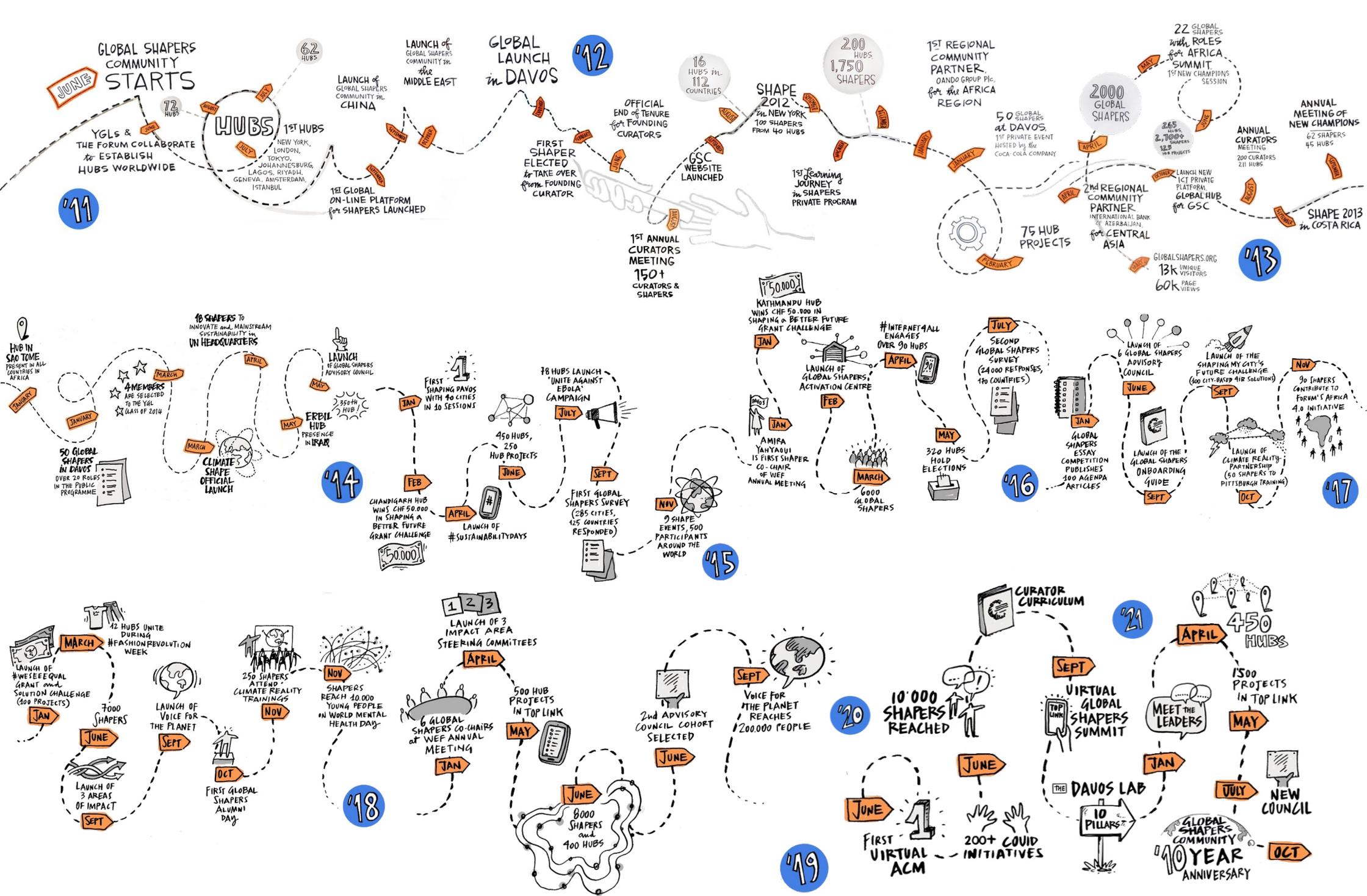


# Our impact over the last 10 years

---

## A decade-long journey

Over the past decade, the Global Shapers Community has engaged thousands of young people who have self-organized for impact, delivering projects for their local communities. This section includes a summary of the highlights per year, specific contributions at the individual and collective levels, and examples of collaboration with the Community's main partners.





## Individual impact

A total of 83% of Global Shapers who responded to the Individual Impact Assessment Survey gave a score of 8 or above out of 10 to the likelihood of recommending the Global Shapers experience to another young person. This Net Promoter Score is one of the highest ratings of its kind by industry standards, proving the immeasurable impact the Community has on its members.

**83%**  
of members are  
strong promoters  
of the community  
experience

A comprehensive programme of events, activities and training courses are available to members throughout the year to build their leadership capabilities and equip them with the tools and skills to deliver impact. Global events, such as the Global Shapers Community Annual Summit and the World Economic Forum Annual Meeting, provide members with the platform to build the Community and make their voices heard.

Events at a regional level facilitate connections between members who are inspired by one another and look for new ways to collaborate to further increase the reach of their projects. These events strengthen the capacity of members to deliver impactful Hub projects while building the skills required to self-organize and influence global affairs.

SHAPE events are such opportunities to connect, created for Shapers and by Shapers to foster regional collaboration. Host Hubs design and implement a programme for Community members based on the themes and objectives that best address their community's challenges. Over the last 10 years, 55 Hubs have hosted SHAPE events.

---

**55** Regional SHAPE events

---

**8** Global Community Meetings

---

**70+** World Economic Forum Meetings

---

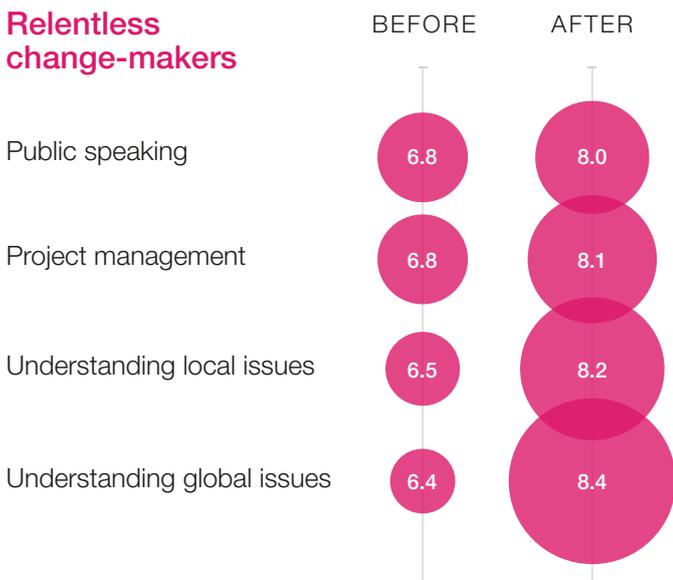
🙏 Thank you to the Community for embracing me and for making me the person that I am today, because if it were not for the great opportunities that I received from the Global Shapers Community, I definitely would have missed out on big, key aspects of my life.

Malvika Iyer, Chennai Hub

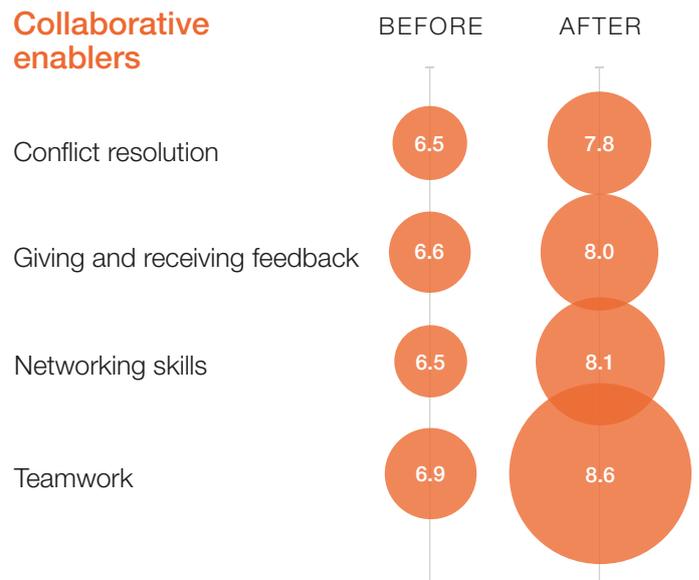


## Skills development

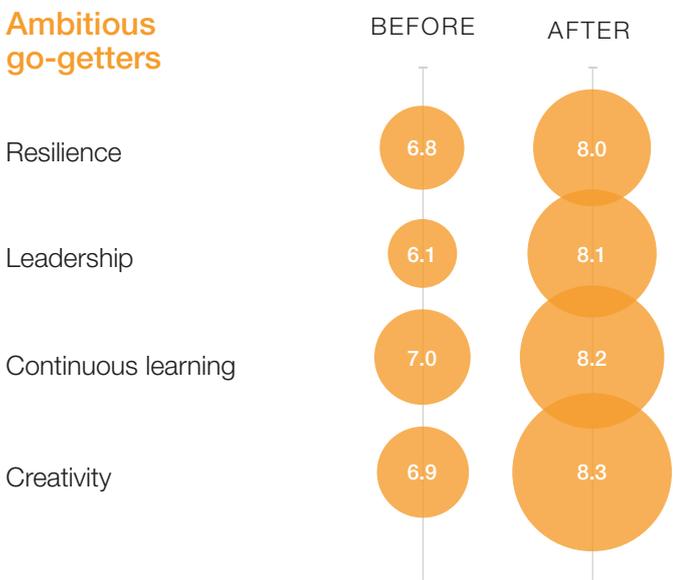
### Relentless change-makers



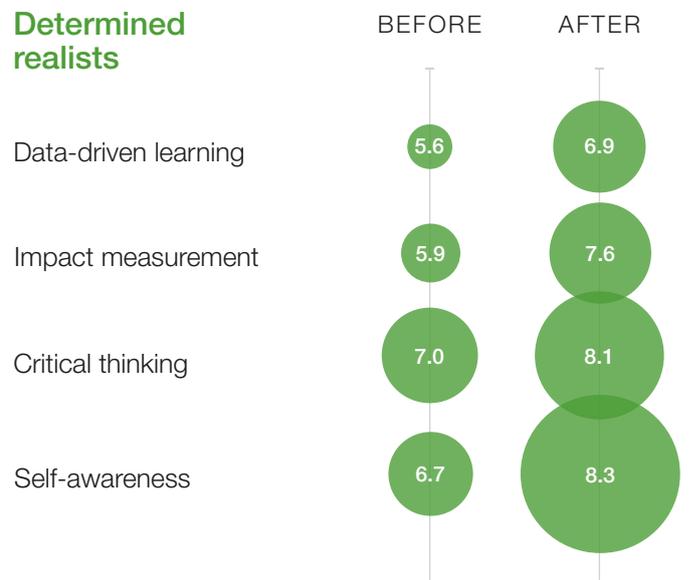
### Collaborative enablers



### Ambitious go-getters



### Determined realists



At the Hub level, Global Shapers develop a range of leadership skills, such as project management, conflict resolution and empathetic listening, and define their individual leadership styles. Members also describe the confidence that is gained from belonging to their Hub, learning to lead within their local communities and delivering effective solutions. Certain roles, such as that of the Hub Curator, provide distinctive leadership experiences. Curators and Vice-Curators are elected each year to lead their peers and are responsible for recruiting new members and setting the vision for their Hub.

The outcome of the training courses, events, activities and partnerships (see Section 2.4 “Supporters”) is monumental; a generation of young people have been inspired to lead responsibly and, in turn, have inspired leaders around the world to drive positive change. Through the years of active community service, Global Shapers develop and perfect critical skills needed for effective leadership in the 21st century.

“ I always knew, deep down in my heart, that I wanted to lead. The Global Shapers Community has given me so much and given me a platform to test my leadership skills.

Wanjuhi Njoroge, Global Shapers Alumni and Global Shapers Community Foundation Board Member

## Collective impact

🕒 My view on impact has changed from looking at it like checkers, to looking at it like chess – sitting back and saying, ‘If I move this piece, what happens to all these pieces? How can I move it in the most meaningful and effective way?’ It’s moving beyond a one-off event and looking at material changes.

Taylor Hawkins, Sydney Hub

Over the last 10 years, the Global Shapers self-organized to deliver thousands of grassroots projects. From skills development to reforestation to policy change initiatives, Global Shapers are able to improve the lives of those who often are beyond the reach of local governments and non-governmental organizations (NGOs). Global Shapers change systems and cultures, seeking to redress inequalities and raise the agenda of important issues.

## Global Indicators of Impact

**11,493,033** People reached or mobilized

**1,953,857** People directly benefited

**45,762** Working days volunteered

**37** Policies changed

Reflects data collected since 2017 from 613 local projects



## SDG Contributions (shown proportionally in relation to the size of their contribution)



## SDGs grouped by impact areas

### Climate and Environment



### Education and Employment



### Equity and Inclusion



Every Hub in the Global Shapers network has a mandate to implement a minimum of one project per year. During the Global Shapers Annual Summit 2018, these projects were categorized under one of three impact areas: Climate Change and Environment, Education and Employment, Equity and Inclusion.

Chosen for their breadth and flexibility, these impact areas constituted a framework for Global Shapers to strengthen local and global collaboration and maximize their imprint around the world. Additionally, at the onset of the global COVID-19 pandemic, the Community adopted an emergency impact area: the COVID-19 Response. These impact areas contribute directly to the 2030 Agenda for Sustainable Development.

## Climate Change and Environment

Global Shapers are passionate sustainability champions, encouraging every generation to make changes to secure the future of the planet. The effects of climate change are a regular feature of daily news, from forest fires to flooding, from pollution to species extinction. As a result of these growing challenges, Global Shapers identified climate change as a top global priority in the past three Annual Global Shapers Surveys. The goal of the Global Shapers Community was to mobilize 1 million people to influence policy and drive action to safeguard our planet.



---

**2,012,653** People reached or mobilized

---

**138,558** People directly benefited

---

**3,619** Working days volunteered

---

**14** Policies changed

---

**152** Activities related to pushing for public policies about integrated climate change measures

---

**952** Amount of waste collected (kg)

---

**1,887,080** Trees planted

---

**224** Environmental clean-up activities

---

**22** Initiatives related to diminishing plastic pollution

---

Reflects data collected since 2017



## Treelionaire

Dhaka Hub in collaboration with 27 other Hubs across South Asia

2011 – present

Treelionaire is a citizen-led tree-planting campaign that aims to raise awareness, especially among school children, through workshops and events, about the importance of combatting the rising negative effects of climate change and deforestation. To date, the project has planted 10,000 trees to help mitigate the carbon footprint of cities across South Asia.

“ The biggest ‘aha’ moment would be when the sessions were going on, and children were excited, and they wanted to plant trees themselves. Small initiatives, things that are easy to implement, can have huge impact.

Reyasat Chowdhury, Dhaka Hub

## Cipó de Jabuti

Cross-Hub collaboration with 10 Hubs across Brazil

June 2019 – December 2019

Cipó de Jabuti is a virtual reality mini-documentary that aims to educate on sustainable living. It showcases how the Rio Negro Community in the Amazon lives in the largest rainforest in the world by using community-based tourism as an alternative to deforestation.

By using immersive media via 360°, the viewers were immersed in a highly empathetic learning journey. The documentary reached over 26,000 people and was displayed at the United Nations General Assembly 2019.

“ As a teacher, I saw in Cipó de Jabuti a tool to bring the knowledge that I experienced when I visited the Amazon to the classroom, in a simple and easy way. My class really learned more about the reality of the riverine communities in the Amazon, about the issues that were addressed in the documentary, which they didn’t know before. I believe this is a long-term impact.

Livia Rudolph, Beneficiary of Cipó de Jabuti and Global Shaper, Joinville Hub



## Education and Employment

Global Shapers recognize education as a universal human right, one that supports people to fulfil their potential and to gain dignified work and stable employment. Projects in the Education and Employment impact area prepare beneficiaries for employment in an ever-changing world. The goal of the Global Shapers Community was to equip 100,000 people with formative digital literacy and market-ready skills.



---

**2,855,373** People reached or mobilized

---

**590,520** People directly benefited

---

**32,492** Working days volunteered

---

**6** Policies changed

---

**138,475** Participants in entrepreneurship trainings

---

**426,912** Youth participants in employment/technical trainings

---

**602** Trainings focused on leadership skills development

---

**510,603** Trainings focused on relevant skills for youth employment

---

**51** Schools constructed

---

**62,966** Children benefited from schools improved

---

Reflects data collected since 2017

# ReGeneration

Athens Hub, Greece

2011 – present

ReGeneration is the largest paid professional placement and training programme challenging the brain drain in Greece. ReGeneration began as a Global Shaper Community project and developed into its own organization.

Partnering directly with employers and academic institutions, ReGeneration has delivered over 510,000 hours of training and secured more than 2,000 placements with over 800 hiring partners. An economic ripple effect has resulted from more than €15 million in salaries to candidates hired through ReGeneration.



“ The person who told me about ReGeneration helped me go from having no contacts and no future plans to becoming a data scientist building my own start-up with impact, and being part of the Global Shapers Community that wants to make this world a better place. It really transformed my life.

Anastasis Stamatis, Beneficiary of ReGeneration and Global Shaper, Athens Hub



## Powering Education

Nairobi Hub, Rome Hub

September 2013 – September 2014

Powering Education aimed to reduce energy poverty by delivering 300 solar lamps to students in 12 rural schools in the Amboseli region, leading to notable improvement in academic performance. On average, students increased their total study time by 6%, positively impacting their grades.

Families also benefited from the lamps, reducing the amount of harmful smoke indoors, avoiding the cost of kerosene refills, cutting fuel expenditure by \$0.66–\$1 per week, decreasing commute times to access electricity and generating income on the technology if they preserved it well.

“ This project was not just about researching and analysing. It was about real people, real families, families that would walk great distances to charge their mobile phones. The impact was really an acceptance of renewable energy and solar in itself as a good provider of energy in a household, especially for charging mobile phones and for lighting in the night.

Michael Waiyaki, Global Shapers Alumni

## Equity and Inclusion

Global Shapers envision a world in which young people drive community engagement, policy-making and systems change, inspiring collective action and intergenerational collaboration for a more equitable future. Equity and Inclusion projects range from providing humanitarian assistance to engaging young people in civic activities, to campaigning for the rights of under-represented groups. The goal of the Global Shapers Community was to equip 100,000 people with the knowledge and skills to drive action on diversity, equity and inclusion.



---

**6,249,767** People reached or mobilized

---

**1,154,384** People directly benefited

---

**7,377** Working days volunteered

---

**9** Policies changed

---

**6,123** Individuals supported out of poverty

---

**191** Initiatives focused on promoting mental health and well-being

---

**59,787** Individuals benefited with healthcare access

---

**21,654** Adolescent girls given menstrual health education

---

**12,376** Participants of courses focused on the awareness of the discrimination against women and girls

---

**5,440** Initiatives oriented towards empowering and promoting social, economic and political inclusion

Reflects data collected since 2017

# ShelterTech

San Francisco Hub

December 2016 – present

ShelterTech was launched to help tackle homelessness in the city of San Francisco (SF) by building digital tools and organizing events to bridge the gap between technology and homeless communities in the city.

ShelterTech is the official provider for the SF Service Guide, an online repository of social services with 3,000 monthly users. The project has fundraised \$79,000 and organized 20 datathons. Over 4,200 people benefit daily from the Wi-Fi installed in 21 shelters and the project has developed into its own organization.



“ I have been homeless in four states, over a period of about 15 years. In the past, it was very difficult to find resources that I was looking for: water, food, shelter, dental care, etc., and having it all in one place makes it a lot easier, less frustrating.

Aaron Mendez, Community Representative of ShelterTech

# Shapers 4 Venezuela

Caracas Hub, in collaboration with 17 other Hubs in Latin America

November 2018 – present

The project was initiated by the Caracas Hub in response to the over 7 million Venezuelans requiring humanitarian assistance and the exodus of over 5 million Venezuelans to neighbouring countries.

To date, 17 Hubs have worked with 46 NGOs and reached over 3,300 direct and 500,000 indirect beneficiaries through the distribution of aid, the coordination of stakeholder groups and awareness campaigns against xenophobia. The project has evolved into an NGO.

“ We see support, we see engagement from the Hubs, not because they have to, but because they really want to, because they feel this problem as their own and because they really want to serve migrants and refugees.

Antonella Di Ciano, Caracas Hub



## SDG 17

375,240 People reached or mobilized

70,395 People directly benefited

2,273 Working days volunteered

8 Policies changed

31 Projects

Reflects data collected since 2017

---

## COVID-19 Response

The Global Shapers Community responded to the global pandemic quickly and with compassion. Projects were launched to build knowledge of COVID-19, including online learning from the World Health Organization, to amplify trusted information while debunking myths in local communities and to increase collective action to support public health systems and protect livelihoods.

The short-term impact of these projects is far-reaching: thousands of beneficiaries have received food, support, education and protective equipment. The long-term impact of these projects continues (see the “Youth Recovery Plan” section, page 38). The resilience, empathy and ingenuity of Global Shapers in responding to the pandemic highlights the adaptability of members and how well-positioned they are to respond to future unforeseen challenges.

---

**4,711,455** People reached or mobilized

---

**546,576** People directly benefited

---

**5,992** Working days volunteered

---

**15** Policies changed

---

**158** Projects

---

**114,175** PPE items distributed (e.g. masks, face shields, gloves)

---

**452,300** Sanitary items distributed (hand sanitizers, tampons, soap)

---

**2,407,383** Cooked meals

---

**143,992** Kg of food donated

---

**12,946** Information items created (e.g. flyers, social media posts)

---

**12,379** Educational resources developed (e.g. translations, workshops, etc.)

---

Reflects data collected since 2020

# CoLIFE

Bangkok Hub, Thailand

April 2020 – October 2020

CoLIFE was launched by members of the Bangkok Hub to support low-income households as well as farmers and fishermen, whose livelihoods were severely disrupted due to the COVID-19 pandemic. Without their source of income, they had no means to support themselves and their families. CoLIFE provided vulnerable families with care packages containing locally bought produce, providing immediate relief at a time of huge uncertainty.

Within 7 weeks, the CoLIFE team collected almost 2 million Thai baht (\$67,000) and distributed 3,883 care packages. This involved purchasing 2,288 fish directly from fishermen and 14 tons of rice directly from farmers. These care packages provided 116,490 meals, impacting the lives of 15,532 people. Over 50 volunteers supported this project, alongside 22 Global Shapers.

“ We were a bridge to those who wanted to help and those who needed help. It also showed us that many people out there want to help, but maybe they don't really know how they can help.

Irvan Sutiono, Bangkok Hub





## Cross-hub collaborations and global initiatives

🔗 This is where young leaders get training to self-organize for impact. They learn how to do it locally, so they can do it nationally, regionally and globally. Cross-Hub collaborations are the ultimate demonstration of the capacity of young people to self-organize for impact.

Ana Saldarriaga, Lead, Impact and Operations, Forum Foundations, World Economic Forum

Collaborations between the Hubs take place when three or more Hubs come together to address an issue that affects stakeholders in multiple communities. These collaborations raise awareness of the complexity of the issue and how it concerns people all over the world. Cross-Hub collaborations also strengthen regional and national connections between Hubs while mobilizing Global Shapers to come together and create a shared, sustainable solution.

**2014-2015**  
United Against Ebola

The African Global Shapers launched United Against Ebola, a campaign to promote awareness, best practices and information support in communities in Africa, to tackle the Ebola virus. By the end of June 2015, 78 Hubs in Africa had signed up for the initiative. Activities included translating expert advice into local languages and contacting citizens who were hard to reach.



**2015**  
Shaping Davos

#ShapingDavos was a global campaign that brought the world to Davos and Davos to the world through a series of live events hosted by the Global Shapers present at the World Economic Forum Annual Meeting 2015. Using two-way livestreaming on social media, Shaping Davos connected cities from around the world to drive live conversations with world leaders and ignite local projects. The campaign was unique in its kind, with 6,581,576 people reached and a total of 19,456,024 digital impressions.



**2017**  
Internet For All

#Internet4all was a regional cross-Hub collaboration led by over 90 Hubs in Africa based on the belief that everyone should have access to the internet. It aimed to raise awareness of the fact that less than 21% of Africans can access the internet, and to advocate for universal internet access as one of the most effective routes to delivering economic and social progress for African communities.



**2018-present**  
Shapers for Mental Health

This cross-Hub collaboration's main objective is to provide mental health support while changing attitudes and reducing the stigma of mental health. The project developed a [Basic Psychological First Aid Course](#) in which Hub members gain the tools and skills to provide effective support and empathetic listening to those in need. To date, over 300 Global Shapers have completed the course, which is being translated into local languages to distribute it to citizens.



**2019-present**  
Voice for the Planet

This [global campaign](#), launched in partnership with WWF at the World Economic Forum Annual Meeting 2019, seeks to raise awareness of the individual actions citizens worldwide can take to mitigate climate change, and make a formal plea to world leaders to prioritize the protection of our planet. To date, this growing movement has mobilized 573,843 people to pledge a new deal for nature and people.



**2020-present**  
Response to COVID-19

The objective of this ongoing cross-Hub collaboration is to build the knowledge of Community members on COVID-19, amplify trusted information and debunk myths in communities around the world, and increase collective action to support public health systems, protect livelihoods and help build more inclusive community responses through Hub projects and global initiatives.



**2020-present**  
Davos Lab: Youth Recovery Plan

This global mobilization initiative was created to understand the consequences of the global pandemic and to propose a recovery plan to build back better. Global Shapers around the world have held approximately 300 dialogues in over 150 countries, mobilizing over 2 million citizens to discuss what changes are necessary to rebalance current economic, social and environmental systems and build a more sustainable, inclusive and resilient future. The plan consists of 40 policy recommendations split across 10 pillars that can be read in detail in the [Davos Lab: Youth Recovery Plan](#) report.



# Supporters

The Global Shapers Community partners with companies, foundations and NGOs that believe in the power of collaboration and the role of young people in solution-building. Grants and in-kind contributions provide mission-critical support for events, financial assistance, capacity-building programmes and impact projects. Two current partners include Accenture and The Climate Reality Project:

## Accenture

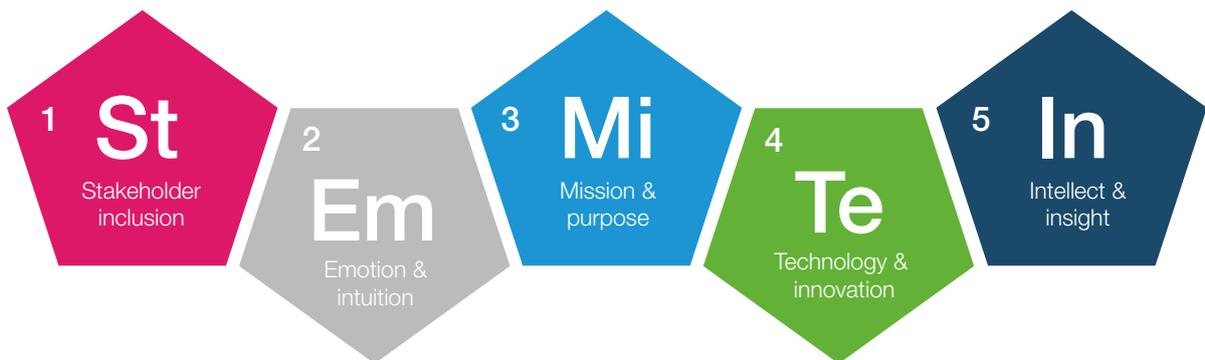
In 2020, Accenture launched the **Responsible Leadership Programme** with the World Economic Forum, the Forum of Young Global Leaders and the Global Shapers Community. The programme is rooted in five elements of responsible leadership that were co-created with Global Shapers and launched in the introductory paper entitled "[Seeking New Leadership: Responsible leadership for a sustainable and equitable world](#)". It provides opportunities for Global Shapers to develop the skills, mindsets and capabilities of responsible leadership, advancing how they deliver value while leading with values. The programme includes:

- **The Responsible Leadership Academy:** an online platform providing over 3,000 courses, with a customized curriculum on responsible leadership
- **The Responsible Leadership Challenge:** a five-week interactive challenge providing tangible steps to implement responsible leadership behaviours

- **The Responsible Leadership Accelerator:** an incubator and coaching programme that provides a suite of resources to scale high-potential projects on topics ranging from social inclusion to climate change.

The thought leadership also continues with their most recent publication, "[Shaping the Sustainable Organization: How responsible leaders create lasting value and equitable impact for all stakeholders](#)", which provides leaders with tangible ways to embed sustainability within their organizations that creates value for all stakeholders.

Based on the early success of the programme, the aim is to build a coalition of organizations interested in supporting Global Shapers on their leadership journey. Additional partners will help strengthen and grow the Responsible Leadership Programme by bringing unique expertise, financial support and visibility to the work of the Community.



**Global Shapers are not only solving the problems of today, they are also looking around the corner to prevent the problems of tomorrow.**

Ellyn Shook, Chief Leadership and Human Resources Officer, Accenture; Board Member, Global Shapers Community Foundation

## The Climate Reality Project

Thanks to the generosity of Rosamund Zander, the Global Shapers Community and The Climate Reality Project joined forces to train Global Shapers to become climate champions in their own cities. The partnership combines the strengths of two organizations, bringing together the expertise of The Climate Reality Project with the vast youth network of the Global Shapers Community.

More than 1,600 Global Shapers have benefited from the collaboration, including 700 who have participated in The Climate Reality Leadership Corps Training. Led by former US Vice-President Al Gore, the training equips Global Shapers with the skills and resources needed to drive climate action in their local communities.

In addition to this training, The Climate Reality Project provides regional workshops, grant challenges and technical support through a project incubator for scalable Hub projects.

🗣️ **If we are going to be the climate leaders we are trained to be, we must do it wherever we are. Keep having discussions. Keep bringing up the issues. Spread that energy and give your community the ability to rise and do what is necessary.**

Rosamund Zander, Psychotherapist, Author and Consultant, Rosamund Stone Zander, USA;  
Driving force behind the climate reality project partnership with the Global Shapers Community

🗣️ **Global Shapers have the moral authority to call upon political powers to demand a better future. Like in every great revolution, young people are at the helm.**

Al Gore, Vice-President of the United States (1993-2001); Founder and Chairman, The Climate Reality Project



# Looking ahead

---

## Future impact areas

The global challenges facing society today are significant, from climate change to rising inequality. The past decade has demonstrated the readiness and ambition of the Global Shapers Community to tackle these long-standing issues. The next decade will be no different. In recognition of the breadth and complexity of global issues, and building on the experience of the previous impact areas, the Global Shapers Community identified **six new areas of impact**, providing a framework to accelerate the accomplishment of the SDGs.

Each new impact area is presented here with a description of the types of projects that fall within it and an example of a relevant project undertaken by Global Shapers in the past. These are illustrative and not exhaustive and will continue to evolve as the Global Shapers Community responds to global challenges.



## Protect the planet

Our planet needs protecting. Climate change is intensifying in every region, therefore urgent and significant action is essential. To ensure a sustainable future in which people and planet can thrive in harmony, this impact area is dedicated to such projects as responding to natural disasters, mitigating the consequences of climate change, reducing emissions, preserving biodiversity and accelerating the transition to a circular economy.

### Impact area in action: The Himalayan Clean Stove Project

The Chennai Hub in India launched the Himalayan Clean Stove Project in 2014 to address the issue of highly polluting open fire stoves used as the primary means of cooking in Himalayan communities. Hub members led trips to remote regions to spread awareness of the issue and show how to use clean stoves. Over 300 stoves were distributed in six villages in these environmentally fragile regions, leading to fewer trees felled and a reduction in emissions. Additionally, this project directly improved the quality of life of nearly 2,000 residents by reducing their exposure to smoke and the time required to collect firewood.



## Reskill for the future

The Fourth Industrial Revolution is fundamentally changing how people live, work and interact. The speed and scale of change resulting from advances in technology are astonishing. While these advances offer serious benefits, such as more secure digital processes or the use of artificial intelligence to predict diseases more accurately, they also threaten to disenfranchise those without the skills or access to digital tools. Projects in this area will provide people from all walks of life with digital literacy and other educational opportunities relevant for thriving in a dynamic workplace and society.

### Impact area in action: Ladies in Tech

The Cape Town Hub launched the Ladies in Tech project in 2018 to address the under-representation of women in the technology sector. The project upskilled 40 young unemployed women in digital literacy, coding and other professional competencies. During their time in the programme, the participants gained self-confidence and a greater awareness of employment options. At the end of the programme, 10 women received scholarships for further academic study and an additional 15 achieved financial independence through professional work.

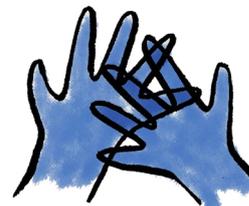


## Strengthen civic engagement

Integrity, fairness and transparency are values that generate trust in public institutions and strengthen civic engagement. Government, in all its forms, plays a central role in society, so it is essential that young people engage in public life to offer their perspectives and influence decisions that have a profound impact on their lives. Projects belonging to this impact area deal with empowering minority groups, mobilizing citizens of all ages to vote, inspiring young people to run for civic positions and driving dialogue between a variety of stakeholder groups.

### Impact area in action: Shape 7

Shape 7 was a cross-Hub collaboration between 12 Hubs from G7 countries that came together in 2018 to discuss and convey the principles and priorities that inform young people's preparation for future careers. Started by the Ottawa Hub, it expanded to 75 Global Shapers focused on fostering civic engagement in Canada. A total of 350 young people were consulted and the final report was presented at the Youth 7 Summit in Ottawa.

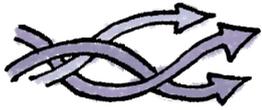


## Create inclusive communities

Freedom of identity is still an aspiration for many people all over the world. Creating inclusive communities, where there is an understanding among citizens, requires strong partnerships and a rigorous defence of human rights. Projects in this impact area look to progress social norms by challenging and disrupting harmful stereotypes related to diverse identities, such as gender, race, ethnicity, sexual orientation and disability.

### Impact area in action: Empowerment of Women by Felt Art

The Ankara Hub launched this project in 2016 to empower women by helping them feel useful to the community and secure a job. Thirty unemployed women were taught how to make felt art, a traditional Turkish arts and crafts, into products to sell. Over 35,000 products were sold and distributed in all 81 provinces of Turkey. With the support of the local government, the women opened a shop in Ankara dedicated to selling these felt art products. The business still operates today.



## Improve health and well-being

According to the World Health Organization, “good health” encompasses a state of complete physical, mental and social well-being. Yet, individuals and communities around the world still lack access even to basic health information and health services. The situation is especially dire in mental health due to the persisting stigmatization and marginalization of people suffering from psychological disorders. Global Shapers have always responded and will continue to respond to the variety of challenges related to public health, and through the projects in this area will improve the physical, mental and social well-being of citizens.

### Impact area in action: A Pencil Not A Cigarette

The Nablus Hub started A Pencil Not A Cigarette in 2014 to address the challenges of intense and widespread tobacco consumption in children throughout their city. Over a period of 5 years, the team worked with 10 government institutions and visited over 50 schools to talk about the effects of tobacco with almost 2,000 students, encouraging them to make choices for a healthier future.



## Deliver basic needs

The Global Shapers Community delivers projects for short- and long-term impact. Addressing basic needs involves projects that respond to immediate crises, such as humanitarian action, but also to fighting extreme, enduring poverty.

### Impact area in action: Chunikhel Health-Post and School Project

In the aftermath of a devastating earthquake in Nepal in 2015, the Kathmandu Hub assisted in the reconstruction of the city. By engaging with public- and private-sector partners, the project raised over \$130,000 and rebuilt the Chunikhel healthcare centre. Members from the Kathmandu Hub also raised a further \$300,000 to reconstruct a community school, achieving long-term impact through ensuring access to education and health.



## Monitoring and evaluation

Measuring impact under a unified framework will be one of the upcoming priorities, to help improve the efficiency and scalability of the Global Shapers Community, and to increase the impact of Hub projects on local communities. The use of a common indicator framework (such as a global Net Promoter Score, the number of skills developed, the number of direct beneficiaries reached or contribution to the SDGs, among others) will enable Global Shapers to prioritize local action and foster global collaboration. Furthermore, by establishing rigorous, but simple mechanisms to track its impact at the global and local levels, the Community will be able to set a global strategy based on local evidence, gain clarity on the overall contribution to the SDGs, increase trust among partners on the value of their investment and expand the Community's reach through more robust storytelling.

“ Seeing the impact the Global Shapers Community has had on the achievement of the Global Goals is proof that change and progress is possible. Young people around the world have been working together for the past decade to build a better world for their communities and beyond, being true champions for the Goals. I truly think businesses, leaders and individuals can all learn an extraordinary amount from this Community and join in the effort to get the world's to-do list – the Global Goals – done.

Gail Gallie, Co-Founder, Project Everyone, United Kingdom



---

## Youth Recovery Plan in action

In August 2021, on International Youth Day, the Global Shapers Community launched the [Davos Lab: Youth Recovery Plan](#). Featuring 40 policy recommendations for a post-pandemic world, Hubs across the world are now organizing local projects to set these recommendations into tangible action.

The *Davos Lab: Youth Recovery Plan* report features six principles for a matured form of activism: [The Millennial Manifesto](#). These principles aim to redefine the parameters and efficacy of youth activism in a post-COVID world marked by greater examples of systemic inequalities. Looking ahead, Global Shapers worldwide will use these principles as a guiding compass to sharpen their activism today and in the future.

- 1. We will create space for intergenerational dialogue.**

---

- 2. We will ask big questions to advance bold solutions.**

---

- 3. We will pursue systems change and collective action.**

---

- 4. We will make space for diverse lived experiences.**

---

- 5. We will embrace uncomfortable conversations.**

---

- 6. We will care for ourselves, others and our ecosystem.**

---

---

## Call to action

Every day, the Global Shapers Community brings its mission, purpose and principles to life through its members' actions. Over the past decade, a productive global network has emerged that harnesses the energy and ideas of young people. The next decade requires an even greater level of cooperation, collaboration and action. The Global Shapers Community invites:

- All members and alumni to launch new projects under the renewed impact areas and contribute to the 2030 Agenda for Sustainable Development
- Young people around the world to contact local Hubs and join as members or supporters
- The general public to support its operations or projects at a local or global level, or to [open new Global Shapers Hubs](#).

Special thanks go to our current supporters:



---

Everyone has a part to play in building a better future for one and all.  
Learn more about the [Global Shapers Community and the Global Goals](#).

# Methodology

---

**This study was undertaken in collaboration with two external evaluation partners, Accenture and Cuantix. It involved a mixed-methods approach with three main objectives:**

1. To capture what makes the Global Shapers Community unique in comparison to similar organizations
2. To estimate the direct impact the Global Shapers Community has had on young people, and the impact its members have created in their local community through Hub projects
3. To update the Community impact model, including a refreshed theory of change, impact areas and data collection methods.

Quantitative and qualitative data as well as historical data were collected from three sources:

1. Previous projects, surveys and reports
2. Two specialized surveys to measure individual and collective impact
3. Semi-structured interviews with members, alumni, beneficiaries and partners.

Because of the nature of the Community, the data is self-reported, with limited access to data prior to 2017. The impact assessments are based on the perceptions of the respondents which could be influenced by cognitive biases.

To learn more about the methodology and assumptions, and for recommendations for future data collection practices, contact the Global Shapers Community at [impact@globalshapers.org](mailto:impact@globalshapers.org).

# Governance

---

The Global Shapers Community is a non-profit organization registered in Geneva, Switzerland that is hosted at World Economic Forum headquarters and governed by a Foundation Board. Its local operations are run for young people by young people through decentralized leadership bodies.

# Governance bodies

---

## Foundation Board

Chaired by its Founder, Klaus Schwab, the board is comprised of exceptional multigenerational and multistakeholder representatives who act as guardians of the Community's mission and values.



**Klaus Schwab**  
Founder and Executive Chairman,  
World Economic Forum



**Basima Abdulrahman**  
Founder and Chief Executive Officer,  
KESK Green Building Consulting, Iraq



**Khalid Alkhudair**  
Executive Vice-President,  
Riyad Bank, Saudi Arabia



**Sharmeen Obaid-Chinoy**  
Chief Executive Officer,  
SOC Films, Canada



**Maria Teresa Kumar**  
President and Chief Executive Officer,  
Voto Latina, USA



**Adrian Monck**  
Managing Director; Head of  
Public and Social Engagement,  
World Economic Forum



**Wanjuhi Njoroge**  
Founder, People Planet Africa,  
Kenya



**Juan Jose Pocaterra**  
Co-Founder and Chief Executive  
Officer, ViKua, Venezuela



**David M. Rubenstein**  
Co-Founder and Co-Chief Executive  
Officer, Carlyle Group, USA



**Ellyn Shook**  
Chief Leadership and Human  
Resources Officer, Accenture, USA



**Eric Tse**  
Executive Director,  
Sino Biopharmaceutical,  
Hong Kong SAR

---

## Advisory Council

Comprised of Global Shapers, the council is mandated to strengthen the mission and governance of the Community, provide global guidance to Hubs to uphold Community values and facilitate mediation when conflict arises.

---

## Community Champions

Comprised of Global Shapers, the champions extend the reach of the global Advisory Council to a country/regional level. They support Hubs by scaling best practices, fostering regional collaboration, sharing ways to identify, recruit, onboard and engage new members, establishing good governance, mediating conflict, and more.

---

## Impact Council

Comprised of Global Shapers, the council helps to mobilize Hubs to deliver high-impact projects. From helping to manage Impact Officers to approving cross-Hub collaborations, the council helps to implement the impact strategy of the Global Shapers Community.

---

## Hub Curatorship

The Hub curatorship is the lifeblood of this Community. In each city, teams of Global Shapers self-organize to advance the community's mission. This is made possible by the Curatorship, including an Incoming, Outgoing and Vice-Curator in each city.

---

## Impact Officers

Like Hub Curators, Impact Officers are selected locally to help design, execute and evaluate high-impact projects. They are the key pillar of headquarters' monitoring and evaluation practices and the driving force to foster new cross-Hub collaborations.

---

## Alumni Council

Comprised of Global Shaper Alumni, the council oversees the onboarding, engagement and activities of the Alumni Network, a digital-first self-driven initiative for Shapers by Shapers.

---

## Global Shapers Team

Comprised of World Economic Forum staff, the team and the larger World Economic Forum Foundations Team support the strategic direction and global operations of the Global Shapers Community.

The current Global Shapers team is comprised of: Wadia Ait Hamza, Head of the Global Shapers Community; Abdullahi Alim, Specialist, Africa and Middle East, Global Shapers Community; Micael Bermudez, Community Lead, Latin America, Global Shapers Community; Katie Hoeflinger, Specialist, North America and Caribbean, Global Shapers Community; Albina Krasnodemska, Lead, Growth and Engagement, Europe and Eurasia, Global Shapers Community; Natalie Pierce, Lead, Communication and Programming, Forum Foundations; Svenja Rüger, Design Lead, Forum Foundations; Karen Saez, Specialist, Asia Pacific, Global Shapers Community; Ana Saldarriaga, Lead, Impact and Operations, Forum Foundations; Sophia Simmons, Project Specialist, Climate and Environment, Global Shapers Community; Miao Sun, Community Specialist, Greater China and North Asia, Forum Foundations.

# List of Hubs

---

## A

---

Abbottabad Hub  
Abidjan Hub  
Abu Dhabi Hub  
Abuja Hub  
Accra Hub  
Addis Ababa Hub  
Adelaide Hub  
Aden Hub  
Aguascalientes Hub  
Ahmedabad Hub  
Alexandria Hub  
Algiers Hub  
Almaty Hub  
Amman Hub  
Amsterdam Hub  
Ankara Hub  
Antananarivo Hub  
Apia Hub  
Arequipa Hub  
Armenia Hub  
Arusha Hub  
Asuncion Hub  
Athens Hub  
Atlanta Hub  
Auckland Hub  
Austin Hub

## B

---

Baku Hub  
Baltimore Hub  
Bamako Hub  
Bandar Seri Begawan Hub  
Bandung Hub  
Bangalore Hub  
Bangkok Hub  
Banja Luka Hub  
Banjul Hub  
Baramati Hub  
Barcelona Hub  
Bari Hub  
Barranquilla Hub  
Be'er Sheva Hub  
Beijing Hub  
Beijing II Hub  
Beirut Hub  
Belfast Hub  
Belgrade Hub

Belo Horizonte Hub  
Berlin Hub  
Bern Hub  
Bhopal Hub  
Bhubaneswar Hub  
Bilbao Hub  
Birmingham Hub  
Bishkek Hub  
Bogota Hub  
Boston Hub  
Boulder Hub  
Brasilia Hub  
Bratislava Hub  
Bridgetown Hub  
Brisbane Hub  
Bristol Hub  
Brussels Hub  
Bucaramanga Hub  
Bucharest Hub  
Budapest Hub  
Buenos Aires Hub  
Bujumbura Hub  
Bulawayo Hub

## C

---

Cairo Hub  
Calabar Hub  
Calgary Hub  
Cali Hub  
Cambridge Hub  
Cambridge-MA Hub  
Canberra Hub  
Cancun Hub  
Cape Coast Hub  
Cape Town Hub  
Caracas Hub  
Cartagena Hub  
Casablanca Hub  
Castries Hub  
Cebu Hub  
Chandigarh Hub  
Changsha Hub  
Charlotte Hub  
Chattogram Hub  
Chengdu Hub  
Chennai Hub  
Chicago Hub  
Chisinau Hub  
Chitungwiza Hub  
Christchurch Hub

Cleveland Hub  
Cochabamba Hub  
Coimbatore Hub  
Colombo Hub  
Copenhagen Hub  
Cordoba Hub  
Corrientes Hub  
Cotonou Hub  
Cuernavaca Hub  
Culiacan Hub  
Curitiba Hub  
Cusco Hub

## D

---

Dakar Hub  
Dalat Hub  
Dalian Hub  
Dallas Hub  
Danang Hub  
Dar es Salaam Hub  
Davao Hub  
Dehradun Hub  
Denpasar Hub  
Denver Hub  
Des Moines Hub  
Detroit Hub  
Dhaka Hub  
Dharamsala Hub  
Dilijan Hub  
Dodowa Hub  
Doha Hub  
Douala Hub  
Dresden Hub  
Dubai Hub  
Dublin Hub  
Durban Hub  
Dusseldorf Hub

## E

---

East Jerusalem Hub  
Edinburgh Hub  
Edmonton Hub  
Ekaterinburg Hub  
El Jadida Hub  
Ensenada Hub  
Erbil Hub

## F

---

Faisalabad Hub  
Fez Hub

Florence Hub  
Florianopolis Hub  
Fortaleza Hub  
Frankfurt Hub  
Freetown Hub  
Freiburg Hub  
Fukuoka Hub

## G

---

Gaborone Hub  
Gaya Hub  
Gaza Hub  
Geneva Hub  
Genoa Hub  
Georgetown Hub  
Giza Hub  
Gold Coast Hub  
Goma Hub  
Guadalajara Hub  
Guangzhou Hub  
Guatemala City Hub  
Guayaquil Hub  
Gurugram Hub  
Guwahati Hub

## H

---

Haifa Hub  
Halifax Hub  
Hamburg Hub  
Hangzhou Hub  
Hanoi Hub  
Harare Hub  
Hargeisa Hub  
Helsinki Hub  
Ho Chi Minh City Hub  
Ho Hub  
Hong Kong Hub  
Houston Hub  
Hulunbuir Hub  
Hyderabad Hub

## I

---

Ibadan Hub  
Iloilo Hub  
Ilorin Hub  
Imphal Hub  
Indore Hub  
Islamabad Hub  
Istanbul Hub  
Ithaca Hub

## J

---

Jacksonville Hub  
Jaipur Hub  
Jakarta Hub  
Jeddah Hub  
Johannesburg Hub  
Joinville Hub  
Jos Hub  
Jujuy Hub

## K

---

Kaduna Hub  
Kakuma Hub  
Kaliningrad Hub  
Kampala Hub  
Kandy Hub  
Kano Hub  
Karachi Hub  
Kathmandu Hub  
Kazan Hub  
Kharkiv Hub  
Khartoum Hub  
Khobar Hub  
Kigali Hub  
Kingston Hub  
Kinshasa Hub  
Kisumu Hub  
Kochi Hub  
Kohima Hub  
Kolkata Hub  
Koper Hub  
Kuala Lumpur Hub  
Kuching Hub  
Kumasi Hub  
Kuwait City Hub  
Kyiv Hub  
Kyoto Hub

## L

---

Laayoune Hub  
Lagos Hub  
Lahore Hub  
Lancaster Hub  
La Paz Hub  
Las Vegas Hub  
Launceston Hub  
Lausanne Hub  
Leon Hub  
Lima Hub  
Lincoln Hub

Lisbon Hub  
Ljubljana Hub  
London Hub  
London II Hub  
Los Angeles Hub  
Luanda Hub  
Lucerne Hub  
Lucknow Hub  
Ludhiana Hub  
Lugano Hub  
Lusaka Hub  
Luxembourg City Hub  
Lviv Hub  
Lyon Hub

## M

---

Madison Hub  
Madrid Hub  
Malabo Hub  
Malmo Hub  
Manama Hub  
Manaus Hub  
Manchester Hub  
Manila Hub  
Manizales Hub  
Maputo Hub  
Mar del Plata Hub  
Marrakech Hub  
Marseille Hub  
Maseru Hub  
Mathura Hub  
Mbabane Hub  
Medellin Hub  
Melbourne Hub  
Mendoza Hub  
Merida Hub  
Mexicali Hub  
Mexico City Hub  
Miami Hub  
Milan Hub  
Milwaukee Hub  
Minneapolis Hub  
Mogadishu Hub  
Mombasa Hub  
Monrovia Hub  
Montego Bay Hub  
Monterrey Hub  
Montevideo Hub  
Montreal Hub  
Morelia Hub

Moscow Hub  
Mumbai Hub  
Munich Hub  
Muscat Hub

## N

---

Nablus Hub  
Nagpur Hub  
Nairobi Hub  
Naples Hub  
Nashville Hub  
Navi Mumbai Hub  
Newark Hub  
New Delhi Hub  
New Orleans Hub  
New York Hub  
New York II Hub  
Nice Hub  
Nicosia Hub  
Noida Hub  
Nur-Sultan Hub  
NYC - Brooklyn Hub  
NYC - Queens Hub

## O

---

Oakland Hub  
Odesa Hub  
Okinawa Hub  
Orlando Hub  
Oruro Hub  
Osaka Hub  
Oslo Hub  
Ottawa Hub  
Oxford Hub

## P

---

Palermo Hub  
Palo Alto Hub  
Panama City Hub  
Panjim Hub  
Paramaribo Hub  
Paris Hub  
Patna Hub  
Pereira Hub  
Perth Hub  
Peshawar Hub  
Philadelphia Hub  
Phnom Penh Hub  
Phoenix Hub  
Pimpri-Chinchwad Hub  
Pittsburgh Hub

Playa del Carmen Hub  
Pondicherry Hub  
Port-Au-Prince Hub  
Port Harcourt Hub  
Portland Hub  
Port Louis Hub  
Porto Alegre Hub  
Port of Spain Hub  
Prague Hub  
Praia Hub  
Prishtina Hub  
Providence Hub  
Puebla Hub  
Pune Hub

## Q

---

Quebec City Hub  
Quito Hub

## R

---

Rabat Hub  
Raleigh Hub  
Ramallah Hub  
Rawalpindi Hub  
Recife Hub  
Reggio Emilia Hub  
Reynosa Hub  
Ribeirao Preto Hub  
Riga Hub  
Rio de Janeiro Hub  
Riyadh Hub  
Rodrigues Hub  
Rome Hub  
Rosario Hub

## S

---

Sacramento Hub  
Salé Hub  
Salvador da Bahia Hub  
Salzburg Hub  
Sana'a Hub  
San Diego Hub  
San Francisco Hub  
San Jose Hub  
San Juan Hub  
San Salvador Hub  
Santa Cruz de la Sierra Hub  
Santa Marta Hub  
Santiago Hub  
Santo Domingo Hub

São Luis Hub  
São Paulo Hub  
São Paulo II Hub  
Sarajevo Hub  
Saskatoon Hub  
Seattle Hub  
Seoul Hub  
Seoul II Hub  
Shamakhi Hub  
Shanghai I Hub  
Shanghai II Hub  
Shanghai Zizhu Hub  
Shenyang Hub  
Shenzhen Hub  
Singapore Hub  
Skopje Hub  
Sofia Hub  
Soweto Hub  
St. Petersburg Hub  
Stellenbosch Hub  
Stockholm Hub  
Stuttgart Hub  
Sunyani Hub  
Surat Hub  
Suzhou Hub  
Sydney Hub

## T

---

Taipei Hub  
Taiyuan Hub  
Taiz Hub  
Tamale Hub  
Tanta Hub  
Tashkent Hub  
Tbilisi Hub  
Tegucigalpa Hub  
Tel Aviv Hub  
Thane Hub  
The Hague Hub  
Thessaloniki Hub  
Thimphu Hub  
Tianjin Hub  
Tijuana Hub  
Timisoara Hub  
Tirana Hub  
Tokyo Hub  
Tomsk Hub  
Toronto Hub  
Trento Hub  
Tripoli Hub

Tripoli - LB Hub  
Trivandrum Hub  
Tshwane Hub  
Tucson Hub  
Tucuman Hub  
Tunis Hub  
Turbat Hub  
Turin Hub

## U

---

Ulaanbaatar Hub  
Ushuaia Hub  
Uyo Hub

## V

---

Vadodara Hub  
Vaduz Hub  
Valencia Hub  
Vancouver Hub  
Varanasi Hub  
Venice Hub  
Victoria Hub  
Vienna Hub  
Vientiane Hub  
Vilnius Hub

## W

---

Wah Hub  
Warsaw Hub  
Washington D.C. Hub  
Washington D.C. II Hub  
Wellington Hub  
West Jerusalem Hub  
Windhoek Hub

## X

---

Xi'an Hub

## Y

---

Yangon Hub  
Yaoundé Hub  
Yaroslavl Hub  
Yellowknife Hub  
Yerevan Hub  
Yinchuan Hub  
Yokohama Hub

## Z

---

Zagreb Hub  
Zurich Hub

# Acknowledgements

---

The World Economic Forum sincerely thanks all Global Shapers and alumni who in the past 10 years have ignited change in themselves, their peers and their local communities. Special gratitude is due to members who have served a leadership role within the Community, notably the Founding Curators, Curators, Vice-Curators, Impact Officers, Advisory Council members, Steering Committee members, Community Champions and Task Force members, and particularly the members of the 10-Year Anniversary Task Force.

The Global Shapers Community recognizes all previous and current members of the Global Shapers team at the World Economic Forum for their efforts in coordinating and mobilizing such a large Community. The Global Shapers team at the World Economic Forum would like to extend its gratitude also to all past and current members of the Global Shapers Community Foundation Board.

Finally, the strength of the Community also comes from partners, past and present, who believe in the power of youth in action. Special thanks to supporters Accenture, The Climate Reality Project, EthicalCoach, Generation Unlimited, Give and Take, Project Everyone, Rosamund Zander and the Social Enterprise Institute. The World Economic Forum is also grateful for the support received from Accenture, Quantix, Project Everyone and Salesforce for the development of this report.



---

COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

---

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.

---

**World Economic Forum**  
91–93 route de la Capite  
CH-1223 Cologny/Geneva  
Switzerland

Tel.: +41 (0) 22 869 1212  
Fax: +41 (0) 22 786 2744  
[contact@weforum.org](mailto:contact@weforum.org)  
[www.weforum.org](http://www.weforum.org)