
World Economic Forum

www.weforum.org



Our Mission

Entrepreneurship in the global public interest

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Incorporated as a not-for-profit foundation in 1971, and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests.

Our Vision

To catalyse and integrate global, regional and industry transformation processes as the trusted partner of our Members and constituents



Klaus Schwab
Founder and Executive Chairman

We live in fast-moving times and in a highly interconnected world. Pressing global problems can arise quickly and without warning. Yet, to address them requires levels of global cooperation that are difficult to attain precisely because of the complexity of the world. It is within this framework that the World Economic Forum's stakeholder approach to progress has proven both robust and adaptable.

The Forum's experience since its foundation more than 40 years ago is that there are few issues that cannot be adequately addressed by bringing together the most relevant actors from all sectors – business, government and civil society – in an environment of trust and openness.

Among international institutions, the Forum stands alone as an independent platform for the transformation of dialogue into insights, insights into agendas, and agendas into impact. For the Forum, this provides the foundation for its vision: to catalyse and integrate global, regional and industry transformation processes as the trusted partner of our Members and constituents.

The most effective way of doing this is constantly evolving, but the model remains consistent. The World Economic Forum is a community of communities. We build communities of interest. Through formal interaction, we bind them into communities of purpose. As these catalyse real initiatives, they evolve into communities of achievement.

The World Economic Forum formally manages 38 communities across business, government and civil society. From our Strategic Partners from the world's leading companies who work with us most actively to build the multistakeholder platform as a force for positive change, to the Young Global Leaders and Global Shapers who bring the interests of future generations into our discussions, to the Network of Global Agenda Councils, which assembles global expertise on the world's most pressing issues, our communities are a comprehensive representation of global stakeholder groups.

The key to the Forum's continuing success – the basis for our ongoing strategy – is to develop ways of combining these communities so that together they are much more than the sum of their parts. To survive and thrive, the world's leading corporations must learn from the next generation. At the same time, the solutions to the problems of the future cannot be found without understanding the motivations of global business and how to leverage them for change. The interaction between all our communities leads to a common understanding of issues and the way forward to solutions.

The unique interaction among the Forum's communities drives our portfolio of initiatives and projects, creating significant value for Members and constituents and real impact that improves the state of the world.

All our activities are tied together by our unique culture, combining that of a global community, a public service organization, an international organization, a business organization and an academic institution. The most significant challenge for the Forum's leadership throughout its history has been blending and balancing these cultures to ensure that what we do remains valid and valued by all our stakeholders. Our people are our strongest asset, embracing the principle of "One Forum, One Culture, One Mission". I remain passionate about leading an organization that attracts so much talent dedicated to the motto of "entrepreneurship in the global public interest".

The Forum will continue to strive to be the best at everything we do. Our cross-cutting efforts will continue to draw on all our capabilities, inspiring us to improve the state of the world with an even deeper sense of mission.

My colleagues and I at the World Economic Forum remain strongly dedicated to our Members and constituents – the lifeblood of the organization – who do incredible work. I thank them deeply for their tremendous engagement, loyalty and commitment to the spirit of entrepreneurship in the global public interest.



Klaus Schwab
Founder and Executive Chairman

Our Culture

A unique global institution



The World Economic Forum's activities are built on a single foundation: a unique and uniquely serving institutional culture. The Forum carefully blends and balances the best of many different kinds of organizations.

A global community: First and foremost, we are a multistakeholder organization, founded on a stakeholder theory which asserts that a company is accountable to all parts of society as well as its shareholders, including its employees, civil society, its customers, government and others who impact its success. As an organization that represents the global community, we actively bring stakeholders from all sectors into our interactions. This principle is built into our systems and processes, and impressed on our people from day one.

A public service organization: We are a mission-oriented, not-for-profit Foundation. We are committed to improving the state of the world and our decisions are predicated on this commitment.

An international organization: The Forum makes its contribution to global governance in the informal yet structured spaces that sit at the base of the formal multilateral legal frameworks and institutions such as the International Monetary Fund, the United Nations and the World Trade Organization. This informal sector is where those who have the power to make change – the most relevant and knowledgeable decision-makers – meet, discuss and take action on the state of the world. Our culture, therefore, must be able to speak to this sector and understand its viewpoints and approaches.

A business organization: Our Members are the world's leading companies. They expect us to use our resources in the most effective way, introducing efficient business processes wherever appropriate. We are mindful that we operate without recourse to public funds, subsidies or endowments, and operate accordingly.

An academic organization: We are a diverse interdisciplinary hub. To engage our communities at the right level and develop strategic insights that are significant enough to shape the global, regional and industry agendas, we must have world-class intellectual resources and processes. Our credibility rests steadfastly on our conceptual abilities and intellectual integrity. No corporate, government or private patronage can influence our focus.

This blend of cultures enables the Forum to build the foundations for real partnership in transformation. Our activities are rooted in ideas, not ideologies. The Forum provides an independent space in which to stimulate dialogue, shape agendas and catalyse initiatives.

Communities

A microcosm of global society

The World Economic Forum is a community of communities based on the stakeholder concept. This is the basis of our belief that all issues are solvable if the relevant decision-makers are able to interact with each other. Progress can be made only through dialogue between all stakeholders, and the power to make change is generated by real engagement.

The World Economic Forum's Members and constituents are at the heart of our activities. Their support, participation in meetings and active engagement in initiatives underscore that – despite differences in priorities, resources and expertise – they share a deep commitment to our mission of improving the state of the world.

The Forum's Members and constituents work closely with various communities of leaders from business, government, academia, civil society, media, technology, non-governmental organizations and the arts. These include the most influential, talented, innovative and inspiring individuals in their fields – people who challenge conventional thinking and are determined to make the world a better place.

Multistakeholder Communities

Our multistakeholder communities actively engage leaders from business (our Members) and the non-business sector (constituents) around three community hubs:

Government

[Governments, International Organizations and Political Leaders](#)

These leaders are engaged in all Forum activities on global, regional and industry issues. In addition, the Forum's Global Issues Group brings together the heads of leading multilateral institutions twice yearly to discuss global issues in a neutral, non-partisan setting.

www.weforum.org/constituents

Business

[Foundation Members](#)

The World Economic Forum's 1,000 Foundation Member companies are at the heart of all the Forum's activities and their support is essential in helping find sustainable and global solutions to improve the state of the world. The typical Member company is a global enterprise ranking among the top companies within their industry and/or country. Member companies play a leading role in shaping the future of their industry and/or region and, as such, are recognized among their peers and in the broader public as one of the world's leading companies.

www.weforum.org/community/foundation-members

[Strategic Partners](#)

The Strategic Partners Community comprises a select group of 100 leading global companies representing diverse regions and industries selected for their alignment with the Forum's commitment to improving the state of the world. They provide essential support and are the key

driving force behind the Forum's activities and the work of its communities. These Partners believe in the power of multistakeholder interaction to drive positive change, and work closely with the Forum to help shape the industry, regional and global agendas.

www.weforum.org/strategic-partners

Industry Partners

Industry Partners are select Member companies of the World Economic Forum that are actively involved in the Forum's mission at the industry level. With deep engagement in the Forum's multistakeholder networks and experts, these Partners bring insight to strategic decision-making on the most important industry and cross-industry related issues. This allows Industry Partners to help lead positive change across the issues and engage in action to support corporate global citizenship.

www.weforum.org/industry-partner-groups

Industry Partners are managed as communities across 20 industry groups:

- Agriculture, Food & Beverage
- Automotive
- Aviation & Travel
- Banking & Capital Markets
- Chemicals
- Energy Utilities & Technology
- Global Health & Healthcare
- Information Technology
- Infrastructure & Urban Development
- Institutional Investors, Sovereign Funds, Family Offices
- Insurance & Asset Management
- Media, Entertainment & Information
- Mining & Metals
- Oil & Gas
- Private Investors
- Professional Services
- Renewable Energy Shapers Oil & Gas
- Retail & Consumer Goods
- Supply Chain & Transportation
- Telecommunications

The International Business Council

The International Business Council, comprised of 120 chief executives, acts both as a community addressing globally relevant business issues and as an advisory body providing intellectual stewardship to the World Economic Forum. It identifies and defines relevant issues of global importance with the aim of establishing an issue-based agenda to address individually and as a community on the occasion of its biannual gatherings; to foster awareness and enhance understanding of these issues; and to reach out to other business, political, academic and civil society decision-makers whenever appropriate.

The Community of Global Growth Companies

The Community of Global Growth Companies was formed in 2007 to engage dynamic, high-growth companies with the potential to be tomorrow's industry leaders and to become a driving force of economic and social change. The community now engages over 350 companies from more than 65 countries with a strong representation from emerging markets.

www.weforum.org/community/global-growth-companies

Civil Society

The Community of Global Faith Leaders

This community engages spiritual leaders and faith-based organizations in wide-ranging discussions on ethics and values, and explores the role of religion in addressing critical global challenges, strengthening social resilience and driving social transformation.

www.weforum.org/faith

The International Media Council

The International Media Council is an informal community of 100 highly influential and respected global opinion shapers and leaders drawn from all media platforms who participate in Forum activities.

The NGO and Labour Organizations Community

This network of more than 100 global, regional and national non-governmental organizations and labour organizations bring critical civil society perspectives to our multistakeholder dialogues and ensure that the concerns of low-income and marginalized groups are reflected. These organizations are important potential partners alongside business and government in building solutions to global challenges.

www.weforum.org/ngo

The Women Leaders Community and Gender Parity Programme

The programme aims to close gender gaps by providing objective benchmarking through the annual *Global Gender Gap Report*; sourcing insights on best practices from business and government; engaging leaders in multistakeholder communities focused on closing the economic gender gap through collaboration and innovation; and spotlighting gender parity as an economic and social imperative.

www.weforum.org/women

Future-focused Communities

Technology Pioneers

The Technology Pioneers programme recognizes companies – normally in the start-up phase – from around the world that are involved in the design, development and deployment of new technologies, and that hold the promise of having a significant impact on the way business and society operate. Technology Pioneers must demonstrate visionary leadership and show signs of being long-standing

market leaders, and their technology must be proven. Each year, hundreds of innovative companies are reviewed, with approximately 30 selected as Technology Pioneers in the following categories: Information Technologies, Telecommunication and New Media, Energy and Environment, Life Sciences and Health.

www.weforum.org/community/technology-pioneers

The Forum of Young Global Leaders

The Forum of Young Global Leaders, which has its own structure autonomous of the World Economic Forum, engages exceptional leaders under the age of 40 who share a commitment to shaping a better future into processes to influence the global agenda and create positive impact.

www.weforum.org/ygl

Social Entrepreneurs

The Schwab Foundation for Social Entrepreneurship, which has its own structure autonomous of the World Economic Forum, drives social innovation and transformation. Social Entrepreneurs are at the forefront of addressing the world's most persistent social and ecological challenges such as poverty, water scarcity, food security and environmental degradation.

www.weforum.org/schwabfoundation

Global Shapers

This community, launched in 2011, includes extraordinary individuals in their twenties who want to use their leadership potential to serve society. Global Shapers are organized into local Hubs based in more than 180 cities worldwide, where they engage in projects to improve their cities. On a global basis, Global Shapers bring the voice of the 50% of the world's population under the age of 27 to ensure it is heard in all of the Forum's activities.

www.weforum.org/gs

Strategic Insight Communities

The Network of Global Agenda Councils

The Network of Global Agenda Councils is a global community of more than 1,500 premier thought leaders who are the foremost experts in their fields of academia, business, government, international organizations and civil society. Grouped in 88 Councils, its Members commit their intelligence, passion, extensive knowledge and insights to jointly shape the global, regional and industry agendas.

www.weforum.org/gac

The Global University Leaders Forum

The Global University Leaders Forum is a community of leading university presidents. The community fosters collaboration between top universities in higher education and research and other areas, and helps to shape the agenda of the World Economic Forum.

www.weforum.org/gulf

Risk Response Network

In an interdependent, fast-moving world, organizations are increasingly confronted by risks that are complex in nature and global in consequence. The World Economic Forum's Risk Response Network provides private and public sector leaders with an independent, impartial platform to map, monitor and mitigate such global risks in their regional and national contexts.

www.weforum.org/rnn

Global Competitiveness and Benchmarking Network

The Global Competitiveness and Benchmarking Network, with its annual *Global Competitiveness Report* and other topical and regional publications, offers a structured, systematic and comprehensive approach to identifying and measuring the drivers of economic performance of more than 140 economies. The network's portfolio of reports provides insight and data to inform strategies and constructive discussions among policy-makers, business leaders and civil society, while also providing material for independent academic research.

www.weforum.org/competitiveness



The Forum in Numbers

1,000

Foundation Members

Comprising the world's most significant companies, our membership includes 100 Strategic Partners who engage closely with the Forum to drive global, regional and industry agendas through our activities and initiatives. Our 400 Industry Partners participate in industry and cross-industry initiatives. All Foundation Members support our mission to improve the state of the world.

100

Strategic Partners

Strategic Partners are select Member companies of the World Economic Forum who strongly support the Forum's commitment to improve the state of the world. They are actively involved in the Foundation's endeavours at the global, regional and industry levels. Strategic Partners are also involved in Industry Partnership Programmes.

320

Industry Partners

Industry Partners are Member companies that are committed to the World Economic Forum and its mission, and participate in Industry Partnership Programmes for the relevant industry sector.

38

Communities

The World Economic Forum is a community of communities, which together makes much more than the sum of its parts. We drive our communities through a process of bonding, binding and building, which transforms them from communities of shared interests to communities of purpose and finally to communities of achievement, having a direct impact on the state of the world.

550

Staff from more than 60 Countries

Some 60% of Forum employees are women, and more than two-thirds of our people have earned Master's degrees. We have offices in Geneva, New York, Beijing and Tokyo.

350

Global Growth Companies from 50 Countries

Global Growth Companies are dynamic, high-growth companies with the potential to be tomorrow's industry leaders and the driving forces of economic and social change. Half of them are from emerging economies.

The World Economic Forum is the world's most significant multistakeholder organization, bringing together leaders from business, society and government to work together to improve the state of the world.

1,500

Global Experts

The Network of Global Agenda Councils comprises 88 Councils on global issues, each consisting of 15-20 internationally renowned experts. The network engages these experts in an ongoing formal process designed to improve the state of the world, which includes the Summit on the Global Agenda – the world's largest brainstorming session – held each November in the United Arab Emirates.

3

Annual Meetings

The World Economic Forum Annual Meeting is held in January in Davos-Klosters, Switzerland. The Annual Meeting of the New Champions, known as the Summer Davos, is held in the People's Republic of China in September. The Summit on the Global Agenda is held in the United Arab Emirates in November.

6

Regional Meetings

Meetings are held in Latin America, Africa, East Asia, India, Europe and the Middle East.

20

Industry Groups

Our Industry Partners are engaged in projects and initiatives that address pressing industry issues. We work with our Industry Partners to leverage the flow of our meetings and our ability to convene relevant stakeholders to develop strategic insights and industry impact that would not be possible if business alone were to attempt to address a given problem.

80+

Individual Projects and Initiatives

Projects and initiatives are categorized into broad global themes: health, environment, physical infrastructure, information infrastructure, education, risk resilience, mobility, economic growth and competitiveness, food security, energy security, transparency and governance, and G20 affairs.

3

Phases of Interaction

Our activities drive communities through three phases of interaction, each resulting in increased impact: stimulating dialogues and generating insights; shaping agendas and developing influence; and catalysing initiatives and generating impact.

Interaction

The source of our value creation

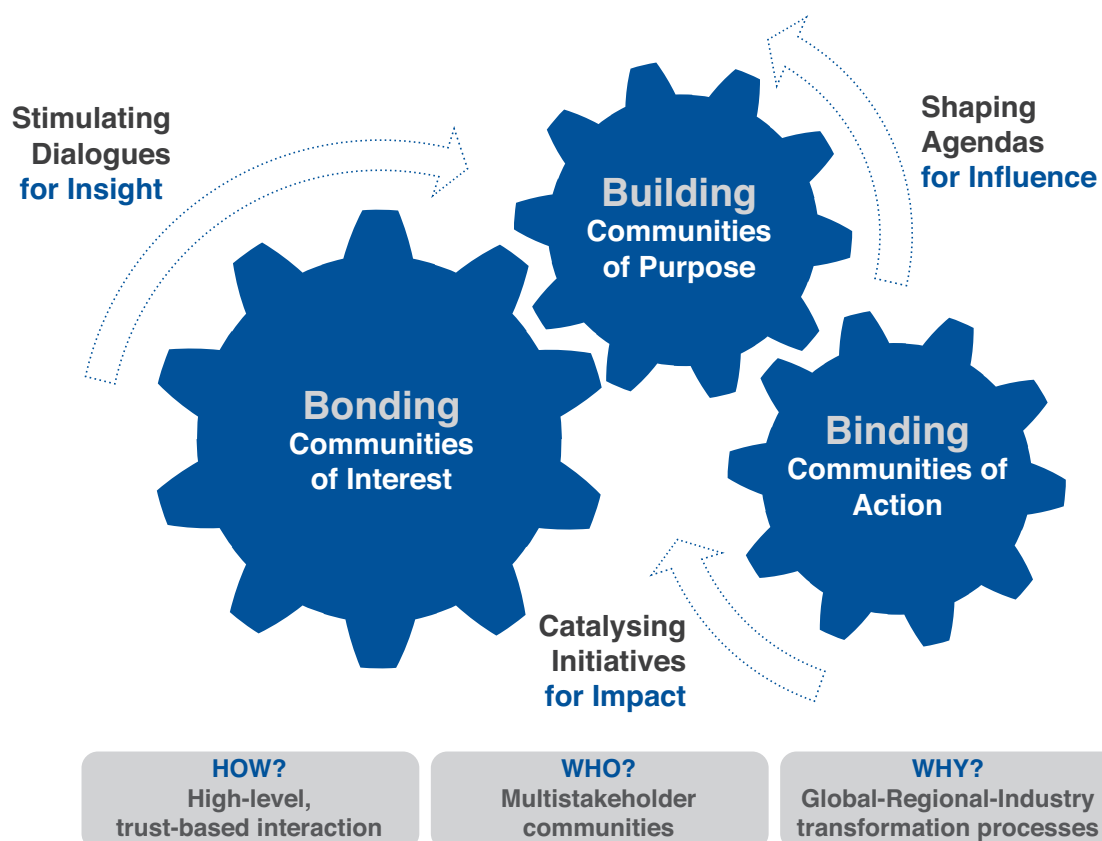
The World Economic Forum brings communities together for high-level, trust-based interaction, building the process from interaction to action. It is thanks to the power of engaged interconnectivity that the Forum creates value, optimizing information exchange and accelerating results.

By ensuring that our communities are vital enough to attract the most relevant and influential Members, but small enough to ensure that they share common interests, we facilitate the generation of insights and develop bonds between stakeholders that are otherwise elusive.

Dialogue provides the basis for developing a common agenda, an understanding of what needs to be done and a foundation for exploring how to do it. Agenda-setting leads to real achievement through a portfolio of multistakeholder projects and initiatives that build impact and actively improve the state of the world.

At each stage of interaction, Members and constituents communicate with increasing levels of engagement and formality, progressing through three phases: Bonding (dialogue), Binding (shaping agendas) and Building (action). This evolutionary process changes the nature of the community and strengthens cooperation, as participants shift from interest to purpose to achievement.

It is only by federating Members around a common goal and carrying discussion through to action that the Forum can create lasting value, enabling countries, communities, regions and industries to transform.



Within our nations, communities, corporations and individuals, excellent ideas and intentions are seldom in short supply; rather, what is lacking is a formal framework in which to successfully move from thinking to implementing. By facilitating the transition from a patchwork of projects towards more sustainable and enduring partnerships, the Forum drives change in global, industry and regional agendas and helps to improve the state of the world.

Global Agenda

World Economic Forum Annual Meeting

The World Economic Forum Annual Meeting is held every January in Davos-Klosters, Switzerland, bringing together more than 2,500 business, government and civil society leaders from over 90 countries. It remains the foremost global gathering of business leaders, offering unparalleled access and opportunity to interact with the most important political leaders, heads of NGOs and international organizations, and experts from every field.

www.weforum.org/annualmeeting

Annual Meeting of the New Champions

The Annual Meeting of the New Champions, which takes place in the People's Republic of China every September, is increasingly known as the "Summer Davos in Asia" given its focus on the global, regional and industry issues that are transforming emerging multinationals and high-growth economies. The interaction is centred on the ideas of the next generation of leaders who are shaping future business models, sustainable growth strategies and technological innovation.

www.weforum.org/amnc

Summit on the Global Agenda

Global Agenda Councils meet annually at the Summit on the Global Agenda, the world's largest brainstorming session, which is hosted in partnership with the Government of the United Arab Emirates. Through interdisciplinary, collaborative and cross-Council interactions, Council Members challenge conventional wisdom and develop new strategies and innovative solutions to address the greatest challenges facing the world. These insights and initiatives are amplified by the yearly work of the Councils to help shape the global agenda, and are integrated into the Forum's activities and communities to fulfil its mission of improving the state of the world.

www.weforum.org/gacsummit

Regional Agenda

The Forum also convenes a number of regional meetings every year. These events focus on determining the critical actions necessary to deal with regional challenges and improve competitiveness. They provide a platform for business, political and civil society leaders to take a greater role in global governance and secure the prosperity of their countries and regions. Regional meetings are regularly held in Latin America, Africa, East Asia, India, Europe and Central Asia, Russia, and the Middle East and North Africa.

www.weforum.org/events

To drive the Forum's regional interaction and diversification and bolster the work of its headquarters in Geneva, the Forum has offices in New York, Beijing and Tokyo.

Industry Agenda

Through our Industry Partnership programme, our broad portfolio of initiatives and an active programme of regional workshops and informal meetings, our Members and constituents engage in an ongoing series of industry and cross-industry activities. Issues facing global industries, categorized into 20 industry groups, from agriculture and automotive to retail and telecommunications, are addressed through the Forum's formal and informal interactions throughout the year.

www.weforum.org/issues



Insight

The building block of interaction

In a complex and volatile world, leaders must have a solid understanding of global issues and fully appreciate the scale of risks and how they are interconnected. They require sharp insights to guide them in shaping strategies and solutions to address global and regional challenges.

The interaction of the communities of the World Economic Forum at events, informal gatherings and through our online platform provides valuable information and analysis on a host of global issues. Through interaction among the Forum's Members at annual and regional meetings, the best ideas and proposals are debated and analysed by the most knowledgeable experts in their respective fields.

The World Economic Forum's role is to help determine priorities and connect the relevant decision-makers to address a particular issue or set of challenges. Collaboration among all stakeholders is the key to capturing the insights required to structure the best solutions.

Three networks drive the research and analysis that support the activities of the Forum:

Risk Response Network

Organizations are increasingly confronted by risks that are complex in nature and global in consequence. The Risk Response Network was launched in 2011 to provide private and public sector leadership with an independent platform to better monitor, prepare for, respond to and mitigate such risks in their regional and country contexts.

An exclusive and trusted community, it is strategically positioned to respond to an evolving risk landscape by leveraging the World Economic Forum's knowledge networks and multistakeholder approach.

www.weforum.org/rrn

Network of Global Agenda Councils

The Network of Global Agenda Councils is a global community made up of more than 1,500 of the world's foremost experts from academia, business, government, international organizations and civil society. Grouped in 88 Councils, Members of the network commit their intelligence, passion, extensive knowledge and insights to jointly shape the global, regional and industry agendas. They meet virtually several times a year and gather in the United Arab Emirates for their annual Summit on the Global Agenda.

www.weforum.org/gac

Global Competitiveness and Benchmarking Network

A key aspect of the World Economic Forum's research and analysis is to publish studies that allow economies and companies to benchmark their performance against others in the same region and around the world. These publications offer countries and corporations the opportunity to identify national strengths and weaknesses and determine how to achieve better results. To this end, the Forum has established its Global Competitiveness and Benchmarking Network, a select group of analysts, think tanks, industry organizations and academic institutions

around the world that works with Forum teams to produce these essential tools.

www.weforum.org/globalcompetitiveness

The Forum produces over 150 reports each year on topics ranging from competitiveness to gender equality. These reports are available to the public through the Forum website. Our flagship publications include:

The Global Competitiveness Report

The Forum has been a pioneer in the analysis of competitiveness and is widely acknowledged as the leader in producing the most authoritative benchmarking studies that provide industry, government and civil society leaders with insights into the effectiveness of policies and the factors that enhance productivity. The Forum's Global Competitiveness and Benchmarking Network also publishes reports on the competitiveness of specific regions and economies, as well as reviews of competitiveness in trade and industries.

www.weforum.org/gcr

The Gender Gap Report

The World Economic Forum is among the institutions at the forefront of driving change in mindset and practice by engaging the business community and by emphasizing the message that gender gaps have a negative impact on competitiveness. Measuring the size of the problem is a prerequisite to identifying the best solutions. Through the *Global Gender Gap Report*, the Forum has been quantifying the magnitude of gender-based disparities by country and tracking their progress over time. By providing a comprehensive framework for benchmarking global gender gaps, the report identifies those countries that are role models in dividing resources equitably between women and men, regardless of the level of development of the country.

www.weforum.org/gender

The Global Risks Report

Since 2006, the World Economic Forum's *Global Risks Report* has provided a timely analysis of the risks that are shaping the global environment. Underscored by an unprecedented pace of change, stakeholders from across business, government and civil society face a new imperative to understand and manage emerging risks.

www.weforum.org/risk

The Global Information Technology Report

This report is the world's most comprehensive and authoritative international assessment of the impact of information and communication technologies (ICT) on the development process and the competitiveness of nations. The Networked Readiness Index featured in the report examines how prepared countries are to use ICT effectively on three dimensions: the general business, regulatory and infrastructure environment for ICT; the readiness of the three key societal actors – individuals, businesses and governments – to use and benefit from ICT; and their actual usage of available ICT.

www.weforum.org/gitr

The Financial Development Report

The *Financial Development Report* measures and analyses the factors enabling the development of financial systems in a number of economies around the world. It aims to provide a comprehensive means for countries to benchmark their financial systems, establish priorities for improvement and track their progress over time. The report presents the rankings of the Financial Development Index, developed by the Forum in collaboration with the academic community, multilateral organizations and business leaders. It assembles a vast amount of data to create an assessment of the different aspects of complex financial systems, including the institutional and business environments, financial stability, banks, capital markets and overall capital availability and access.

www.weforum.org/fdr

The Global Enabling Trade Report

The Forum's *Global Enabling Trade Report* series focuses on measuring whether economies have in place the necessary attributes for enabling trade and where improvements are most needed. A widely used reference, the report helps countries in their efforts to integrate global value chains and companies with their investment decisions. It is intended to be used as a motivator for change and a foundation for dialogue.

www.weforum.org/getr

The Travel & Tourism Competitiveness Report

Tourism competitiveness is an important economic indicator and a major element in economic stimulation packages. The tourism sector is one of the largest employers in most countries and a fast-lane vehicle into the workforce for young people and women. Encouraging travel boosts consumer and business confidence, strengthens two-way trade and promotes export income.

www.weforum.org/traveltourism



Impact

A trusted partner in global, regional and industry transformation

The Forum, as a neutral and independent platform, plays an essential role in helping leaders to understand and shape the future. The Forum is a unique hub for exchange and action, contributing not just to public debates on global issues, but also to the regional, national and global policy-making processes that shape these discussions.

We enable our multistakeholder communities to address complex agendas by steering our Members and constituents to engage in comprehensive and open discussions that lead to concrete action through projects or initiatives.

By engaging experienced and enlightened experts in every field, the Forum acts as a facilitator, spurring powerful communities that for over four decades have pursued numerous initiatives that have had a lasting impact. Typically, the Forum hosts some 80 initiatives at any given time.

Examples of how the Forum's Members and constituents are having an impact are illustrated in the following cases. These stories showcase a range of partnership types – including Member companies, new businesses or governments – typical of the Forum's practice of engaging a diverse array of collaborators.

Partnering Against Corruption Initiative (PACI)

The PACI is a global anti-corruption initiative of the World Economic Forum, developed by companies for companies. PACI offers a risk mitigation platform to help companies design and implement effective policies and systems to prevent, detect and address corruption; benchmark internal practices against global best practice through peer exchange and learning; and level the playing field through collective action with other companies, governments and civil society.

Global Water Sector Transformation Project

This partnership project seeks to secure the future of water resourcing through the Water Resources Group (WRG), a powerful alliance of public, private and civil society leaders. The WRG helps governments to appreciate the impact of water scarcity on growth. As barriers to understanding water resourcing are removed, ministries are empowered to integrate efficient water resource management policies into their agendas.

New Vision for Agriculture

The New Vision for Agriculture Initiative engages high-level leaders of industry, government, international institutions, civil society and academia to realize agriculture's potential to provide food security, environmental sustainability and economic opportunity. The initiative facilitates public-private collaboration with the G8 and G20, and in 11 countries in Africa, Asia and Latin America. This includes the Grow Africa partnership, convened with the African Union and NEPAD to mobilize sustainable agricultural investment in seven countries.



Partnering for Cyber Resilience

This global, multi-industry, multistakeholder initiative aims to improve cyber resilience, raise business standards and contribute to a safer and stronger connected society. The initiative asks leaders to sign a set of principles and offers organizations tools to evaluate and improve their capabilities.

Global Strategic Infrastructure Initiative

This initiative is a collaborative reflection of the steps required to effectively deliver strategic infrastructure projects. The most strategic investments are functional and create the greatest impact in terms of economic growth, social uplift and sustainability. The initiative has identified as key challenges the lack of effective project preparation facilities and the insufficient mobilization of capital flows into the investment in physical assets.

Robust Governance, Global Citizenship

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 keywords of effective governance and are the internal, guiding principles that form the Forum's "true north". By recognizing and 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.

Recognizing that an organization is only as strong as its leadership, the Forum is guided by a Foundation Board of exceptional individuals who act as guardians of its mission and values and oversee the Forum's work in promoting true global citizenship.

Foundation Board

The Foundation Board comprises outstanding leaders from business, politics, academia and civil society. In their work on the board, they do not represent any personal or professional interests.

To reflect the Foundation Board's multistakeholder status, its membership is divided equally between Members of the business community and Members representing international organizations, academia and civil society.

Acting as a board of trustees, the Foundation Board determines and supervises the activities of the Foundation and its bodies, including approving the annual accounts and strategic direction of the Forum, as well as managing its statutes.

Two committees facilitate the work of the Foundation Board: the Executive Committee, which fulfils governance and strategic functions, and the Audit Committee, which remains in close contact with the auditors and the chief financial officer of the Forum.

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



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 Foundation Board.

Global Citizenship

The stakeholder concept is deeply interwoven with the notion of global citizenship. At the World Economic Forum Annual Meeting in 1973, the stakeholder concept became the cornerstone of the Davos Declaration, which articulated the fundamental principles of social and environmental responsibility. This played a major role in the 1970s in making world leaders aware of their collective responsibility towards the global environment. In the 1980s, the Forum was at the forefront of promoting diplomacy and public-private partnerships. In the 1990s, the Forum nurtured the development of social entrepreneurship and the integration of Young Global Leaders and women leaders.

Today, the Forum is the institution driving – conceptually and practically – global citizenship, which goes far beyond the traditional notions of social and environmental responsibility. An extension of the stakeholder concept, it expresses the conviction that governments, business or civil society cannot successfully address the challenges of our time on their own. An increasing number of problems require bilateral, regional or global solutions and, in many cases, the mobilization of more resources than any single actor can marshal.

Global citizenship entails focusing on the “global space”, which is increasingly shaped by forces beyond the control of nation states. Global corporations have not only a licence to operate in this arena but also a civic duty to contribute to sustaining the world’s well-being in cooperation with governments and civil society.

Global citizenship means engagement at the macro level on issues of importance to the world, such as climate change, water shortages, infectious diseases and terrorism. Other challenges include access to food, education and information technology; extreme poverty; transnational crime; corruption; failed states; and disaster response and relief. Each of these problems is global in scope, even if the solutions may be focused locally.

The World Economic Forum plays a central role in these efforts. It aims to provide the foremost global multistakeholder platform for world leaders to come together in communities, inspire them with strategic insights and enable them to take action through initiatives.







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