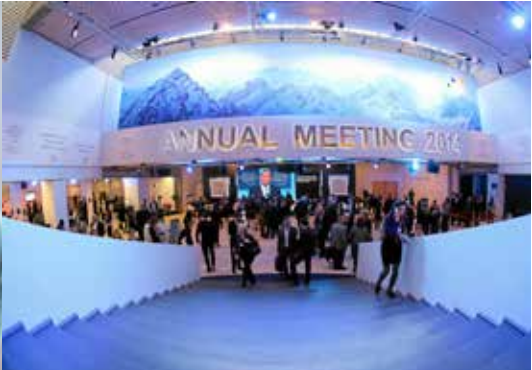


# World Economic Forum

[www.weforum.org](http://www.weforum.org)









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# Our Mission

The World Economic Forum is an international institution committed to improving the state of the world through public-private cooperation.

It builds, serves and sustains communities through an integrated concept of high-level meetings, research networks, task forces and digital collaboration.

The Forum delivers value to its Partners, Members and constituents through its annual and regional meetings; centres dedicated to global, regional and industry issues; future-oriented communities of New Champions; expert networks of Global Agenda Councils; its TopLink knowledge and interaction platform; and the Forum Academy.

The Forum was established in 1971 as a not-for-profit foundation and is headquartered in Geneva, Switzerland. It is independent, impartial and not tied to any special interests, working in close cooperation with all major international organizations. The Forum strives in all its efforts to demonstrate entrepreneurship in the global public interest while upholding the highest standards of governance. Moral and intellectual integrity is at the heart of everything it does.

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# Our Vision



Professor Klaus Schwab  
Founder and Executive Chairman

**The World Economic Forum engages political, business, academic and other leaders of society in collaborative efforts to shape global, regional and industry agendas. Together with other stakeholders, it works to define challenges, solutions and actions, always in the spirit of global citizenship.**



The world today is faster, more connected, yet more fragmented than ever. The systems and institutions that have grown up over the past century to manage global affairs are unable to adapt at the speed required. Global problems arise quickly and without warning. At the same time, new and unprecedented opportunities for growth and positive change are emerging and must be harnessed for the future of humanity.

Barriers between political, economic and social issues have dissolved. The new reality of our networked society is that global, regional and industry developments are completely intertwined; and technological revolutions are disrupting conventional decision-making processes.

To address these issues, the world needs to raise its level of cooperation. Yet this is increasingly difficult, precisely due to the growing complexity and interdependency of the world. Adapting to a globalized world requires systems, processes and institutions that:

- Take a systemic, integrated approach, establishing the links needed to create coherence and overcome compartmentalization
- Are strategic and not driven by crises, with energy focused on proactive rather than reactive measures; they must adapt to the changing world, not defend outdated modalities
- Embrace agility, constantly testing and upgrading the parameters within which decision-making takes place
- Are inclusive and effective; and develop flexible, purposeful networks (more heterarchies and fewer hierarchies)
- Demonstrate legitimacy through a clear mission statement, measurable objectives and full transparency
- Ensure that actions follow decisions and recommendations, overcoming delivery gaps and trust deficits

- Embody the ideal of global citizenship; in an interconnected world, it is in a nation's interest to strive for solutions that truly address global challenges; in this respect, the global system must always justify and reinforce its existence
- Balance vision with pragmatism and are not absorbed by bureaucracy; exhibit the patience, commitment and conviction needed to achieve change
- Solve problems by serving as a trustee of the global interest
- Strive for consensus-based decision-making.

It is within this evolving context that leaders of many kinds of organizations are increasingly drawing on the World Economic Forum. This is reflected in the steady expansion of the Forum's activities and public contributions over the years. It attests to a need within the international system for a flexible, impartial and neutral organization that is capable of helping to strengthen the formulation and implementation of global, regional and industry agendas.

To achieve this end, the Forum must engage the leading experts and resources from public, private, academic, civil society and other sources around the world. The Forum's experience since its foundation 40 years ago shows that there are few issues that cannot be advanced by convening the most relevant actors from all sectors – business, government and civil society – in a high-level, informal environment of trust.

Among international institutions, the Forum stands alone as an impartial platform for transforming dialogue into insights, insights into agendas and agendas into action. This provides the practical basis for our mission by serving as a trusted partner of all sectors of society as they respond to the profound economic, social and political changes sweeping our world.

# Our Culture

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 kinds of organizations.

*A global community:* The Forum is an organization founded on the stakeholder theory, which asserts that a company is accountable to all parts of society as well as its shareholders, including its employees, its customers, civil society, government and others who have an impact on its success. As an organization that represents the global community, the Forum actively involves stakeholders from all sectors. This principle is built into its systems and processes, and impressed on staff members from day one.

*A public service organization:* The Forum is a mission-oriented, not-for-profit foundation. It is committed to improving the state of the world and its decisions are predicated on this commitment.

*An international organization:* The Forum contributes to global governance in the informal spaces 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 space is where those with the power to make change – the most relevant and knowledgeable decision-makers – meet, discuss and take action on creating a better future for all. The Forum's culture, therefore, must be able to speak to these leaders and understand their viewpoints and approaches.

*A business organization:* Forum Members – the world's leading companies – expect the Forum to use its resources effectively and improve business processes when appropriate. The Forum operates without recourse to public funds, subsidies or endowments, and acts accordingly.

*An academic organization:* The Forum acts as a diverse, interdisciplinary hub. To engage its communities at the right level and develop significant strategic insights to help shape the global, regional and industry agendas, it must have world-class intellectual resources and processes. The Forum's credibility rests on its intellectual integrity; no corporate, government or private patronage influences its focus.

This blend of cultures enables the Forum to build the foundations for real partnership; its activities are rooted in ideas, not ideologies. The Forum provides an independent space in which to have discussions, shape agendas and launch initiatives.



# Our Centres

The World Economic Forum delivers on its mission through four business centres, each one a world-class entity in its own right. These centres are dedicated to building and serving strong communities of interest, action and purpose around the most salient global, regional and industry issues, and providing our Members and constituents with unrivalled levels of insight.

## Centre for the Global Agenda

*The leading centre for multistakeholder action on global challenges and the provision of global public good*

The Centre for the Global Agenda develops and manages the Forum's global projects. It delivers:

- Major project outcomes – substantial, internationally recognized contributions to progress on key global challenges, including global climate change, food security and sustainable agricultural growth, international trade, infrastructure, development finance, employment and skills/human capital
- Online global policy communities through the Forum's digital platform, connecting top decision-makers and experts to increase the efficiency and impact of multistakeholder international cooperation
- Recognition of the Forum as the global hub of a new and increasingly indispensable form of international cooperation to accelerate action on global challenges.

## Centre for Global Strategies

*The leading networked think tank for shaping global strategies*

The Centre for Global Strategies focuses on the intersections between geopolitics, economics, technology and society. It:

- Takes a long-term perspective
- Ensures genuine multistakeholder engagement in a safe and neutral environment
- Generates insights and drives change through engagement with key decision-makers.

The ultimate objective of the centre is to serve as the world's foremost multistakeholder think tank, building on networked communities consisting of the most knowledgeable and relevant experts and decision-makers.





## Centre for Regional Strategies

*The leading centre for shaping national and regional transformations*

The centre develops platforms for leading specific region- and country-related dialogues, taskforces and initiatives, which are focused on developing strategies based on public-private cooperation.

The Centre for Regional Strategies:

- Enables the Forum community to shape policies and catalyse impactful public-private-civic partnership cooperation in national, regional and cross-regional contexts
- Systematically integrates cross-regional, regional and national perspectives into the global and industry agendas.

## Centre for Global Industries

*The leading centre to better understand and positively contribute to the fundamental transformations reshaping industries*

The Centre for Global Industries develops and leads specific industry-related dialogues, taskforces and initiatives. It focuses on defining industry strategies around evolving ecosystems. The centre's ultimate objective is to shape global industry agendas in a strategic and socially responsible way, engaging leaders on transformational industry and cross-industry dialogues, taskforces and action-oriented communities.

The centre includes 20 industry sectors. Each engages global industry leaders, focusing on issues of critical significance to the industry, and engages with the multistakeholder community of the Forum to understand the landscape, generate insights, shape policies and catalyse action.





# Our Communities

The World Economic Forum builds and serves groups around a common interest, creating real engagement. By combining and involving these communities in events and projects, they can develop innovative solutions to the toughest problems. The Forum is built on the conviction that all issues are solvable if the relevant decision-makers are able to interact with one another. Progress is made when all stakeholders come together – the power to change is generated by a commitment to action fostered by a common passion.

The Forum's Members and constituents include the most influential, talented and inspiring individuals in their fields – people who challenge conventional thinking and are determined to make the world a better place. They are at the heart of Forum activities. Their support and active engagement in initiatives and meetings underscores – despite differences in priorities, resources and expertise – a deep commitment to improving the state of the world.

The Forum's multistakeholder communities actively engage leaders from business (Members) and the non-business sector (constituents) across three community hubs: government, business and civil society.

## Government, International Organizations and Political Leaders

These leaders and representatives from the public sector engage in Forum activities on global, regional and industry issues. This community convenes for the Informal Gathering of World Economic Leaders (IGWEL) sessions at the Annual Meeting and regional events, in which senior public figures address issues of concern on an informal and interdisciplinary basis.

In addition, the Forum's Global Issues Group brings together the heads of leading multilateral institutions to advance their own initiatives and collaborate with the Forum and others to shape responses to the most pressing global challenges. [www.weforum.org/constituents](http://www.weforum.org/constituents)

## Business

### *Foundation Members*

The Forum's 1,000 Foundation Member companies are at the heart of its activities and their support is essential in finding sustainable solutions to improve the state of the world. The typical Member company is a global enterprise ranked 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 are recognized by the public as among the world's leading companies.

[www.weforum.org/community/foundation-members](http://www.weforum.org/community/foundation-members)



### *Strategic Partners*

The Strategic Partners comprise 100 leading global companies representing diverse regions and industries. They are selected for their alignment with the Forum's mission, provide essential support, and are the 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](http://www.weforum.org/strategic-partners)

### *Industry Partners*

Industry Partners are select Member companies that are actively involved in the Forum's mission at the industry level. Deeply engaged with the Forum's networks and experts, they bring insight to strategic decision-making on the most important industry and cross-industry issues. Industry Partners lead positive change and engage in action to support corporate global citizenship.

[www.weforum.org/industry-partner-groups](http://www.weforum.org/industry-partner-groups)

Industry Partners are managed as communities across 21 industry groups:

- Agriculture, Food & Beverage
- Automotive
- Aviation & Travel
- Banking & Capital Markets
- Chemicals
- Energy Technologies
- Energy Utilities
- 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
- Retail, Consumer Goods & Lifestyle
- Supply Chain & Transportation
- Telecommunications

### *Regional Partners*

Regional Partners are select Member companies of the World Economic Forum that are actively involved in the Forum's mission and shape the agenda at a regional level. Regional Partners and Associates represent businesses, with strong regional presence or strong interest in a region, committed to leading economic and social development. With privileged access to the Forum's multistakeholder network and experts, participation brings visibility and insight to strategic decision-making on the most important regional issues.

<http://www.weforum.org/regional-partners>

### *Community of Chairmen*

As global companies strive to balance social and corporate responsibilities, the role of the chair has become increasingly important. The Community of Chairmen is a peer group of representatives from leading companies around the world, who convene in a trusted, neutral space for frank debate and learning.

### *International Business Council*

The International Business Council, comprising 120 chief executives, acts as a community addressing globally relevant business issues and as an advisory body providing intellectual stewardship to the Forum. It aims to establish an agenda to address these issues, individually and as a community, on the occasion of its biannual gatherings; to foster awareness and enhance understanding of these issues; and collaborate with other business, political, academic and civil society decision-makers.

### *Community of Global Growth Companies*

The Forum's Community of Global Growth Companies (GGCs) brings together 375 of the world's most dynamic, influential and high-growth medium-sized enterprises. GGCs include top innovators and market shapers, and are selected for their potential to have an impact on their sector, their region and around the globe. These companies share ideas and insights on regional and industry agendas, cooperate in corporate citizenship and exchange best practices on innovation and scaling. The World Economic Forum provides a global platform from which they can demonstrate their deep commitment to improving the state of the world.

[www.weforum.org/community/global-growth-companies](http://www.weforum.org/community/global-growth-companies)

## **Civil Society**

### *NGO Community*

This network of more than 100 global, regional and national non-governmental organizations brings a civil-society perspective to the Forum's multistakeholder dialogues and ensures that the concerns of low-income and marginalized groups are reflected. These organizations are important partners alongside business and government in building solutions to global challenges.

<http://www.weforum.org/community/civil-society>

### *Community of Labour Leaders*

The Forum maintains a close relationship with leaders of trade and professional organizations across sectors and geographies, and engages them in Forum activities as experts on a variety of issues. They play a critical role in shaping societal and economic trends, and work with governments and business leaders towards more inclusive and prosperous societies.

<http://www.weforum.org/community/civil-society>

### *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 global challenges, strengthening social resilience and driving societal transformation.

<http://www.weforum.org/community/civil-society>

### *International Media Council*

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

### *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. It also sources insight on best practices from business and government; engages leaders in closing the economic gender gap through multistakeholder collaboration and innovation; and spotlights gender parity as an economic and social imperative.

[www.weforum.org/women](http://www.weforum.org/women)

### *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. These companies also show promise of making 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, the Forum reviews hundreds of innovative companies across all sectors and about 30 are selected as Technology Pioneers.

[www.weforum.org/community/technology-pioneers](http://www.weforum.org/community/technology-pioneers)

### *Forum of Young Global Leaders*

Young Global Leaders are inspiring entrepreneurial leaders from all regions, sectors and backgrounds. The Forum of Young Global Leaders engages select, proven leaders under the age of 40 who share a commitment to shaping a better future by influencing the global agenda and creating social and economic value.

[www.weforum.org/ygl](http://www.weforum.org/ygl)

### *Social Entrepreneurs*

The Schwab Foundation for Social Entrepreneurship provides an unparalleled platform for highlighting and advancing leading models of sustainable social innovation. It identifies social entrepreneurs and engages them in shaping global, regional and industry agendas in close collaboration with other stakeholders of the Forum. The community comprises more than 300 outstanding social entrepreneurs from 60 countries who are tackling society's most pressing issues with entrepreneurial zeal, business solutions and the courage to innovate and overcome traditional practices.

[www.schwabfound.org/](http://www.schwabfound.org/)

### *Community of Global Shapers*

Launched in 2011, the Community of Global Shapers is a worldwide network of Hubs led by individuals in their twenties and thirties who are exceptional in their achievements and contributions to their communities. They represent all walks of life and share a spirit of entrepreneurship in the public interest. Their Hubs are based in more than 325 cities in over 155 countries worldwide, where they engage in projects that have a direct impact on their local communities. The Global Shapers also ensure that the voice of youth is integrated in regional and global arenas.

[www.weforum.org/gs](http://www.weforum.org/gs)

## **Strategic Insight Communities**

### *Network of Global Agenda Councils*

The Global Agenda Councils are a network of groups that study the most pressing issues facing the world. Each council is made up of 15-20 experts, who are invited to come together to provide interdisciplinary thinking, stimulate dialogue, shape agendas and drive initiatives. Council members meet annually at the Summit on the Global Agenda, the world's largest brainstorming event, which is hosted in partnership with the Government of the United Arab Emirates.

[www.weforum.org/gac](http://www.weforum.org/gac)

### *Global University Leaders Forum*

Composed of leading university presidents, this community fosters collaboration between top universities on higher education, research and other issues, and helps to shape the agenda of the World Economic Forum.

[www.weforum.org/gulf](http://www.weforum.org/gulf)

### *Global Competitiveness and Benchmarking Network*

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

[www.weforum.org/competitiveness](http://www.weforum.org/competitiveness)

### *Strategic Foresight*

The Strategic Foresight community engages policy-makers and business and civil society leaders in discussions that seek to understand and address complex, long-term challenges. Through scenario and systems analysis, and using the Forum's world-class scenario-planning tools and practices based on its multistakeholder approach, the community works together to develop insights that enable more effective decision-making in the face of uncertainty.

[www.weforum.org/community/strategic-foresight](http://www.weforum.org/community/strategic-foresight)



# Our Insight

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

The 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 find effective and sustainable solutions.

A number of the Forum's communities – such as the Network of Global Agenda Councils and the Strategic Foresight community – are structured as “insight networks”, which use the multistakeholder model to generate deeper understanding of issues and the interconnections between them.

## Reports and Publications

The Forum produces over 100 reports each year on topics ranging from competitiveness to gender parity. These reports are available to the public through our website. Forum 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 insight 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](http://www.weforum.org/gcr)

### *The Gender Gap Report*

The World Economic Forum is at the forefront of driving change in mindset and practice by engaging the business community and 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. The Global Gender Gap Report quantifies the magnitude of gender-based disparities by country and tracks their progress over time. By providing a comprehensive framework for benchmarking 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](http://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/globalrisks](http://www.weforum.org/globalrisks)



### *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 report's Networked Readiness Index examines how prepared countries are to use ICT effectively on three dimensions: the general business, regulatory and infrastructure environment for ICT; the readiness of individuals, businesses and governments to use and benefit from ICT; and their actual usage of available ICT.

[www.weforum.org/gitr](http://www.weforum.org/gitr)

### *The Global Enabling Trade Report*

This report series measures whether economies have the necessary attributes in place for enabling trade and where improvements are most needed. The report is a widely used reference and helps countries to integrate global value chains and companies with investment decisions. It is intended to be used as a motivator for change and a foundation for dialogue.

[www.weforum.org/getr](http://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/ttcr](http://www.weforum.org/ttcr)



# Our Impact

In tackling the many challenges facing the world, good ideas and intentions are seldom in short supply. What are often lacking are frameworks to structure, prioritize and move from insight to implementation. The World Economic Forum provides such a platform for the stakeholders of global society.

The Forum is a hub for exchange and action, contributing not only to public debates on global issues but also to the policy-making processes that shape these discussions. The Forum enables its communities to address complex agendas by steering its Members and constituents to engage in open discussions that lead to action through projects or initiatives.

The Forum's projects and initiatives typically aim to accomplish one of three objectives:

- To understand the context through **strategic dialogues** (bonding communities of shared interest)
- To develop solutions to key challenges by **shaping agendas** (binding communities of shared purpose)
- To advance issues by **catalysing action** (building communities of shared action)

The Forum's portfolio of more than 80 projects includes:

## *Public-Private Cooperation on Climate Change*

The Forum is collaborating with the United Nations to develop public-private cooperation on key areas of climate change; this cooperation is designed to have a tangible impact by 2020, when a new global agreement is scheduled to start. The portfolio of activities will form part of the UN Secretary-General's Climate Summit in September 2014, and will progress as a structured project through 2015.

## *New Vision for Agriculture*

This initiative aims to achieve food security and agricultural sustainability through market-based solutions. It brings together governments, corporations, international organizations, farmers' associations and academics to align efforts and take action at the global, regional and country level. The initiative collaborates with the G8 and G20, and has catalysed partnerships in 14 countries across Asia, Africa and Latin America.

## *Financial Inclusion*

Less than half of the world's working-age population has access to affordable financial services. This project addresses issues such as access to credit, savings, insurance, financial capability and regulatory environment. It creates opportunities for collaboration to tackle key issues, share best practices and identify a joint innovation agenda.

## *New Vision for Arab Employment*

In the face of the world's highest rate of youth unemployment, the New Vision for Arab Employment initiative provides a neutral platform for top-level leaders from government, business and civil society to share knowledge and best practice, as well as advance common action for creating employment in the Middle East and North Africa.

## *Hyperconnected World*

Hyperconnectivity is the increasing digital interconnection of people – and things – anytime and anywhere. By 2020, there will be 50 billion networked devices in the world. This level of connectivity will increasingly be part of our everyday lives, from the cars we drive and medicines we take to the jobs we do and the governance systems under which we live. Digital technology will lead to profound social, political and economic consequences. The aim of this cross-industry project is to help decision-makers grasp the nature of the hyperconnected world and reflect on their collective role in shaping it.



# Our Meetings

The World Economic Forum brings communities together for high-level, trust-based interaction. Its programmes are designed to build value from interaction – through meetings and workshops – to action that culminates in projects and initiatives. The Forum creates value by building the commitment and engagement of its Members and constituents to achieve tangible impact in improving the state of the world.

By ensuring the vitality of its communities and attracting the most relevant and influential Members sharing a common interest, the Forum facilitates the generation of insight and development of bonds between stakeholders that might otherwise be elusive.

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 process changes the nature of the community and strengthens cooperation as participants shift from interest to purpose to achievement.

The Forum's events are not conventional conferences, but are part of a continuous process of interaction for its communities. The Forum has three annual meetings:

**The World Economic Forum Annual Meeting** in Davos-Klosters, Switzerland, convenes 2,500 global leaders from business, government, international organizations, academia and civil society in a series of strategic dialogues. Held in January, the Annual Meeting shapes the global, regional and industry agendas for the year ahead.

**The Annual Meeting of the New Champions** is the world's foremost global gathering on innovation, entrepreneurship, science and technology. Held in the People's Republic of China each September, it is designed to bring together the ideas of the next generation of leaders who are shaping future business models, sustainable growth strategies and technological innovation.

**The Summit on the Global Agenda** is the biggest annual brainstorm in the world, and brings together more than 700 members of the Forum's Global Agenda Councils. Held in collaboration with the Government of the United Arab Emirates in November, the Summit provides important input for shaping the agenda of the World Economic Forum Annual Meeting.

The Forum also convenes a number of meetings each year to discuss regional and national challenges. The programmes of these meetings are integrated with the Forum's Annual Meetings, creating an ongoing process of interaction. Each regional meeting is developed in cooperation with the government of the host nation.



# Virtual Interaction

## TopLink

Forum gatherings around the world bring together top leaders from all parts of society in an atmosphere of trust. The same is true online, where Forum Members and constituents collaborate on TopLink, the Forum's community platform for interaction interaction and collaboration. In addition to providing space for peer-level interaction, TopLink combines exclusive content streams to add value to the Forum's diverse communities of interest, purpose and achievement. TopLink uses the latest web technologies to provide a personalized experience for each user. Features include:

- Interactive programme functionalities to enhance participation in Forum events
- Digital networking, matchmaking and messaging services to improve community building
- Project management and engagement tools to support Member and Partner participation in Forum initiatives and projects
- Data analysis and benchmarking tools
- Unique insights on specific global challenges through exclusive video briefings and articles.

## The Global Agenda Platform

The Forum's Global Agenda Platform is a collaboration system that enables closer cooperation of multistakeholder communities of top decision-makers and experts working on specific global challenges. It aims to serve the international community by providing more efficient means to combine the expertise and resources of governments and non-state actors, accelerating progress on global challenges that require a more public-private or interdisciplinary approach.

The Global Agenda Platform is guided by the Global Issues Group – a community of heads of interaction organizations – and the International Business Council (IBC), and relies on the engagement of the Forum's Network of Global Agenda Councils. In particular, it provides the Forum's Strategic Partners with a unique opportunity to engage in corporate global citizenship efforts in which firms perceive a direct stake in the strength of the international system and apply relevant business competencies to challenges of governance and collective action.

## Forum Academy

[forumacademy.weforum.org](http://forumacademy.weforum.org)

Forum Academy designs a curriculum and learning environment to help current and future leaders enhance their contextual awareness and strengthen their decision-making capabilities. To do so, Forum Academy updates provide applied knowledge, adaptive content, agile learning, accelerated learning outcomes and certification.

Each update leverages the Forum's multistakeholder network of leading experts and practitioners from academia, business, government and civil society to provide an unparalleled 360° perspective on the most critical global, regional and industry issues. Forum Academy empowers participants to better navigate the complexity, velocity and interdependence of today's challenges by providing the most updated knowledge and strategic foresight on global, industry and regional topics.

Forum Academy delivers content in a manner that maximizes learning, specifically, by adapting to the learning styles of today's leaders, and by leveraging the best practices in digital-learning pedagogy. Each update, through a continuous, curated learning environment, enables purpose-oriented "social" interaction and peer-to-peer learning. In doing so, the Forum creates online what it does offline – curating communities to maximize interaction.



# Our Governance

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.

The Managing Board acts as the executive body of the Foundation.

## Members of the Foundation Board

As of 1 September 2014

### **Klaus SCHWAB\***

Chairman of the Foundation Board, World Economic Forum

### **Patrick AEBISCHER**

President, Swiss Federal Institute of Technology of Lausanne, Switzerland

### **H.M. Queen Rania AL ABDULLAH**

of the Hashemite Kingdom of Jordan

### **Mukesh AMBANI**

Chairman and Managing Director, Reliance Industries, India

### **Peter BRABECK-LETMATHE\***

Chairman of the Board, Nestlé, Switzerland  
Vice-Chairman of the Foundation Board of the World Economic Forum

### **Mark CARNEY Chairman,**

Financial Stability Board; Governor of the Bank of England

### **Victor CHU\***

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

### **Orit GADIESH\*\***

Chairman, Bain & Company, USA

### **Carlos GHOSN\*\***

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

### **Herman GREF**

Chairman of the Board and Chief Executive Officer, Sberbank, Russia

### **Angel GURRÍA**

Secretary-General, Organisation for Economic Co-operation and Development

### **Susan HOCKFIELD**

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

### **Donald KABERUKA**

President, African Development Bank, Tunisia

### **Klaus KLEINFELD\***

Chairman and Chief Executive, Alcoa Inc., USA

### **Christine LAGARDE**

Managing Director, International Monetary Fund, Washington DC

### **Jack MA**

Executive Chairman, Alibaba Group, People's Republic of China

### **Luis MORENO**

President, Inter-American Development Bank, Washington DC

### **Indra NOOYI\***

Chairman and Chief Executive Officer, PepsiCo, USA

### **Peter SANDS\*\***

Group Chief Executive, Standard Chartered, United Kingdom

### **Joseph SCHOENDORF\***

Venture Partner, Accel Partners, USA

### **Jim Hagemann SNABE**

Member of the Board, SAP AG, Siemens AG, Allianz SE, Germany

### **Heizo TAKENAKA\*\***

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

### **George YEO YONG-BOON**

Visiting Scholar, Lee Kuan Yew School of Public Policy; Minister of Foreign Affairs of Singapore (2004-2011)

### **Min ZHU**

Deputy Managing Director, International Monetary Fund, Washington DC

\*Member of the Executive Committee

\*\*Member of the Audit Committee



# 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.







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

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The World Economic Forum is an international institution committed to improving the state of the world through public-private cooperation in the spirit of global citizenship. It engages with 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 independent, impartial and not tied to any interests. It cooperates closely with all leading international organizations.

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**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)

**World Economic Forum  
Beijing Representative Office**  
501-503, West Tower  
World Financial Centre  
No. 1 East 3rd Ring Middle Road  
Chaoyang District, Beijing 100020  
People's Republic of China

Tel.: +86 10 6599 9500  
Fax: +86 10 6599 9501/02

**World Economic Forum  
Japan Office**  
Roppongi Hills Mori Tower 49F  
6-10-1, Roppongi, Minato-ku  
Tokyo 106-6149  
Japan

Tel.: +81 (0)3 5771 0067  
Fax: +81 (0)3 5771 0068

**World Economic Forum USA**  
3 East 54th Street, 18th Floor,  
New York, NY 10022, USA

Tel.: +1 212 703 2300  
Fax: +1 212 703 2399