

Shape a Better Future

Engage with the World Economic Forum





How can we manage the speed, scale and complexity of our interconnected world?

Disruption is no longer confined to individual industries, countries or regions. One single innovation has the power to impact entire global structures.

The world is experiencing unprecedented change driven by the technological shifts of the Fourth Industrial Revolution. For example, 3D printing products close to the point of consumption will dramatically increase the reach of producers and convenience for consumers. Yet, it will also disrupt traditional supply chains and oblige policy-makers to think differently. Meanwhile, autonomous vehicles will create dramatic changes in urban planning and design, and insurance markets.

Such shifts are happening at an unprecedented pace across global systems. Leadership in this unpredictable and complex environment requires a platform to gather stakeholders from across society to work together for sustained, positive and systemic change.

Broadening perspectives and amplifying impact

Leaders often tell us they face a daunting array of challenges and are under ever-greater scrutiny from shareholders, government, the media and the public.

Crisis management means that larger, long-term questions are often left unanswered; this is significant because long-term opportunities and threats are not confined to immediate spheres of activity or single geographic regions. As a further complication, the sheer volume of information available and speed at which it expires makes navigating beyond the immediate context increasingly difficult, and quickly makes business plans outdated.

A broader view of the connections between industries, regions and systemic issues is essential for leaders to effectively manage complex evolution. Leaders need a platform that facilitates engagement on a systemic level and brings together people with the power to reach common agreement and shape a better future.

How does the Forum enhance global governance?

The World Economic Forum is the international organization for public-private cooperation, headquartered in Geneva, Switzerland. Established in 1971, its mission is to improve the state of the world.

Given the complexity of global governance, no single actor can address systemic issues in isolation. The Forum provides businesses, governments and civil society with an independent, impartial and future-oriented platform to amplify their efforts to influence sustained, positive change.

The Forum uses its considerable organizational capacity – including convening power, excellence in community management, insight generation and interaction technology – to facilitate multistakeholder interaction and impact.

The Forum builds consensus on today’s most pressing challenges, develops strategies to enhance global governance and masters the Fourth Industrial Revolution through its System Initiatives.

The new **Center for the Fourth Industrial Revolution** in San Francisco, USA, focuses on Fourth Industrial Revolution governance. The Center is accelerating global cooperation to achieve the greatest positive impact from new technologies.

What makes the Forum unique:



As the international organization for public-private cooperation, we bridge the public and private spheres, and have developed trusted relations with governments, international organizations, and regulatory agencies.



Our global “community of communities” integrates a diverse and inclusive set of stakeholders from the public and private sectors, academia, technology disruptors, civil society leaders, international organizations and youth.



Our convening power as the world’s foremost organizer of the highest-level meetings.



Our strategic insight capabilities, as shown through our numerous contributions to global, regional and industry related thought leadership.



Our capability to create impact, as shown through initiatives that are positively influencing the lives of millions of people.



Our development of digital platforms to facilitate interaction, event and knowledge management.



Our ability to integrate the general public through a strong presence on social media and proprietary publishing activities.



Our position as the thought leader on the Fourth Industrial Revolution, focusing on the business, political, economic and social impact of technological progress.

System Initiatives: Enabling positive action across systemic issues

The challenges facing our societies are deeply enmeshed in complex systems. Issues do not exist in isolation. And yet, most formal cooperation occurs within specific stakeholder groups, rather than across them.

Global trade, for example, must be considered in the context of issues as diverse as the rise of virtual currencies, geopolitical stability and income equality.

The World Economic Forum provides a platform for leaders to focus on a future beyond their immediate environment and develop a forward-looking view in an increasingly interconnected world. The Forum's System Initiatives connect stakeholders within and across industries and regions so they can more effectively combine expertise and resources to deliver positive change.

Each System Initiative is supported by a governance framework that incorporates the broadest spectrum of interests. Stewards comprise leading representatives from government, civil society, business and the world's top academic institutions, as well as young scientists and technology disruptors.

The goal is to harness the Forum's many unique features – including diverse communities, ability to convene leaders, trusted facilitation, cutting-edge digital platform and interdisciplinary orientation – to create the global multistakeholder cooperation needed to address 21st century challenges.

Whatever the initiative and wherever its origins, the Forum provides a trusted and impartial platform for all stakeholders to achieve positive system-wide impact.

System Initiatives

Each System Initiative is designed to stimulate an effective public-private response to a complex challenge. Systems leadership cultivates a shared vision for change, empowering widespread innovation and action, and enabling mutual accountability. Engagement with a System Initiative provides partners with the opportunity to contribute to sustainable results.



Shaping the Future of Consumption

How can technological disruption drive enhanced models of consumption with sustainable benefits for business and society?



Shaping the Future of Digital Economy and Society

How can public-private collaboration realize digital technology's potential to benefit humankind?



Shaping the Future of Economic Progress

How can the world strengthen growth and equality at the same time?



Shaping the Future of Education, Gender and Work

How can talent be reinforced through public-private cooperation to meet the demands of the 21st century?



Shaping the Future of Energy

How can an effective transition to a more sustainable, secure and affordable energy system be enabled?



Shaping the Future of Environment and Natural Resource Security

How can the world achieve inclusive economic growth while combating climate change and other natural resource challenges?



Shaping the Future of Financial and Monetary Systems

How can the global financial system reinforce its contribution to sustained economic growth and social development?



Shaping the Future of Food Security and Agriculture

How can the world feed 9.7 billion people by 2050?



Shaping the Future of Health and Healthcare

How can the world deliver healthy lives and healthcare for 9.7 billion people by 2050?



Shaping the Future of Information and Entertainment

How can a sustainable flow of information, content and data inform, entertain, and educate while empowering society?



Shaping the Future of International Trade and Investment

How can trade and investment drive growth and development?



Shaping the Future of Long-Term Investing, Infrastructure and Development

How can the world sustainably close the annual \$1 trillion infrastructure investment gap?



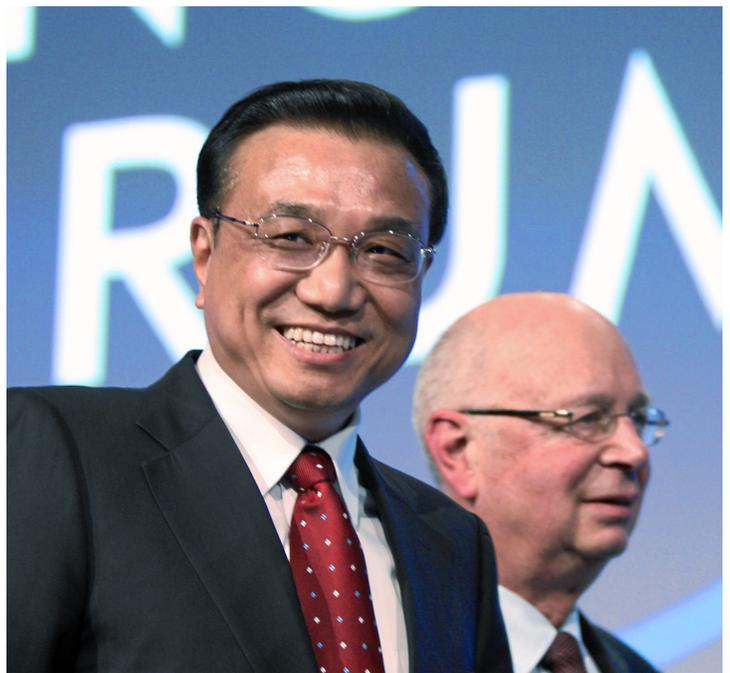
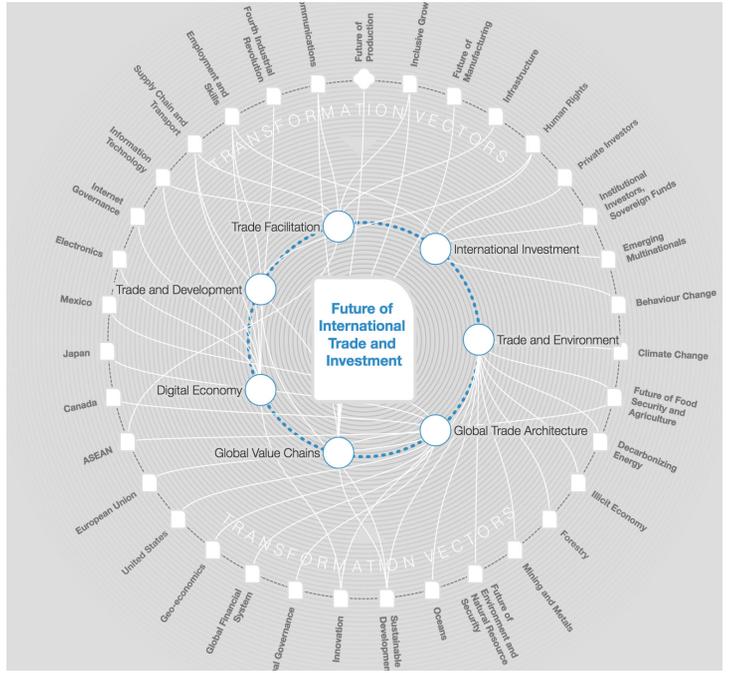
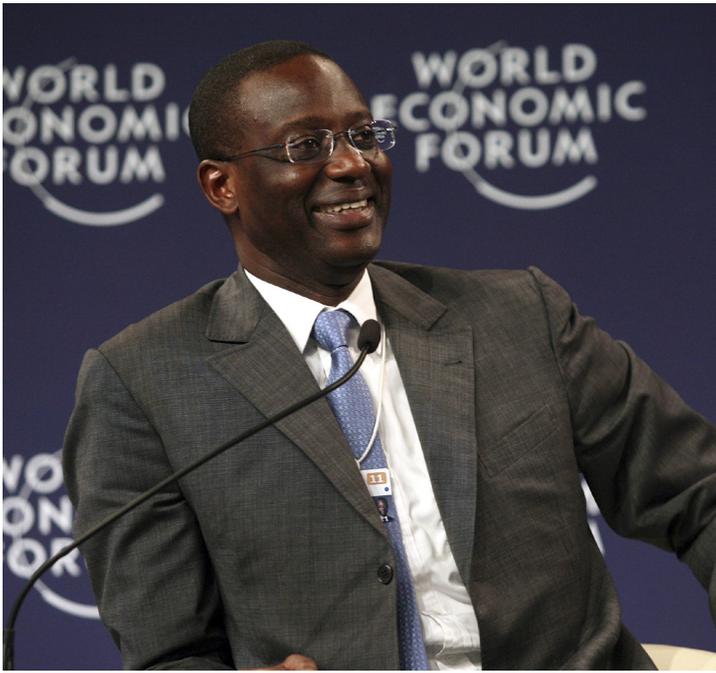
Shaping the Future of Mobility

How can the transformation to a secure, inclusive and smart global mobility system be accelerated?



Shaping the Future of Production

How can the transformation of production systems drive innovation, sustainability and employment?



Contextual intelligence for systems leadership

The Forum offers constituents a wide range of tools and networks to enhance knowledge and collaboration

- TopLink is the World Economic Forum's digital collaboration and knowledge platform. It provides:
 - Online access to a vast global network, including the world's foremost experts
 - Information about all Forum projects, meetings, activities and initiatives
 - Access to Transformation Maps
- Transformation Maps allow users to explore the connections between systemic issues, and thus better understand the forces shaping our world. Covering an extensive range of topics – from artificial intelligence and robotics to healthcare and transport – Transformation Maps reflect the breadth and depth of Forum communities' knowledge of today's most pressing issues. They integrate the latest machine intelligence technology to capture insights from over 200 trusted sources.

With Transformation Maps, users can connect with a community of the world's leading experts, gaining access to insights that are broad, deep and up-to-the-minute. Transformation Maps cover more than 120 insight areas, including global issues, regions and industries.

- The Forum's Knowledge App, which provides access to TopLink and Transformation Maps.
- The Forum's Global Future Councils and a network of over 6,000 experts, who provide expert support and guidance.
- Forum meetings offer opportunities for constituent-curated sessions, programme co-design and informal interaction with global leaders.
- Crowdsourced ideas and fresh perspectives from Forum communities including the Young Global Leaders, Global Shapers, Social Entrepreneurs, Technology Pioneers and Young Scientists, and from other stakeholders including civil society representatives, media leaders and international organizations.
- Media impact and public engagement through the Forum's strong social media presence (over 8.4 million followers on multiple platforms), the Agenda blog and media partnerships.

Knowledge Engagement*

Knowledge engagement with the Forum provides the contextual intelligence leaders need to identify, understand and anticipate technological, economic and societal transformations. Partners selecting Knowledge Engagement access:

- A Transformation Workshop to develop a customized, company-specific Transformation Map. With your executive team, the Forum will create a customized Transformation Map to:
 - Unearth new perspectives
 - Align the executive team on which transformations are most relevant
 - Monitor developments in areas of strategic importance
 - Communicate strategic priorities across the organization
- Access to TopLink, Transformation Maps and the Knowledge App for up to 200 of your staff
- Five licences to the Studio Mapping Tool, which allows users to create and share their own Transformation Maps

*Knowledge Engagement is available to Strategic Partners

Regional engagement

As the international organization for public-private cooperation, the Forum is uniquely positioned to further multistakeholder dialogue and partnerships in all of the world's major regions. Partners may engage fully with a region as a distinct engagement track. This offers deeper insight into the region's dynamics, markets, civil society, policy-making and business communities.



The Forum offers regional engagement in:

- Africa
- ASEAN
- China
- Europe and Eurasia
- Latin America
- Middle East and North Africa
- South Asia

Regional Strategy Group

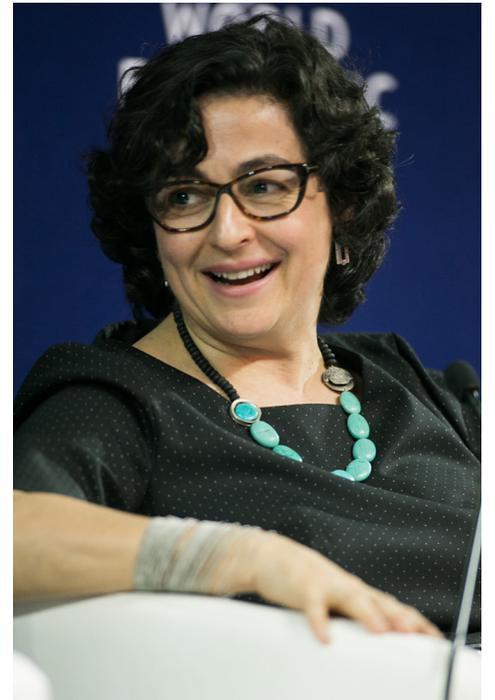
The multistakeholder Regional Strategy Group provides the highest level of strategic guidance for the Forum's regional agenda and engages on systemic issues in a regional context.

Regional Business Council

The Regional Business Council (RBC) comprises business leaders committed to driving public-private collaboration on a regional level. Partners choosing a regional engagement track are entitled to join the RBC.

Regional Meetings

Regional Meetings promote interaction and dialogue to strengthen relationships on a regional level. Each year, the Forum hosts Regional Meetings and National Strategy Days in a range of countries.





Community engagement

The Forum cultivates an interconnected network of communities that extend beyond each member's immediate peer group to enhance interaction and collaboration.

Partners may engage with five communities of action:

Family Business Community

Comprised of the world's leading family business owners and their next generation, this community is united in a commitment to sustain entrepreneurial activities over generations and to champion the role of business in society as global corporate citizens.

Global Shapers

The community comprises over 6,000 young people based in more than 450 cities in 170 countries and territories. They are organized into a network of Hubs dedicated to creating local impact. Together, they form a powerful source of grass-roots knowledge and global youth perspectives.

Social Entrepreneurs

The Schwab Foundation for Social Entrepreneurship provides global exposure to the world's most promising social enterprise models, and facilitates wider adoption and scaling. The community comprises over 330 established entrepreneurs who operate in more than 70 countries and tackle the world's most pressing issues.

Technology Pioneers

This global community of trailblazing companies informs and influences business and policy decision-makers through the contribution of new perspectives and innovations that address long-term global concerns. Technology Pioneers come from a wide range of sectors, including life sciences and health, energy, environment and information technologies.

Young Global Leaders

The Forum of Young Global Leaders is a unique and diverse community of the world's most outstanding next generation leaders. The community comprises nearly 900 leaders aged under 40. Coming from all walks of life, all regions and all stakeholder groups, they work together to shape a better future.

The Philanthropic Organizations also form a community, which provides a platform for private independent foundations to contribute their expertise to the System Initiatives. Community members enhance their impact and influence global strategic conversations through active participation in the Forum's multistakeholder network.

Deeper engagement amplifies your ability to shape the future

Members and partners can benefit from tailored levels of engagement, based on their strategy. The deeper a company’s engagement, the greater its ability to shape the agenda across System Initiatives, Regions and Communities.

Full engagement with the World Economic Forum is reserved for the 1,000 leading companies from around the globe with the scale and ambition to shape a better world. Partnering companies join the World Economic Forum Annual Meeting in Davos, and participate in or steer projects and initiatives. For maximum impact, your organization can engage as an:

<p>Associate Partner</p> <p>Associates are companies with specific interests, engaging in one System Initiative, region or community.</p> 	<p>Partner</p> <p>Partners are the engine behind many of the Forum’s most important initiatives and projects. They engage with up to three System Initiatives, regions or communities.</p> 	<p>Strategic Partner Associate</p> <p>Strategic Partner Associates pursue deeper and broader engagement with Forum activities. They engage in up to four System Initiatives, regions or communities.</p> 	<p>Strategic Partner</p> <p>Strategic Partners are the 100 most engaged Forum partners, providing essential support and driving many Forum activities. They engage in up to six System Initiatives, regions or communities.</p> 
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The world’s top innovators, market shapers, disruptors and regional champions can engage as Forum Members. We bring these businesses together every year, along with policy-makers, young scientists, technology pioneers, academia and civil society, at the Annual Meeting of the New Champions in China, the world’s foremost meeting on innovation, technology and science. Forum Members also convene at tailored workshops and regional meetings throughout the year.

Your engagement tracks

Partnership allows you to select which System Initiatives, Regions or Communities will become part of your company's continuous engagement with the Forum.

System Initiatives



Shaping the Future of Consumption



Shaping the Future of Digital Economy and Society



Shaping the Future of Economic Progress



Shaping the Future of Education, Gender and Work



Shaping the Future of Energy



Shaping the Future of Environment and Natural Resource Security



Shaping the Future of Financial and Monetary Systems



Shaping the Future of Food Security and Agriculture



Shaping the Future of Health and Healthcare



Shaping the Future of Information and Entertainment



Shaping the Future of International Trade and Investment



Shaping the Future of Mobility

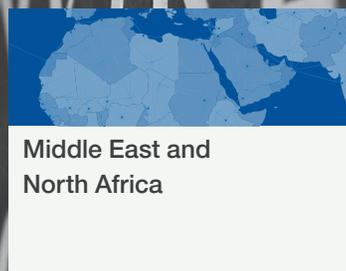
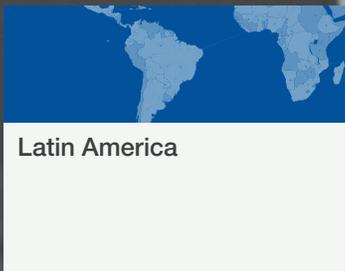
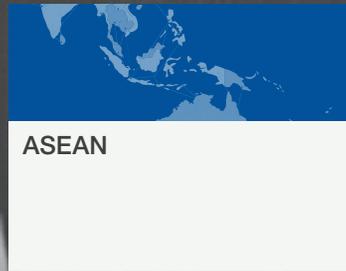
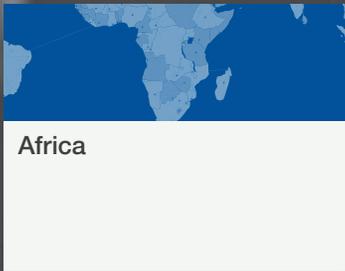


Shaping the Future of Long Term Investing, Infrastructure and Development

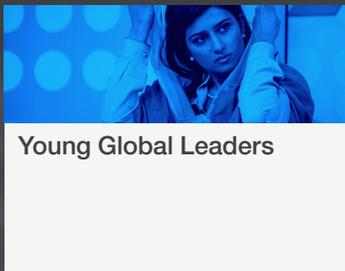
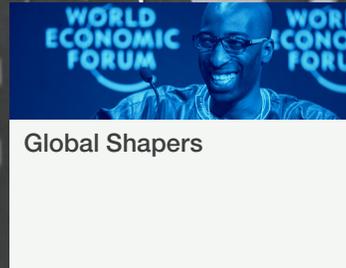


Shaping the Future of Production

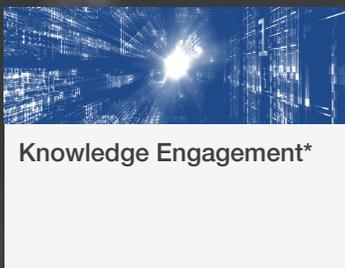
Regions



Communities



Contextual Intelligence



*Knowledge Engagement is available to Strategic Partners



Enabling dialogue and action within an industry context

Partner companies that are shaping their industry in a socially responsible way will be invited to join the industry community, where they can collaborate with peers to set and advance the industry agenda. Each of our 22 industries brings together select CEOs in a Governors community, and their strategy officers in a Strategy Officers community. These communities meet in a trust-based setting to anticipate future trends and redefine value chains in close cooperation with regulators, thought leaders and policy-makers.

Basics

- Chemistry and Advanced Materials
- Mining and Metals

Consumer

- Agriculture, Food and Beverage
- Retail, Consumer Goods and Lifestyle

Energy

- Electricity Industry: Energy Technologies and Utilities
- Oil and Gas
- Oil and Gas Independents
- Oil Field Services and Equipment

Financial Services

- Banking and Capital Markets
- Insurance and Asset Management

Infrastructure and Urban Development

Investors

- Institutional Investors, Sovereign Funds
- Private Investors

IT and Telecommunications

- Digital Communications
- Electronics
- Information Technology

Global Health and Healthcare

Media, Entertainment and Information

Mobility

- Aerospace
- Automotive
- Aviation, Travel and Tourism
- Supply Chain and Transport

Professional Services

Governors Community

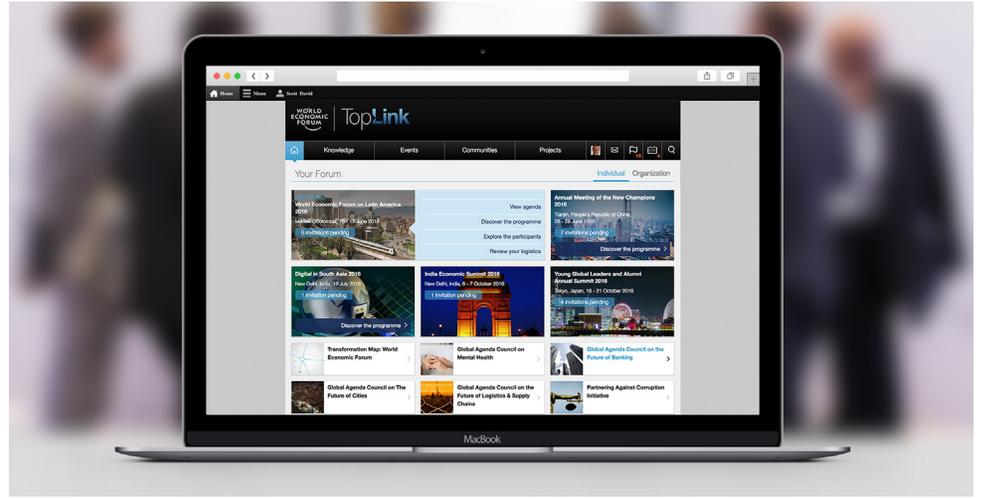
CEOs of the foremost companies are eligible to join their peers in a Governors community that convenes at the Annual Meeting in Davos to share their vision for the future and the transformation of the industry.

Steering Committee

A small group of selected Governors act as the governing body of the industry community, setting the agenda for the Governors meeting and acting as active advisors throughout the year.

Strategy Officers Community

Chief Strategists of the foremost companies are invited to represent their respective Governor in a Strategy Officers community. The community meets physically and virtually to identify cross-industry trends, shape the industry agenda and provide input for the Governors meeting.



A seamless online and offline experience

The Forum offers continuous engagement throughout the year, with seamless integration of virtual and physical activities.

Fluid, longer-term interactions are essential to address the complex, interconnected issues facing today's leaders. We hold four annual meetings:

1. **The Annual Meeting** remains the foremost creative force for engaging the world's top leaders to shape the global, regional and industry agendas at the beginning of each year in Davos-Klosters, Switzerland.
2. **The Annual Meeting of the New Champions**, held in China, is the world's foremost meeting on innovation, technology and science.
3. **The Annual Meeting of the Global Future Councils**, held in the United Arab Emirates, brings together the world's leading experts to share insights on the most pressing global challenges.
4. **The Industry Strategy Meeting** brings together Industry Strategy Officers to shape the future of industry and engage in cross-industry dialogue.

In addition, our regional and national strategy meetings provide focused engagement on the issues dominating regional and local agendas.

An ongoing programme of workshops, roundtables and meetings on issues relevant to each engagement track provides opportunities to further drive purpose and action.

The Forum is at the forefront of a digital revolution, working with its partners to shape the nature of multistakeholder collaboration in the digital world.

We use our online platform, TopLink, to deliver rich content in context and to foster community engagement. TopLink also provides access to Transformation Maps, allowing organizations to effectively navigate the changing landscape of our world today.

The Knowledge App gives partners exclusive content from leading sources aligned to the Transformation Maps framework, and the Forum's Events App provides dynamic, real-time content from our meetings.

The Forum's mobile apps



Forum Knowledge

available on App Store, Google Play



Forum Events

available on App Store, Google Play or Windows Store



The Center for the Fourth Industrial Revolution

The World Economic Forum Center for the Fourth Industrial Revolution in San Francisco, USA, has been established to accelerate global cooperation on Fourth Industrial Revolution governance.

The Center convenes the world's leading technology companies, dynamic start-ups, policy-makers, international organizations, regulators, business organizations, academia and civil society. Together, we use applied research to create norms, principles and frameworks that can be adopted by policy-makers, legislators and regulators.

Projects include:

- Artificial Intelligence and Machine Learning
- Blockchain and Distributed Ledger Technology
- Digital Trade and Cross-Border Data Flows
- Future of Drones and Tomorrow's Airspace
- Future of Urban and Autonomous Vehicles
- IoT and Connected Devices
- New Production Technologies: Robotics and 3D Printing
- Precision Medicine
- 4IR for the Earth

We are governed by world-class leaders

The World Economic Forum is the international organization for public-private cooperation, committed to improving the state of the world.

Striving to model world-class corporate governance, the Forum is guided by the principles of legitimacy, accountability, transparency and concerted action.

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

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

André Hoffmann, Non-Executive Vice-Chairman, Roche, Switzerland

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

Ursula von der Leyen, Federal Minister of Defence of Germany

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

Yo-Yo Ma, Cellist

Forum leadership is driven by the Board of Trustees, whose role is to ensure that we promote true global citizenship, in keeping with our mission. It is comprised of outstanding global leaders from the business community, international organizations and civil society. The Managing Board acts as the executive body of the World Economic Forum. It reports to the Board of Trustees and ensures that activities fulfill our mission.

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*Member of the Governance Board

**Member of the Audit & Risk Committee





Work with us to shape a better future

The World Economic Forum offers leaders an opportunity to work with the world's most powerful platform for interaction, engagement and impact. The Forum convenes leaders from different disciplines in a trusted environment with the aim of making positive change.

Membership is by invitation only, and is restricted to top-level leaders of global organizations committed to improving the state of the world.

Whether you are interested in one of our many existing initiatives, or have an entirely new issue that you would like to advance, the Forum has the scale and the reach, the insight and the infrastructure to make a positive impact on global systems.

Each of our partners has a designated engagement manager, whose role is to tailor your organization's activities with the Forum to meet your needs. Discuss with them how together we can tackle the world's most pressing challenges and generate positive change.

Together we can shape a better future.



WORLD ECONOMY FORWARD





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Page 20: **Mark R. Dybul**, Executive Director, The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), Switzerland; **Marc R. Benioff**, Chairman and Chief Executive Officer, Salesforce, USA; **Brian T. Moynihan**, Chairman of the Board and Chief Executive Officer, Bank of America, USA; **Bill McDermott**, Chief Executive Officer, SAP SE, Germany; **Deborah Dugan**, Chief Executive Officer of (RED); **Bono**, Lead Singer, U2, Co-Founder, (RED), Co-Founder, ONE, Ireland; **Klaus Schwab**, Founder and Executive Chairman; **Jasandra Nyker**, Chief Executive Officer, BioTherm Energy, South Africa; **Jack Ma**, Executive Chairman, Alibaba Group, People's Republic of China; **H.M. Queen Rania Al Abdullah** of the Hashemite Kingdom of Jordan; **Hilde Schwab**, Chairperson and Co-Founder, Schwab Foundation for Social Entrepreneurship; **Sheryl Sandberg**, Chief Operating Officer and Member of the Board, Facebook, USA; **Christine Lagarde**, Managing Director, International Monetary Fund (IMF), Washington DC

Page 22: Participants at the World Economic Forum Annual Meeting of the New Champions in Dalian, People's Republic of China, 2015; **Paul Polman**, Chief Executive Officer, Unilever, United Kingdom; **Sheryl Sandberg**, Chief Operating Officer and Member of the Board, Facebook, USA; **Eric Schmidt**, Executive Chairman, Alphabet, USA; **Satya Nadella**, Chief Executive Officer, Microsoft Corporation, USA



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IMPROVING THE STATE
OF THE WORLD



COMMITTED TO
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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.

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**Center for the Fourth
Industrial Revolution**

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