

WORLD
ECONOMIC
FORUM

YGL Annual Report: 2019 – 2020

THE FORUM OF
YOUNG GLOBAL LEADERS
SHAPING THE FUTURE



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Leadership in a changing world

This is a critical moment requiring responsible leadership. As the Forum of Young Global Leaders marks its 15th anniversary, the world is in the midst of significant change.



Mariah Levin
Head, Forum of Young
Global Leaders

The year 2020 has been full of uncertainty and challenge. For the first time since the fall of the Soviet Union, borders across Europe have been closed. A raging pandemic continues to threaten the education of millions of children. At the precipice of a global recession, there is pressure to pursue economic recovery at significant environmental costs.

Effective and responsible leadership is our greatest hope in achieving a sustainable and inclusive post-COVID world.

The past 12 months have shown us how far the Forum of Young Global Leaders has come in building a community of dynamic, insightful and courageous leaders who jointly drive action at this unprecedented time. We have seen members of our community step up to lead their national, business and non-profit responses to the COVID-19 pandemic. We have proudly witnessed members of the YGL community coming together to carry the mantle of responsible leadership across politics, health, education, manufacturing, technology and other industries.

Traditionally, our community's contributions have been spurred through physical meetings and programming. However, the current reality

has highlighted an opportunity to innovate. Our organization has responded to limitations on travel and required social distancing by taking a close look at what leaders most need now and how we can use technologies that did not exist at our founding. Over three months, we delivered more than 20 digital engagement opportunities for our community to take stock of the quickly evolving pandemic and its implications. We adapted our plans for a physical Annual Summit to digital, and received record number of registrations, demonstrating high demand for a space for leaders to connect, reflect and act together.

We see an increasing need to promote diversity in leadership and are investing more effort in highlighting remarkable examples of leaders from different backgrounds.

We are also looking to build upon the strength of our community to strategically ignite collective action on systemic challenges, such as COVID-19 response, environmental protection and economic inclusion.

As our new reality demands new skills, expertise and behaviours, the Forum of Young Global Leaders will continue cultivating responsible leadership to realize a more inclusive and sustainable world.

FIGURE 1 Fostering responsible leadership: our theory of change
Forum of Young Global Leaders

Over the past year, we have sharpened our impact model to achieve a world in which leaders take individual and collective responsibility for a sustainable and inclusive future.



Promoting diverse leadership



The business case for diversity is ever more pressing. For more than a decade, study after study has come to the same conclusion: A diverse team – representing a plethora of nationalities, genders, abilities, ideologies and faiths – makes organizations more innovative, profitable, appealing to workers and resilient to economic upheavals. With uncertainty looming due to the economic slowdown, if ever we needed innovation and resilience, it is now.

Each year, the Forum of Young Global Leaders evaluates thousands of leaders under the age of 40 and recognizes approximately 100 to participate in a five-year leadership journey. In 2020, the Forum of Young Global Leaders celebrated 116 members.

With an average age of 35, the Class of 2020 (62 women and 54 men) includes 24 public figures across 23 countries, and from eight G20 member states. Additionally, 56 YGLs hail from business, 28 from emerging markets and nine from civil society.

Several leaders are pioneers in their field. In government, the world's youngest female prime

minister, Finland's Sanna Marin, is known for her innovative labour and social policies. Across business, Kristo Käärman, Chief Executive Officer of TransferWise, and Byju Raveendran, Founder and Chief Executive Officer of Byju's, are using technology to broaden critical financial and education services to build more inclusive markets. Matthew Caruana Galizia, Director of The Daphne Caruana Galizia Foundation in Malta, has exposed corruption at the highest levels through his investigative journalism, while Johana Bahamon, Chief Executive Officer and Founder of the Fundación Acción Interna in Colombia, has led innovations in the criminal justice system.

These are just a few of the many remarkable new voices in the YGL community. As our world heads into more challenging times, we are confident they will go above and beyond in exemplifying responsible leadership. To this end, we continually offer our leaders curated experiences and pivotal relationships to further advance their work in the public interest.

35

Average age of
Young Global
Leaders in 2020

Building bridges across sectors

As political polarization increases, we build bridges across sectors, regions, ideologies and identities to achieve trust that transcends current divides.

The rapid spread of COVID-19 across the world created an important opportunity to bring the YGL community together to share insights and response strategies. In spring 2020, we facilitated digital gatherings for information-sharing and action planning across Africa, the Middle East, the Association of South-East Asian Nations (ASEAN), North America and South Asia.

The regional digital salons across South Asia and ASEAN enabled community members to share ongoing cross-border leadership challenges and the transformations facing industry and society in their respective countries. In the Middle East and North Africa (MENA), YGLs exchanged thoughts on the effects of the global pandemic on regional supply chains and national economies as well as the need

for improved business-government response. Similar gatherings were hosted across Africa, North America, Latin America and China.

Digital leadership circles

This April, the YGL team launched a new digital concept – leadership circles. These circles offered a space for YGLs to learn from one other, for self-reflection and shared understanding. They worked on real challenges in groups of four to six. Feedback from their peers enabled them to produce new ideas; together they discussed their personal points of struggle and triumph in their leadership journeys. Thanks to this process, they built strong connections across the community, beyond their region and their class.



Left to right: YGLs Jessica Long, Bright Simons, Bernice Dapaah, Anton du Plessis, Jesmane Boggenpoel, Teresa Kennedy, Kim Slicklein at the YGL Graduation Weekend in Tarrytown, NY.



Strengthening leadership capacity

Through tailored content, executive education modules provide insight that prepare leaders for the nuanced decision-making required in today's world.

Oxford

The YGL Oxford University Executive Education Programme, Leadership at the Edge, is a collaboration with the Saïd Business School. Bringing together YGLs to explore transformational leadership, the module challenges participants to rethink leadership in dynamic environments while nurturing their own fulfilment. The module offered seminars with the Saïd Business School faculty and guest lecturers such as former Unilever Chief Executive Officer Paul Polman, as well as experiential workshops on Shakespeare, leadership lessons from conducting choirs in centuries-old churches, river punting and debating in the historic Oxford Union.

Making cities smarter – NTU

In November 2019, the Forum of Young Global Leaders partnered with Nanyang Technological University (NTU) in Singapore to deliver an experiential module to expose 30 YGLs to Singapore as a case study in applying technology to urban development, management and leadership.

During the week-long course, YGLs examined Singapore's economy to draw and apply insights on urban development in their own cities.

Equipping future public leaders

Earlier this year, the [Edelman Trust Barometer](#) reported that the overwhelming majority of people doubt government is working in their interest. Equipping future public leaders and enabling them to transform how governments innovate stands as an important pillar of the Forum of Young Global Leaders' work. To restore faith in public institutions and encourage evidence-based leadership of the

public sector, the Forum of Young Global Leaders has partnered with the Apolitical Academy, co-founded by YGL [Lindiwe Mazibuko](#).

The first public leadership bootcamp co-hosted by the Apolitical Academy Foundation and the Forum of Young Global Leaders took place in October in London. Following this inaugural bootcamp, YGLs have continued to engage in smaller groups across various regions in order to explore and exchange knowledge derived from their individual journeys as public leaders. Among the initial cohort, one leader successfully ran and was elected to office, while two more were planning their political campaigns and others were transitioning to senior roles in government.

The partnership between the Apolitical Foundation and the Forum of Young Global Leaders is just one way our foundation is seeking to bolster the next generation of responsible leaders in the public sector.

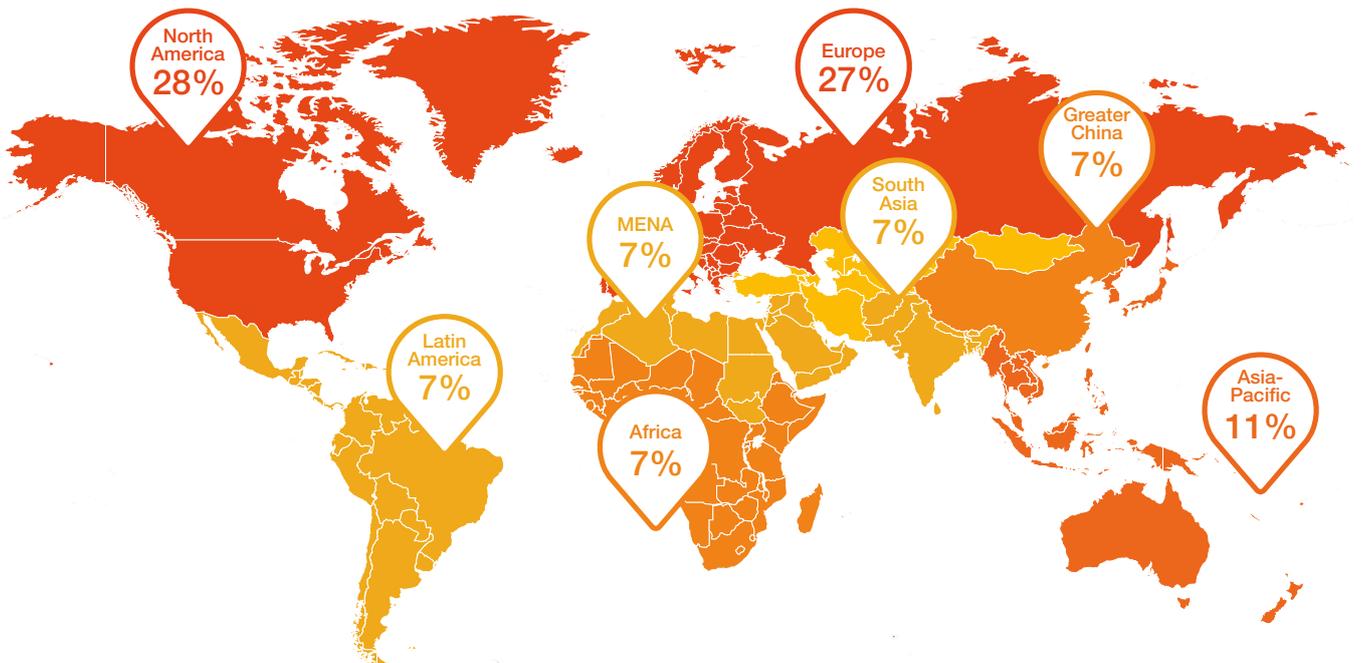


Community snapshot

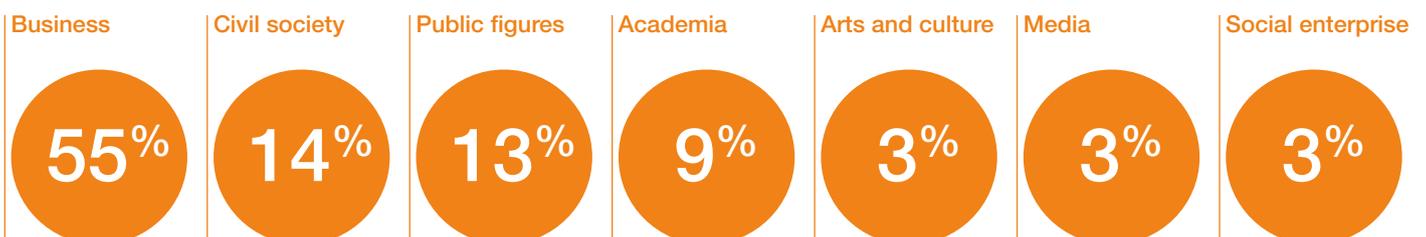
Global footprint



Regional footprint



Industry breakdown



Mobilizing community action

Since the outbreak of COVID-19, the YGL community has galvanized resources and knowledge to support response and recovery strategies. Drawing from trust-based relationships and peer inspiration, YGLs have long developed ambitious collaborative projects to tackle critical global challenges that others shy away from. In taking up opportunities to connect

meaningfully with one another and the broader World Economic Forum network, they accomplish greater impact together than they might otherwise. Examples of YGL collaboration are far-reaching; we highlight three key areas of community action over the course of this year: COVID response, action for nature and inclusive economies.

COVID response

In the face of the COVID-19 pandemic, YGLs banded together to collaborate on more than 30 projects related to the crisis. From a social media campaign encouraging small acts of kindness, led by Bodour Al Qasimi, to technology solutions, the community has driven a robust response.

#masks4all

To increase awareness around the criticality of wearing masks to battle COVID-19, YGL Jeremy Howard launched a #masks4all social media advocacy campaign, joined by numerous YGLs around the world who pledged their support.

Common Pass

To safely reopen global travel in the age of COVID-19, countries, airports and travel industry stakeholders requires a trusted record of travellers' health – without compromising personal health privacy. The Commons Project, the World Economic Forum and the Rockefeller Foundation

convened more than 350 public- and private-sector leaders from 52 countries to design and launch the Common Pass framework to address those challenges. The Commons Project is a non-profit public trust established by YGL alumni Paul Meyer and Thomas Crampton, with 20 YGLs serving as trustees, that serves to build global digital services for the global public good.

Africa Medical Supplies Platform

The Africa Medical Supplies Platform, launched by Dangote Fellow Fatoumata Ba, along with broader YGL community support and with the African Union Chairperson, H.E. Moussa Faki Mahamat, AU Special Envoy Strive Masiyiwa and the Africa Centres for Disease Control and Prevention (CDC), serves as a unified continental response to fight the pandemic, unlocking immediate and equitable access to critical medical equipment such as diagnostic kits, personal protective equipment (PPE) and clinical management devices.





“ The Forum of Young Global Leaders has partnered with the National Geographic Society and conservation partners to support the Global Campaign for Nature.

Action for nature

Prior to COVID-19, threats to global biodiversity were already clear and alarming. Post-pandemic, the links between human health and ecosystem degradation will call for even more concerted action. YGLs have mobilized together across different projects in this field.

Nature protection

YGLs actively led and supported the call for the protection of at least 30% of the planet by 2030 in a dozen countries. Their contributions supported the efforts of governments to create a High-Ambition Coalition (now including more than 20 countries). Taking on stewardship and advocacy within their own countries, YGLs from organizations such as the Confederation of British Industry, the ENGIE Group, the SCA Group of companies, Siemens and SUEZ are working with government and conservation organizations to mobilize resources,

knowledge and networks to secure commitments. In India, YGLs and Global Shapers formed a multistakeholder coalition for nature and people. In addition, two dozen YGLs and alumni engaged in discussions around financing for nature, with a concrete proposal for the creation of a biodiversity and climate financing hubs in three cities.

Clean air

In 2019, a new partnership between the World Economic Forum and the Clean Air Fund was launched, with 2014 YGL Jane Burston at the helm of the organization, and guided and supported by YGLs. With a focus on health, climate, mobility and children, the Clean Air Fund has ongoing projects in the UK, Poland, India and China to deepen air pollution research and action and to build an alliance across sectors to scale solutions.

Inclusive economies

Migration plays a critical role in our global economy. In recent years, close to 220 million people have left their countries to pursue better lives and opportunities. Some of the most disadvantaged among these are refugees, yet their talents, skills and perseverance are invaluable assets to economic innovation, which will become even more critical for post-COVID recovery.

In 2018, the YGL community took its first impact expedition to the Kakuma Refugee Camp and Kalobeyei Integrated Settlement in Kenya, which led to a multipillar YGL collective effort to connect refugees in Kakuma to the global economy. In 2019, in collaboration with the United Nations Refugee Agency (UNHCR), the Aliko Dangote Foundation and the Oxford University Refugee Studies Centre, YGLs returned to the Kakuma Refugee Camp and Kalobeyei Integrated Settlement to carry out discrete projects.

YGL designed and delivered an executive leadership education module to 30 rising young leaders from the host and refugee communities in the Kakuma Refugee Camp and Kalobeyei Integrated Settlement, as the first ever executive education module in a refugee camp. Partnerships they established have included an agreement with Coursera to provide 4,000 free courses for refugees through iamthecode, led by YGL Marieme Jamme. YGL Neema Kaseje established the first paediatric operating room in the Turkana county, while YGL Alex Betts designed a Refugee Economies Lab, affiliated with Oxford University, to build on the research expertise of refugee communities.

4,000

free courses for refugees provided through YGL-led iamthecode



Left: Natznet Tesfay, Executive Director, Africa, IHS Markit

Right: Kanini Mutooni, Managing Director, Europe, Middle East and Africa at Toniic



Left to right: YGL Kanini Mutooni (writing on the board), UNHCR staff member, YGL Jaime de Bourbon de Parme, YGL Mamadou Toure, and UNHCR Country Representative in Kenya Fathia Abdalla.

Responsible leadership

More than 1,800 YGLs and Global Shapers were surveyed as part of the joint research study, which identifies five elements at the heart of responsible leadership.

Seeking New Leadership



Across our multiyear leadership programme, tailored learning opportunities and individualized support enable leaders to develop a more nuanced understanding of global challenges. Our goal is to prepare them to lead responsibly in increasingly complex leadership contexts. Through specific programming, some newly digital in response to COVID-19, we curate spaces for reflection, dialogue and action aligned with responsible leadership.

Through specific partnerships, we accelerate the leadership development of under-represented groups and address leadership challenges in certain sectors. In particular, our organization is proud to actively support the development of African leaders and women from the emerging markets.

Accenture partnership

At the 2020 Annual Meeting, a new partnership between Accenture, the Forum of Young Global Leaders and the Global Shapers Community was launched to take advantage of the generational synergies the two foundations present, and help organizations and individuals cultivate environments in which responsible leadership can flourish.

The development of the programme was informed by a joint research report [Seeking New Leadership: Responsible Leadership for a Sustainable and](#)

[Equitable World](#), which highlights the need for leaders to deliver value in three important areas: organizational performance; continuous innovation; and sustainability and trust. Based on feedback from 5,000 stakeholders, the report identifies five elements at the heart of responsible leadership.

To build on the research, the programme focuses on two core components – the Responsible Leadership Accelerator and the Accenture Academy. Through a competitive selection process, the Accelerator will enable YGLs and Shapers to design and scale impactful initiatives while practising responsible leadership mindsets and habits. The Academy provides a tailored suite of educational resources to support leadership skill development, including access to more than 3,000 online courses.

As a lead sponsor of the community, Accenture also plays a critical role in the delivery of our annual summits. YGL Board Member and Alumnus Peter Lacy highlighted Accenture's interest in working with the YGL community to make responsible leadership a priority for organizations and individuals around the globe, particularly as we transition to increasingly digital spaces. Accenture's expertise in supporting digital-first methodologies represents a significant asset to the foundation and YGLs.



A new model of responsible leadership can help address the world's most pressing problems in ways that unleash new waves of growth that are more sustainable and equitable.

Peter Lacy, Senior Managing Director –
Accenture Strategy Europe and Global Sustainability





A robust COVID-19 response for the continent will need to take these factors into account and include community engagement, health leadership and involvement of youth and religious leaders to drive containment.

Neema Kaseje
Dangote Fellow

Dangote Fellowship

The partnership between the World Economic Forum and the Aliko Dangote Foundation, established in 2011, continues to promote and support next-generation leaders from Africa. We are proud to welcome nine new Dangote Fellows in this year's YGL Class of 2020.

The support of the Dangote Foundation has been instrumental in enhancing the opportunities for the Dangote Fellows to participate in events and grow their individual and collective impact. The fellowship has also helped to increase and ensure more diversity within the YGL community – encouraging new voices, thoughts, ideas and projects.

2019–2020 Fellows

Name	Country	Position	Organisation
Aurelie Adam-Soule Zoumarou	Benin	Minister of Digital Economy and Communication	Ministry of Digital Economy and Communication
Chinny Ogunro	Nigeria	Chief Executive Officer	Wellspring Health
Faraja Nyalandu	Tanzania	Founder and Executive Director	Shule Direct
Fredros Okumu	Tanzania	Director, Science	Ikafara Health Institute
Kojo Opong Nkrumah	Ghana	Minister of Information	Ministry of Information and Media Relations
Larry Madowo	Kenya	US Correspondent	BBC News
Paula Ingabire	Rwanda	Minister of Information, Communication Technology and Innovation of Rwanda	Ministry of Information, Communication Technology and Innovation
Shani Senbetta	Ethiopia	Founder and Chief Executive Officer	Kidame Mart
Tunde Kehinde	Nigeria	Co-Founder and Co-Chief Executive Officer	Lidya Holdings

Mastercard Fellowship

Launched in 2020, The Forum of Young Global Leaders and the Mastercard Centre for Inclusive Growth were pleased to create the [Young Global Leaders Mastercard Fellowship](#). Through the fellowship, women from emerging markets participated in the World Economic Forum Annual Meeting, providing this unique opportunity to a more inclusive selection of YGLs. This partnership will evolve to enable these leaders to take advantage of similarly valuable opportunities across the World Economic Forum platform in the post-COVID context.

In addition to contributing to thought leadership throughout the event, the Fellows were also offered a private Meet the Leader session with Mastercard Chief Executive Officer Ajay Banga to discuss driving social impact from a corporate perspective.

Four exceptional YGL Mastercard Fellows were among the cohort for this year's inaugural class: Daria Kaleniuk, Krithi Karanth, Kerstin Forsberg and Victoria Alonsoperez.

“ I've always felt like I have the potential to address big challenges and now, after Davos, I also feel like I also have the contacts. The people I met and the potential collaborations we discussed will definitely frame the work Planeta Océano will be focusing on for the coming years.

Kerstin Forsberg
Founder and Director, Planeta Océano, Peru – 2018 YGL



“ Most YGLs are very fortunate in our own spaces and it's up to us to figure out what we're going to do with the opportunity. It can't be wasted. The World Economic Forum has the ability to accelerate change and we need to figure out how to build stronger connections with a wider set of people in order to bring about that change.

Krithi K. Karanth
Chief Conservation Scientist and Director, Centre for Wildlife Studies, India – 2015 YGL



Below: Dangote Fellows



2019–2020 in review

In the middle of this year, in light of the pandemic, we transitioned to virtual programming with numerous events across a variety of formats from virtual coffee chats and thematic salons to regional panel discussions and workshops. In cities across the world, our YGL Local Champions played a vital role in convening community members virtually to discuss

challenges and opportunities facing the countries in which they live and offering peer support.

Thank you to YGL community members who provided input to more than 20 offerings we ran from April to June across multiple time zones and regions.

Physical 2019–2020

28 June–3 July 2019

YGL Annual Summit and Annual Meeting of the New Champions

28 July–4 August 2019

Kakuma Impact Expedition

11–14 August 2019

YGL Oxford Executive Education Module

3–6 September 2019

World Economic Forum on Africa

13–15 September 2019

YGL Graduation and Alumni Weekend

23–24 September 2019

Sustainable Development Impact Summit

29 September–1 October 2019

India Economic Summit

29 October–2 November 2019

YGL Nanyang Technological University Executive Education Module

21–24 January 2020

World Economic Forum Annual Meeting

Digital 2020

31 March

How to Operate Your Business Remotely During COVID-19

April 6

COVID-19 Response Across the Middle East and North Africa (MENA)

April 8

Preserving Your Mental Health and Practising Resilient Leadership During Crises

April 20

Listening to Silence

April 22

YGL Virtual Coffee on Sustainability, Environment and Business

April 25

Canada YGL Salon – Rebuilding a New Normal

April 30

Addressing the Threat of COVID-19 on Refugees and Asylum Seekers

May 5

YGL Virtual Coffee on Food Security and Agriculture

May 12

YGL South Asia Bridge Initiative (SABI)

May 15

Managing a Board Through Crisis

May 15

Combating Discrimination in the Age of COVID-19

May 20

Oceania YGL and Shapers Salon

May 22

YGL Virtual Coffee on Government Business and Humanitarian Response to COVID-19 in Africa

May 23

YGL Welcome Session for 2020 Delhi YGLs

May 23

YGL Welcome Session for 2020 Indonesia YGLs

May 27

Association of South-East Asian Nations (ASEAN) YGL Salon

June 11

YGL George Floyd Vigil and Racial Reconciliation Meeting

June 20

Delhi YGL Salon

June 24

New Business Paradigm. New Rules.

June 25

Building Back Better – A More Sustainable and Inclusive Economy Post-COVID

20+
virtual offerings ran
from April to June

Foundation Board

The Forum of Young Global Leaders is led by a board of extraordinary global leaders, many of whom are YGLs and YGL Alumni. In 2019, the board terms of Katherine Garrett-Cox, Marissa Mayer and Ellana Lee came to an end. Over the years, they have contributed time and resources to the growth and development of our foundation. In their place, we welcomed five new board members: HRH Prince Jaime de Bourbon de Parme, Paula Escobar Chavarría, Eric Jing, Peter Lacy, and Michelle Zatlyn. We also welcomed a new Chair, Nicole Schwab.



Nicole Schwab
Chair of the Board and Director,
Internal Relations, National
Geographic Society, Switzerland



Klaus Schwab
Chairman, World Economic
Forum and Founder, Forum of
Young Global Leaders



Thor Björgolfsson
Chairman, Novator Partners LLP,
United Kingdom



Paula Escobar Chavarría
Opinion Columnist,
La Tercera, Chile



Tejpreet Singh Chopra
Founder and Chief Executive Officer,
Bharat Light & Power (BLP), India



**H.R.H. Prince Jaime de
Bourbon de Parme**
Senior Adviser, Private Sector Partnerships,
United Nations High Commissioner for
Refugees (UNHCR), Switzerland



Eric Jing
Executive Chairman, Ant
Financial Services Group,
People's Republic of China



Peter Lacy
Senior Managing Director –
Accenture Strategy Europe
and Global Sustainability



Amina Mohammed
Deputy Secretary-General,
United Nations, USA



Bodour Al Qasimi
Chairperson, Sharjah Investment
and Development Authority –
Shurooq, United Arab Emirates



Michelle Zatlyn
Co-Founder and Chief Operating
Officer, Cloudflare, USA

Supporters



Each year, our Executive Education modules remain a highlight for YGL community members. Our deepest thanks to David Rubenstein, Howard Cox and Willis Towers Watson who generously support our modules, and the development and growth of the YGLs who participate in them.

The YGL Endowment was created by the YGL community, for the community to support scholarships, education modules and impact projects for community members.

Part of the legacy of the YGL community is a culture of giving back. Our alumni act as stewards of

community governance, leading local gatherings, identifying new members and supporting our efforts to reach financial sustainability. Ranging from commitments of \$100 to \$1,000,000, the action of alumni will allow our programming and financial assistance support to continue successfully in the years ahead.

With YGLs overseeing its governance, investment and spending policy, the Endowment Fund has grown to more than \$5 million in pledges and investment. A very special thanks to our many endowment donors who gave over \$10,000 this year:

Anestis Moore Charitable Fund

Silvia Console Battilana

Christophe Beck

Thor Bjorgolfsson

Patricia Menendez Cambo

Ron Cao

Calvin Choi

Andy Cohen

Veronica Colondam

Jitesh Gadhia

Katherine Garrett-Cox

Eyal Gura

Georges Kern

Ellana Lee

David Novak

Jill Otto

Alejandro Ramirez

Sandro Salsano

Mirjam Staub-Bisang

Donald Tang

Yichen Zhang

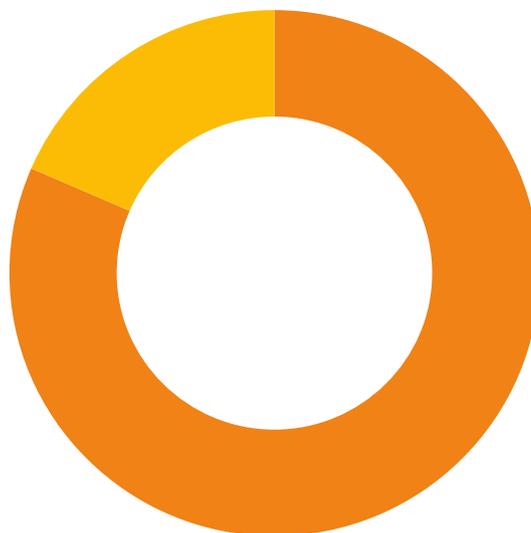
Financial results

Income

Actual 2019–2020 (CHF 000s)

Total income	3,670
Operating income	2,777
Non-operating income	893

Operating income



YGL memberships 2,268

Grants and sponsorship 509

Expenses

Actual 2019–2020 (CHF 000s)

Total expenses	3,670
Operating expenses	2,658
Non-operating expenses	1,012

Operating expenses



Programme management and administration 2,268

Programme services 509

YGL financial assistance 340



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

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