

The image is a blue-themed graphic with white text and icons. At the top right is the 'WORLD ECONOMIC FORUM' logo. Below it is a circular icon with a city skyline and the text 'GLOBAL SHAPERS COMMUNITY'. The main title 'Global Shapers Community Annual Report 2020-2021' is in the upper left. The background is filled with various white text phrases and icons. On the left, there's a globe icon with the text 'WE NEED YOU TO BE THIS WORLD CURATORS'. Below it is a city skyline icon with the text 'CITIES ARE TODAY'S NATIONS'. In the center, there's a speech bubble icon with the text 'YOUR VOICES'. Below that is a city skyline icon with the text 'OUR COLLECTIVE FUTURE'. To the right of that is a speech bubble icon with the text 'THERE'S ALWAYS a SOLUTION...'. Below that is a city skyline icon with the text 'CONTINUE SHAPING OUR FUTURE!'. At the bottom left, there's a network diagram icon with the text 'AN INTEGRATED APPROACH...'. At the bottom right, there's a city skyline icon with the text 'WE ARE THE CAUSE OF SOMETHING BEAUTIFUL...'. Other text phrases include 'WE NEED A NEW SYSTEM.', 'LONG-TERM THINKING', 'BEST PRACTICES', 'SHARE IDEAS and SOLUTIONS', 'BE P...', 'INSPIRED INSPIRE OTHERS...', 'CARE MEONE Mething', 'DGs', 'EVERYBODY'S RESPONSIBILITY', 'NOT LEAVING ANYBODY BEHIND', and 'A COLLECTIVE RESPONSIBILITY'.

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# Preface

**If there was ever a time in which strengthening local communities and empowering youth leaders were paramount, now is that time. In 2020-2021, we continued our important work to support young people to grow their skills and extend their impact to shape a more resilient and equitable future.**



**Klaus Schwab**  
Founder and Executive Chairman



**Wadia Ait Hamza**  
Head, Global Shapers Community

Our work to empower young people and strengthen local communities became more critical than ever in 2020-2021, as the pandemic exposed even greater inequalities. We believe that by working together, a more inclusive and sustainable society is possible and young people are ready to lead this transition.

To better understand the views and expectations of the next generation, we launched The Davos Lab Initiative to help inform and shape the post-pandemic era. Global Shapers organized Davos Lab dialogues in 146 cities on the ten key issues they identified as being most urgent. The dialogues reached an audience of more than 2 million people and generated 40 policy recommendations to end injustice and build a better society.

To support our leaders worldwide, we also hosted virtual training, webinars and meetings to offer relevant expertise to our members and connect young people to share best practices. This included a Responsible Leadership Challenge, developed with Accenture, to build the skills and capabilities youth require to lead responsibly amidst the unprecedented global challenges they now face.

Global Shapers also connected with experts at World Economic Forum meetings and through a virtual Meet the Leader series. In conversations with Christine Lagarde, Jane Goodall, Peter Brabeck-Letmathe, Fabiola Gianotti and Mark Carney, members advocated for greater transparency and trust between generations.

It is fitting that this important work coincided with our 10th anniversary. Founded in 2011, the Global Shapers Community now spans more than 14,000 members driving dialogue, action and change in 448 hubs in 150 countries and territories. Thus, the 2020-2021 period marked a year of great celebration and impact.

At the local level, Global Shapers implemented a total of 698 projects this year. Projects included efforts to advance climate action, respond to disasters, restore nature, expand digital access, safeguard mental health and battle the COVID-19 pandemic.

These are the stories of impact and progress that you will read in this report. They are made possible by our remarkable members, donors and collaborators around the world. Thank you for helping us to shine a spotlight on the power and action of young people. This is at the heart of the Global Shapers Community.

# Mission

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We believe in a world in which young people are central to solution-building, policy-making and lasting change.

Our mission is to inspire, empower and connect young leaders to strengthen their communities and change the world. We do this with significant support from the World Economic Forum.



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**Founded by Klaus Schwab in 2011, the Global Shapers Community is a network of inspiring young people driving dialogue, action and change.**



With the largest youth population in history, there is an unprecedented opportunity for young people to take an active role in shaping the future. This generation has inherited enormous global challenges, but has the ability to confront the status quo and offer youth-led solutions for positive change.

Created ten years ago, the Global Shapers Community is a network of 14,000 inspiring young people driving dialogue, action and change in 448 city-based hubs all around the world – from Atlanta to Accra, and from Zurich and Zagreb.

In each city, teams of Global Shapers self-organize to create projects that address the needs of their community. Projects are wide-ranging including responding to disasters, combating poverty, fighting climate change and building inclusive communities. Shapers are diverse in expertise, education, income and nationality, but are united by their desire to bring about positive change.

On a global scale, Global Shapers join forces across hubs. They are connected through technology, training, events and joint projects, which enable members to share best practices, grow their skills and extend their impact. Exposure to the World Economic Forum and its network of experts and leaders helps our members to expand their influence and desire to take action.

The Global Shapers Community is a scalable solution for organizing and mobilizing the full potential of young people. It is a non-profit organization registered in Geneva, Switzerland.



“If you asked me to choose the best part of being a Global Shaper, it’s the people and the chance to make a difference in my community and the world.”

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**Marisel Reed**  
San Francisco Hub

# Reach

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**Our reach continues to grow. In 2020-2021, our community increased to over 14,000 Shapers and alumni in 448 hubs.**

Since July 2020, we opened 36 hubs and reached four new countries, including Algeria, Kuwait, Gambia and Lichtenstein, expanding our reach to more than 150 countries and territories.

New hubs included: Abbottabad Hub, Algiers Hub, Banjul Hub, Be'er Sheva Hub, Birmingham Hub, Cambridge-MA Hub, Changsha Hub, Fez Hub, Freetown Hub, Haifa Hub, Ilorin Hub, Jacksonville Hub, Jos Hub, Kaduna Hub, Kochi Hub, Koper Hub, Kuching Hub, Kuwait City Hub, Laayoune Hub, Lincoln Hub, Ludhiana Hub, Mexicali Hub, Mombasa Hub, Naples Hub, NYC - Brooklyn Hub, Reggio Emilia Hub, São Paulo II Hub, Santa Marta Hub, Shamakhi Hub, Taiz Hub, The Hague Hub, Timisoara Hub, Ushuaia Hub, Vadodara Hub, Vaduz Hub and Valencia Hub.

As of 30 June 2021, important numbers include:

**10,584** Global Shapers

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**3,555** Alumni

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**448** Hubs

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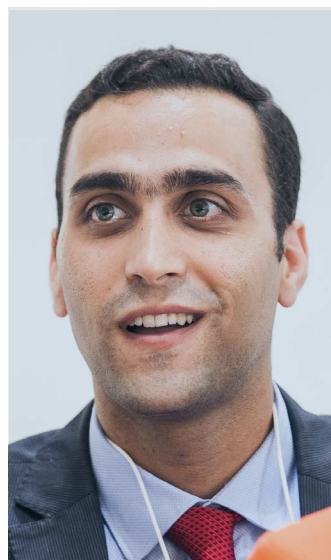
**150** Countries and territories

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**698** Projects in 2020-2021

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**3,828** Participants in virtual activities



# Achieving health equity

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COVID-19 has put a spotlight on the growing disparities in communities and has increased the need for coordinated action.

This year, Global Shapers worked to address the social determinants of health, reduce disparities in COVID-19 outcomes, build healthier communities and promote health equity in our global systems.



Many stories of inspiration and action emerged as a result of the COVID-19 crisis as young people connected each other and vulnerable groups to provide support, supplies and services.

For example, Copenhagen Hub led a powerful collaboration across twelve European cities to combat misinformation about the pandemic and the COVID-19 vaccine. Their work was recognized by the World Health Organization's Office in Europe.

Across Africa, Global Shapers accelerated mask wearing to slow the spread of COVID-19. Hubs worked with the World Economic Forum's COVID Action Platform, Africa CDC and the African Union Office of the Youth Envoy to scale [#AfricaMaskWeek](#) – a campaign that reached more than 300 million in 100 countries.

Sacramento Hub launched a volunteer corps, which supported 2,000 vulnerable people with essential services. In more than ten hubs, from Belo Horizonte to Bratislava to Detroit and Paris, Shapers created alike platforms to assist local efforts for at-risk groups.

Karachi Hub distributed monthly food rations to 13,000 families, as well as personal protective equipment, face shields, hand sanitisers and masks among front-line health workers in some of the poorest areas of Pakistan. Bill Gates described the hub's heroic efforts as "the best of humanity at a time of crisis".

Similarly, Gaza Hub distributed monthly food rations to 500 families in Palestine – and Manaus Hub reached 100 families in Brazil with support, including 1,300 people temporarily living in youth shelters, refugee camps and indigenous hospitals.

In Venezuela, Global Shapers were announced as official partners of the United Nation's 2020 [Humanitarian Response Plan](#), which recognized the efforts of seventeen hubs to save lives, protect well-being and combat the pandemic's effects in the country.

Our members also pushed for adequate mental healthcare for youth, essential workers and their families – and took action to fill existing gaps. In Singapore, Global Shapers worked with the National Youth Council and Youth Corps to facilitate connections between nearly 300 students and mental health professionals.

New Delhi Hub worked with members of our sister community, the Forum of Young Global Leaders, to deliver virtual content on helping yourself, others, your organization and your community manage stress during the pandemic, which had 1,500 views.

Moreover, the Global Shapers [Equity and Inclusion Steering Committee](#) created a psychological first aid course to equip youth with the skills to provide psychological support through active listening, grounding techniques and links to professional services.

Finally, Global Shapers delivered the [#ShapingDisability](#) Summit and online activities on the occasion of the International Day of Persons with Disabilities to ensure that no one is left behind in the current pandemic response, as well as in a post-COVID-19 world.

[These inspiring impact stories were made possible by the hard work and determination of the Global Shapers COVID-19 Steering Committee and Equity and Inclusion Steering Committee, along with hundreds of motivated Global Shapers around the world.](#)

**“If there's ever been a time that we need heroes, it's now. The COVID-19 pandemic has created unprecedented health and economic challenges, especially for the most vulnerable among us. The good news is that many people, especially young people, from all walks of life are doing their part to help them. I've seen the very best of humanity come out in this pandemic.**

—  
Sikander Bizenjo  
Outgoing Curator, Karachi Hub



# Protecting the planet and nature

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A new generation is focused on halting the climate crisis. This year, Global Shapers called for an urgent green recovery plan.

Through joint projects and campaigns, our members pushed for carbon neutrality, made communities more resilient, protected biodiversity and advanced circular economy innovations worldwide.

**“The Climate Reality training and project incubator have been invaluable catalysts for climate change activism. Climate Reality helped us design a water conservation project that prioritizes equity and environmental justice. Their extra support helped bring more Global Shapers onboard and mobilize others to protect the planet and conserve nature.**

Bianca Sievers  
Global Shaper, Sacramento Hub



In partnership with philanthropist [Rosamund Zander](#) and The [Climate Reality Project](#), 350 Global Shapers attended Climate Reality Leadership Corps trainings with [Al Gore](#) and his team of global experts and scientists this year. In total, 700 Global Shapers have been trained to lead climate action since 2018.

From May to June 2021, more than 100 Global Shapers also participated in The Climate Reality Project Incubator. They joined virtual sessions to design projects, identify partners and accelerate implementation, which resulted in twenty new projects.

As part of this effort, Sacramento Hub will distribute 1,000 water conservation kits to help combat drought. Morelia Hub will seed a new social enterprise to transform waste into public goods locally. Ho Hub will advance an alternative to coal made from coconut husks and Auckland Hub will integrate Māori solutions into the city's strategy to reach net-zero emissions by 2050.

This year, Global Shapers also supported the World Economic Forum's [1t.org](#) initiative to conserve, restore and grow one trillion trees. Around the world, our members implemented projects to restore healthy forests, agricultural land and coastal ecosystems.

For example, Abuja Hub planted 5,000 trees between April and October 2020. Each tree was entrusted to a local child to encourage environmental stewardship within the next generation.

“Tree-planting projects provide Global Shapers with the ideal opportunity to help mitigate the impacts of climate change that are making future pandemics more likely,” shared Jake Okechukwu Effoduh and Abdullahi Murtala, Abuja Hub.

Our members also advanced local circular economy innovation to eliminate waste and conserve our world's resources. 14 hubs are implementing the World Economic Forum's [Scale360°](#) Circular Innovation Playbook in their cities, applying circular design principles to business, government and society.

Bangkok Hub helped consumers choose businesses using alternatives to single-use plastics. Mexico City Hub trained government officials in circular design, services and operations. Brussels Hub main-streamed accessible solutions for circular lifestyles and Turin Hub founded a local stakeholder circular innovation alliance to advance critical climate goals.

“It's powerful to see how the Scale360° methodology has spread so rapidly and empowered Global Shapers to become circular innovation leaders in their communities. Now in fourteen cities, Circular Shapers is one of the largest cross-hub collaborations in the Global Shapers Community,” said Katie Hoeflinger, Specialist, Climate and Environment, World Economic Forum.

Finally, Global Shapers called for urgent action on [Earth Day](#). Members showcased their solutions to address the climate crisis and encouraged all stakeholders – individuals, communities, businesses, politicians and world leaders – to take action to achieve the targets set out by the United Nations 2030 Agenda for Sustainable Development and the Paris Agreement.

Global Shapers know that only by meeting these goals and staying within our planetary boundaries can we create the sustainable, inclusive and resilient future that we want.

A special thanks goes to the Global Shapers Climate and Environment Steering Committee and Regional Allies who brought these stories of sustainability, hope and human resilience to life.

# Shaping the post-pandemic era

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The idea that we need to rebuild differently after COVID-19 is widely shared. The window for action is open and Shapers responded.

In 2021, we launched the Davos Lab initiative – a multistakeholder approach to better understand the changing views and expectations of the next generation on society, government and business.



Young people today are coming to age in a world beset by crises. Even before the COVID-19 pandemic devastated lives and livelihoods around the world, the socio-economic systems of the past had put the liveability of the planet at risk and eroded the pathway to healthy, happy and fulfilled lives for too many.

Young people are right to be deeply concerned, seeing these challenges as a betrayal of our future. But we can't let these crises stifle us. We must remain optimistic – and we must act. That's why we launched the Davos Lab Initiative, to help inform and shape a more equitable future in the post-pandemic era.

As part of the initiative, Global Shapers facilitated dialogues and surveys in 150 cities. These dialogues engaged more than 2 million people and resulted in a [Youth Recovery Plan](#) featuring 40 policy recommendations to end intergenerational inequity.

The plan calls for stricter environmental policies, financial safeguards, increased access to technology and investment in programmes to support more young people to enter politics.

"Prior to COVID-19, an intergenerational crisis was already under way. Past generations created a socio-economic system that disproportionately rewards the happy few, underfunds social security and infrastructure, and puts the liability of the planet at risk – and the pandemic has only exacerbated this. 2021 must be the year that we start thinking and acting long-term again and make intergenerational parity the norm," said Klaus Schwab.

To turn these recommendations into realities, dialogues on what youth activism could look like were also run by participants. They created principles to guide their actions and activism for a more inclusive post-pandemic future. The culmination of these dialogues was presented in the [Millennial Manifesto](#).

The Millennial Manifesto is the world's first attempt at redefining the efficacy of youth activism in a post-COVID-19 world marked by greater examples of systemic inequalities. "As uprooting systemic problems are particularly difficult for young people wrestling with challenges related to experience and credibility, this Millennial Manifesto acts as a guide providing timeless principles to sharpen their activism," Wadia Ait Hamza explained.

This work was made possible by the dedication of the lead authors of the Youth Recovery Plan: Abdullahi Alim, Specialist, Africa and Middle East, Global Shapers Community; Natalie Pierce, Community Lead, Experiences and Partnerships, World Economic Forum; and members of the Davos Lab Taskforce. We thank you for your inspiring leadership and collaboration.

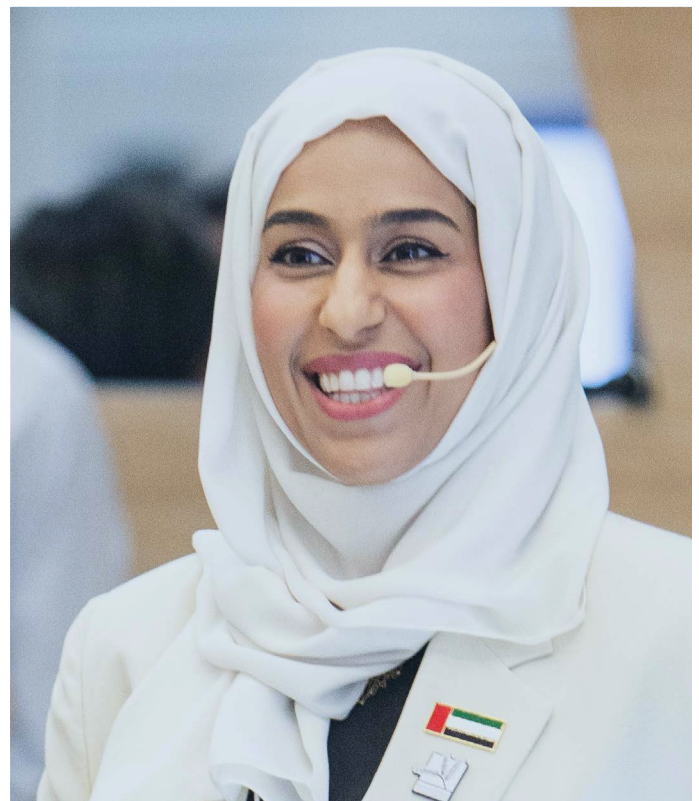
**Read the Youth Recovery Plan at**  
[www.weforum.org/reports/youth-recovery-plan](https://www.weforum.org/reports/youth-recovery-plan)

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**“ In the post-pandemic era, a prosperous future demands a new and ambitious culture of leadership. One that is inclusive, transparent and accountable, and that proactively seeks to raise standards of justice, equity and sustainability.**

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Taylor Hawkins  
Global Shaper, Sydney Hub



# Inspiring responsible leadership

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Never has there been a more pressing time to re-think the way we define leadership. Our partners at Accenture help us do so.

In 2020-2021, Global Shapers around the world participated in The Responsible Leadership Academy and Accelerator to build responsible leadership skills, behaviours and mindsets.

● I run a farm-to-table restaurant. For the past two weeks my chef has been messing up orders. I had made up my mind that I was going to give her notice but something happened. I remembered my pledge during the Responsible Leadership Challenge – to be a more empathetic employer. I asked her what was going on and I told her how much I valued her work. She broke down and shared devastating personal news. I told her she shouldn't have to carry this on her own. Since this conversation, her productivity has been remarkable. I can't believe I was thinking of firing her. Thank you to the Global Shapers team for organizing the Responsible Leadership Challenge. I will carry my pledge with me always.

Trish Tatenda Hakata  
Global Shaper, Harare Hub



In January 2020, the Global Shapers Community, the Forum of Young Global Leaders and Accenture published a research paper titled '[Seeking Responsible Leadership](#)' which identified five elements at the heart of responsible leadership, including:

**Stakeholder Inclusion:** Safeguarding trust and positive impact for all by standing in the shoes of stakeholders when making decisions, and fostering an inclusive environment where diverse individuals have a voice and feel they belong.

**Emotion and Intuition:** Unlocking commitment and creativity by showing compassion, humility and openness.

**Mission and Purpose:** Advancing common goals by inspiring a shared vision for our collective future.

**Technology and Innovation:** Creating new societal value by innovating responsibly with emerging technology.

**Intellect and Insight:** Finding new paths to success by embracing continuous learning and knowledge exchange.

In 2020-2021, the virtual environment provided an opportunity to develop unique programming to reinforce the five elements. The Responsible Leadership Accelerator was launched to provide community members with the resources they need to scale impactful initiatives while practicing responsible leadership.

Detroit Hub, Oslo Hub, Malmo Hub and Aguascalientes Hub were selected for a three-month accelerator programme, which included an intensive two-week virtual incubator to develop and refine their initiatives with a team of experts from Accenture.

The incubator was followed by two months of regular coaching to test and iterate their ideas. The theme of this accelerator round was social inclusion, with projects focused on empowering minority leadership, mobilizing citizen voting and safeguarding women's sexual health.

This year's programme also included a Responsible Leadership Challenge, a five-week virtual behaviour change experience. Over 700 Global Shapers and Young Global Leaders engaged in daily interactive challenges to expand their knowledge of responsible leadership, grow their networks through social learning, and implement behaviours of responsible leaders.

"I have to say the Responsible Leadership Challenge took a lot of soul searching. How do you define your purpose when you have never thought about it? My purpose, as a teacher, is to inspire future generations and help them transform their dreams into reality. My purpose, as a mother, is to love and nurture my children, so that they can grow up into well-rounded citizens," shared Jamila Fiargo, Global Shaper, Victoria Hub.

The challenge sparked conversations that extended beyond the portal, with participants sharing insights on social media, within their organisations and, even in one instance, developing a Responsible Leadership module for university students.

Over the coming year, our aim is to build a coalition of partner organizations to help broaden the Responsible Leadership Programme and ecosystem in collaboration with Accenture.

# Amplifying the voices of youth

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**3,828 Global Shapers tuned into virtual sessions this year to share their insights and ideas on pressing global issues.**

In 2020-2021, innovative online programming — including virtual trainings, community summits and a new Meet the Leader series, helped our members to grow their skills and extend their impact.





In August 2020, 2,500 inspiring young leaders participated in the first-ever virtual [Global Shapers Annual Summit](#) to inspire, support and scale collective action. Members enrolled in a five-day programme featuring plenary sessions with leading experts including Al Gore, Ellyn Shook, Yo-Yo Ma and Lindiwe Mazibuko, along with community activities to build relationships and workshops to share best practices and plan projects.

In June 2021, 700 of our members participated in the virtual [Annual Curators Meeting](#) designed to equip hub leaders with the skills they need to lead positive change. The programme included workshops on building inclusive teams, establishing good governance and motivating others with guests such as Adam Grant, Manuel Wachter, Marisol Argueta de Barillas and Maya Roy.

Global Shapers also showcased youth-led solutions to global issues at virtual [World Economic Forum meetings](#), including the Davos Agenda, Global Technology Governance Summit, Pioneers of Change Summit, Jobs Reset Summit and the Sustainable Development Impact Summit. Exposure at these events helped to extend the influence of our members and ensured that youth recommendations are heard and acted upon by world leaders.

Finally, members connected with experts through The Responsible Leadership Accelerator, The Climate Reality Leadership Training and a new virtual [Meet the Leader series](#). In the later, Global Shapers advocated for greater transparency and trust between generations in conversations with Christine Lagarde, Jane Goodall, Peter Brabeck-Letmathe, Fabiola Gianotti and Mark Carney.

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**“ When people ask me: ‘Who do you admire most?’ I always answer Jane Goodall. To have the opportunity to actually connect with her face to face — what an amazing moment this was! Thank you to the Global Shapers Community for making this happen.**

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Laura Diaz  
Global Shaper, Panama City Hub

# Recognising our partners

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We thank the following organizations and individuals for providing invaluable support to our projects and activities.

[Accenture](#)

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[The Climate Reality Project  
and Rosamund Zander](#)

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[EthicalCoach](#)

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[Generation Unlimited](#)

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[Give and Take](#)

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[Project Everyone](#)

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[Social Enterprise Institute](#)

# List of active hubs

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## A

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

## B

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

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

## C

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

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

## D

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

## E

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

## F

Faisalabad Hub  
Fez Hub  
Florence Hub  
Florianopolis Hub  
Fortaleza Hub

Freetown Hub  
Frankfurt Hub  
Freiburg Hub  
Fukuoka Hub

## G

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

## H

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

## I

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

## J

Jacksonville Hub

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

## K

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

## L

Laayoune Hub  
Lagos Hub  
Lahore Hub  
Lancaster Hub  
Las Vegas Hub  
La Paz Hub  
Launceston Hub  
Leon Hub  
Lima Hub  
Lincoln Hub  
Lisbon Hub  
Ljubljana Hub  
London Hub



Los Angeles Hub  
Luanda Hub  
Lucerne Hub  
Lucknow Hub  
Ludhiana Hub  
Lugano Hub  
Lusaka Hub  
Luxembourg City Hub  
Lviv Hub  
Lyon Hub

## M

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

## N

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

## O

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

## P

Palermo Hub  
Palo Alto Hub  
Panama City Hub  
Panjim Hub  
Paramaribo Hub  
Paris Hub  
Patna Hub  
Pereira Hub  
Perth Hub  
Peshawar Hub  
Philadelphia Hub  
Phnom Penh Hub  
Phoenix Hub  
Pimpri-Chinchwad Hub  
Pittsburgh Hub  
Playa del Carmen Hub  
Pondicherry Hub  
Port-Au-Prince Hub

Port Harcourt Hub  
Portland Hub  
Port Louis Hub  
Porto Alegre Hub  
Port of Spain Hub  
Prague Hub  
Praia Hub  
Prishtina Hub  
Providence Hub  
Puebla Hub  
Pune Hub

## Q

Quebec City Hub  
Quito Hub

## R

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

## S

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

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

## T

Taipei Hub  
Taiyuan Hub  
Taiz Hub  
Tamale Hub  
Tanta Hub  
Tashkent Hub  
Tbilisi Hub  
Tegucigalpa Hub  
Tel Aviv Hub  
Thane Hub  
Thessaloniki Hub  
Thimphu Hub  
Tianjin Hub  
Tijuana Hub  
Timisoara Hub  
Tirana Hub  
Tokyo Hub  
Tomsk Hub  
Toronto Hub  
Trento Hub  
Tripoli Hub  
Tripoli - LB Hub  
Trivandrum Hub  
Tshwane Hub  
Tucson Hub

Tucuman Hub  
Tunis Hub  
Turin Hub

## U

Ulaanbaatar Hub  
Ushuaia Hub  
Uyo Hub

## V

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

## W

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

## X

Xi'an Hub

## Y

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

## Z

Zagreb Hub  
Zurich Hub

# Governance

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**The Global Shapers Community is run for young people by young people, with the support of inspiring Board members.**

We especially thank our Advisory Council, Steering Committees, Taskforces, Curators and Community Champions who strengthened our community's spirit and commitment to joint action this year.

## Foundation Board

We also thank our Foundation Board members, who include remarkable individuals from government, business and civil society, for their extraordinary leadership.

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



**Basima Abdulrahman (Erbil Hub)**  
Founder and Chief Executive Officer,  
KESK Green Building Consulting, Iraq



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



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



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



**Adrian Monck**  
Managing Director,  
World Economic Forum



**Wanjuhi Njoroge (Nairobi Hub)**  
Founder of People Planet  
Africa, Kenya



**Juan Jose Pocaterra (Caracas Hub)**  
Co-Founder and Chief Executive  
Officer, ViKua, Venezuela



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



**Ellyn Shook**  
Chief Leadership and Human  
Resources Officer, Accenture,  
United Kingdom



**Eric Tse (Beijing Hub)**  
Executive Director of Sino  
Biopharmaceutical, People's  
Republic of China

# Team

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Finally, thank you to the team members who worked tirelessly this year to support hubs and inspire positive change.

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**Wadia Ait Hamza**

Head, Global Shapers Community

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**Abdullahi Alim**

Specialist, Africa and Middle East and North Africa, Education and Employment

---

**Micael Bermudez**

Lead, Americas

---

**Mary Catherine Hoeflinger**

Specialist, Climate and Environment

---

**Albina Krasnodemska**

Lead, Europe and Eurasia, Growth and Engagement

---

**Natalie Pierce**

Lead, Programming and Partnerships

---

**Miao Sun**

Specialist, Greater China and North Asia

---

**Karen Saez**

Specialist, Asia, Equity and Inclusion

---

**Ana Saldarriaga**

Lead, Impact and Operations





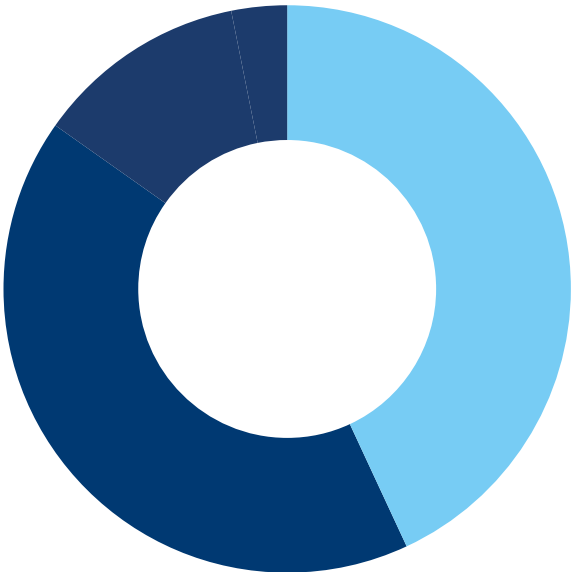
# Financials

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**Total operating income (USD)** **6,562,586**

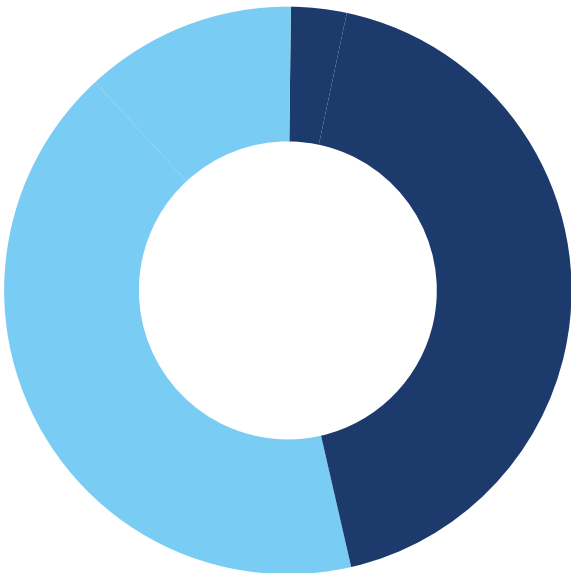


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External Grants and In-Kind	4,113,555
World Economic Forum In-Kind	2,449,031

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**Total operating expenses (USD)** **-6,562,586**



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Programme Services	-2,626,500
In-Kind Expenses	-3,936,086



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

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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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