



Global Shapers Impact Report: Engaging Young People in Decision-Making: Enabling Active Citizenship

JANUARY 2025



Contents

Foreword	3
Executive summary	4
Overview of methodology	5
1 Global outlook for young people: key trends shaping the future	9
1.1 Economic outlook: confronting barriers and disparities	12
1.2 Educational outlook: aligning skills and demands	13
1.3 Social outlook: navigating anxiety amid uncertainties	14
1.4 Political outlook: achieving greater representation	15
1.5 Technological outlook: driving ethical innovation	16
2 Framework for young changemakers: strategies and tactics for action	17
3 Practical examples and case studies: catalysts of change and empowerment	22
3.1 Action by young people: case studies	23
3.2 Action for young people: case studies	27
Conclusion	32
Appendices	33
A1 Community indicators	33
A2 List of hubs	35
Contributors	38
Endnotes	39

Disclaimer

This document is published by the World Economic Forum as a contribution to a project, insight area or interaction. The findings, interpretations and conclusions expressed herein are a result of a collaborative process facilitated and endorsed by the World Economic Forum but whose results do not necessarily represent the views of the World Economic Forum, nor the entirety of its Members, Partners or other stakeholders.

© 2024 World Economic Forum. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, including photocopying and recording, or by any information storage and retrieval system.

Foreword



Natalie Pierce
Head of Global
Shapers Community

We stand at a defining moment in history – an era in which unprecedented challenges create extraordinary opportunities for action. From the climate crisis to rising inequalities and escalating conflicts, there has never been a more pressing need for bold leadership, innovative solutions and collective problem-solving.

The World Economic Forum has long championed the stakeholder concept, bringing together business, government, international organizations and civil society to shape our shared future. Yet, meeting today's intergenerational challenges requires more than collaboration across sectors – it demands that we elevate and empower the voices of those who will inherit this world: young innovators, activists and changemakers.

With the world's median age under 30, young people today are not bystanders. They are the crucial architects of our global future, carrying the weight of inherited systems while also bringing the energy, expertise and vision to build a more inclusive, equitable and sustainable world. Increasingly, young changemakers are leading with passion and purpose – demanding greater accountability from global systems, calling for social transformation, and seizing opportunities to drive progress. We must recognize and support their efforts.

Since its inception in 2011, the Global Shapers Community has engaged over 30,000 young leaders in 500 cities across 155 countries and

territories to address the world's most pressing issues. Together, they have delivered over 3,000 social change projects, supporting more than 20 million stakeholders worldwide. Every day, they prove that young people are not only capable of leadership but are actively driving the transformations our world needs. Their resilience, ingenuity and unwavering commitment to justice infuse hope into a world often overshadowed by uncertainty. They are not the leaders of tomorrow – they are the changemakers of today.

This report captures the economic, political and social outlook of a young generation worldwide and, more importantly, celebrates their ongoing work to shape a brighter, fairer, more sustainable future. It serves as a rallying cry; solving the crises of our time necessitates the leadership and engagement of young people everywhere. Their voices must not only be heard, but enabled, their actions supported, and their visions for change embraced. This is not only a matter of equity or fairness – it is key to unlocking systemic change.

The Global Shapers Community is committed to providing young people with opportunities to connect, engage and lead. This report is a testament to what is possible when we do so. Together, we can build a world where young people are at the forefront of decision-making and collective action. The future is not something we wait for; it is something we create hand in hand with the next generation. Join us in this urgent mission.



The future belongs to those who dare to shape it. With their fresh perspectives, boundless creativity and passion, young people are not only the leaders of tomorrow – they are the changemakers of today. As we confront our greatest global challenges, we must empower young leaders to build a more inclusive and sustainable world. Together, across generations, we will build the future we need.

Klaus Schwab, Founder and Executive Chairman,
World Economic Forum



Executive summary

Young people's perspectives on the state of the world and opportunities to advance the youth agenda.

In a world facing extraordinary challenges, young leaders from diverse backgrounds are emerging as essential changemakers. The *Global Shapers Impact Report* highlights how nearly 4,000 young people across more than 140 countries are confronting issues like climate change, unemployment, and conflict with optimism, innovation, and commitment to lasting impact. Empowering youth is critical not only for equity but for achieving transformative global progress.

Chapter 1 outlines the social, economic and political landscapes young people are navigating, while Chapter 2 highlights their innovative solutions to build an equitable future. The report concludes with case studies of impactful youth-led initiatives and opportunities for collaboration to advance the youth agenda.

Reason for hope

Despite significant global challenges in 2024, young people remain optimistic: **83% view the world as full of opportunities**, and **74% feel empowered to act on the issues they care about**. A total of 50% believe they can influence decision-making, while 68% aspire to greater leadership roles. Notably, young people are eager to build inclusive societies, challenging harmful stereotypes that portray them as disengaged. Instead, they are actively addressing community needs.

Persistent set of challenges

Young people identify a **lack of economic opportunities as the foremost challenge in their communities**, alongside **environmental crises and government inaction**. Globally, climate change is the top concern, followed by armed conflict, involuntary migration and lack of basic welfare. Despite the scale of these issues, young people are determined to pursue comprehensive long-term solutions.

Commitment to action

An analysis of over **440 youth-led projects** in the past year shows young people employing four social change tactics: **awareness-raising, direct action, influencing power and systems change**. While awareness-raising and direct action are

most common, youth see the greatest impact in influencing power and driving systemic change. Among the projects, 34% focus on education and employment, 24% on environmental action, 14% on civic engagement, 13% on health, 11% on inclusion and 4% on disaster response.

Protecting the most vulnerable

Young people are uniquely positioned to break barriers and champion social justice. Of those reached through youth-led initiatives, **36% belonged to underrepresented groups**, including women and girls, racial minorities, migrants, people with disabilities, and LGBTQIA+ communities. Another **25% were youth themselves** – underscoring that youth-led social change is often by and for young people.

Opportunities for progress

Young people are eager collaborators. This report reveals that **23% of young changemakers actively engage with civil society, 15% with the private sector, and 12% with academia and government** alike, indicating significant potential for organizations, businesses and governments to pursue youth partnerships.

The World Economic Forum is committed to empowering youth voices through the Global Shapers Community and beyond, ensuring that young people have a seat at the table where solutions are being built. Organizations, businesses and governments are called upon to:

- **Actively involve young people** in issues they care about.
- **Prioritize funding** for youth-led initiatives.
- **Ensure youth inclusion in decision-making**.
- **Provide tools** empowering young leaders.
- **Recognize youth as key change agents**.

By systematically adopting these five actions, it is possible to spark a global movement where young people take charge in creating an equitable future.

Overview of methodology

Insights from 3,989 young leaders through a global survey highlight the critical role of empowered youth in advancing social change.

“ This report makes a powerful argument: that youth engagement isn’t just valuable – it’s essential for driving the transformative progress that communities and the world urgently need.





The *Global Shapers Impact Report* is the World Economic Forum’s flagship publication for the advancement of the issues that matter most to young people. It demonstrates that when young people are empowered through meaningful opportunities to learn, lead and innovate, they serve as a transformative force, driving profound and lasting change locally and globally. This report makes a powerful argument: that youth engagement isn’t just valuable – it’s essential for driving the transformative progress that communities and the world urgently need.

This year’s report draws on **unique insights from 3,989 young leaders and experts** from 459 diverse locations, including capital cities, rural areas, remote islands and refugee camps, **spanning 142 countries and territories**. This breadth of perspectives makes it one of the most diverse data sets available on the global youth agenda. Participant insights were collected through a global survey, which was open from 1 June to 31 July 2024.

This year’s report draws on unique insights from:



459
diverse locations

-  Capital cities
-  Rural areas
-  Remote islands
-  Refugee camps

In addition to the data gathered from the Global Shapers Community, the report incorporates research from leading youth-focused publications across academia, business, government, international organizations and civil society, offering a comprehensive view of young people’s concerns and aspirations worldwide.

The report evaluates the impact of youth-led social change initiatives, addressing critical questions such as the following:

- What issues do young people prioritize?

- What social change strategies and tactics do they deploy?
- Who is impacted by their efforts, and what are the lasting outcomes?

This report, in collaboration with the Youth and Innovation Project at the University of Waterloo, also advances a framework for youth-led social change, providing data on the frequency and effectiveness of various approaches. It offers practical lessons for young leaders, organizations and decision-makers, illustrating how youth-led action can be scaled and supported globally.

In the Global Shapers Community, young people are defined as individuals aged 18 to 30. However, young people are not a homogenous group; their experiences, perspectives and concerns vary greatly. It is vital to acknowledge that some young people – particularly those from marginalized or underrepresented communities, such as Indigenous Peoples, people with disabilities, refugees, migrants, LGBTQIA+ individuals and women – face additional barriers to influence and representation. This report embraces an inclusive approach, recognizing the diversity of young voices and their distinct contributions to building a better world.

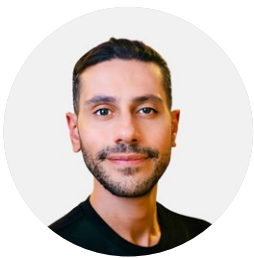
The report includes the following key components:

- **A global outlook for young people:**
A comprehensive overview of the social, economic, political and technological

landscape shaping the next generation of changemakers.

- **A framework for young changemakers:**
An in-depth look at the strategies, tactics and solutions young people are using to drive the critical transformations the world needs.
- **Practical examples and case studies** of social change initiatives led by young people that have made a significant impact, offering models that can be replicated and scaled worldwide.

Finally, the report integrates insights from leading experts, including the Global Shapers Foundation Board, Advisory Group, and Community Champions and Partners, to enhance the analysis and generate actionable, forward-looking insights. A complete list of contributors can be found in the Acknowledgments section.



Young changemakers aren't just carrying hope – they're actively embodying it. Amid today's complex challenges, they're transforming optimism into tangible impact through hundreds of youth-led projects. Our responsibility now is to match their commitment by ensuring they have true decision-making power in shaping our collective future.

Tariq Al Olaimy, Global Shapers Foundation Board Member and Alumnus, Manama Hub, Bahrain



FIGURE 1
Responses by region

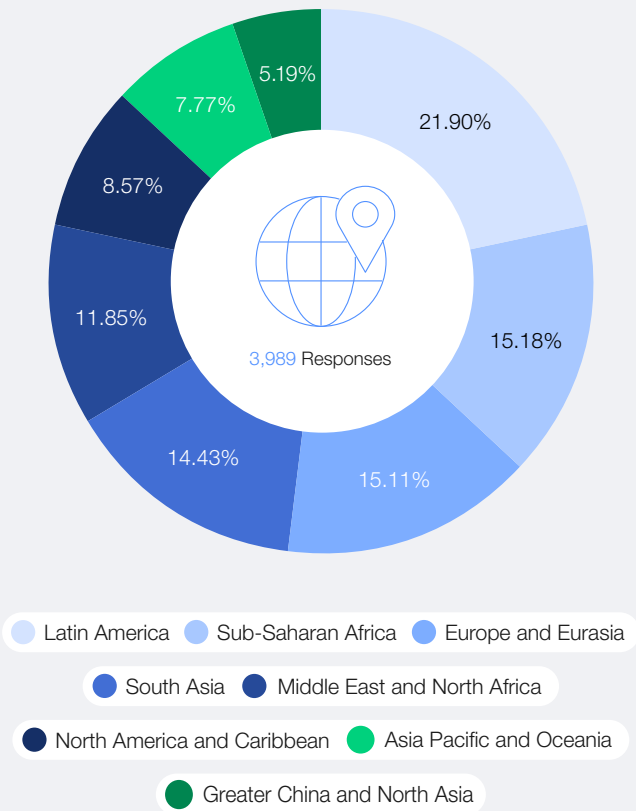


FIGURE 2
Responses by gender

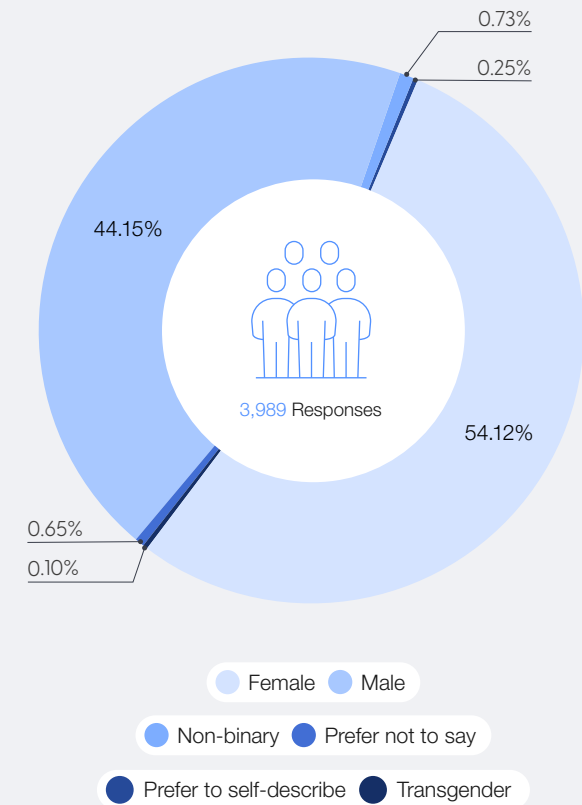


FIGURE 3
Responses by financial status

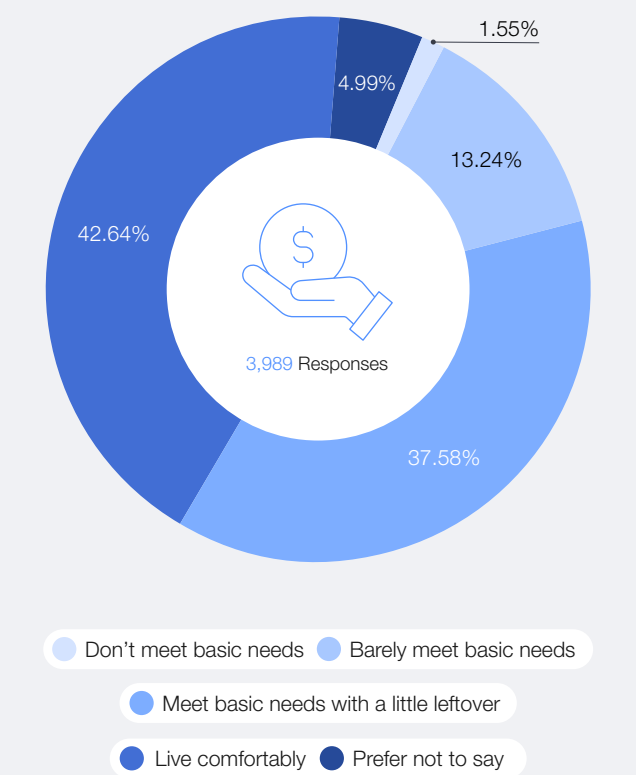


FIGURE 4
Responses by academic status

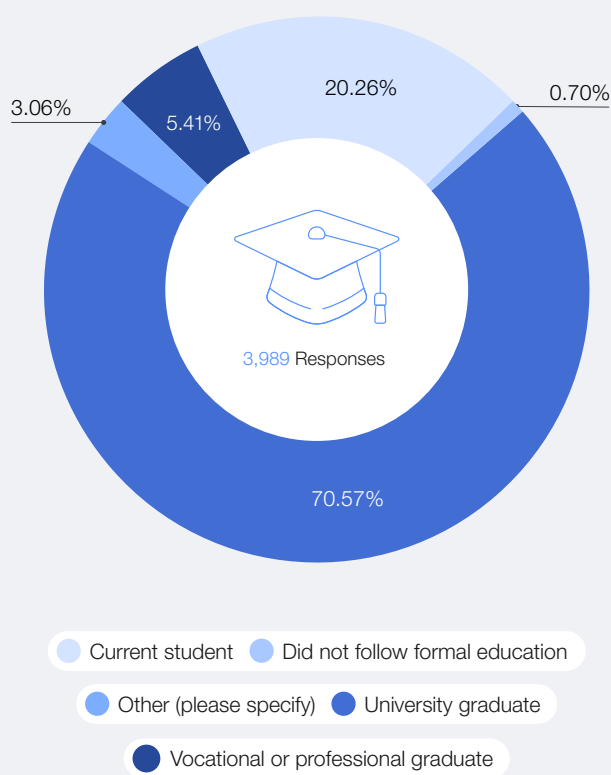


FIGURE 5
Responses by employment status

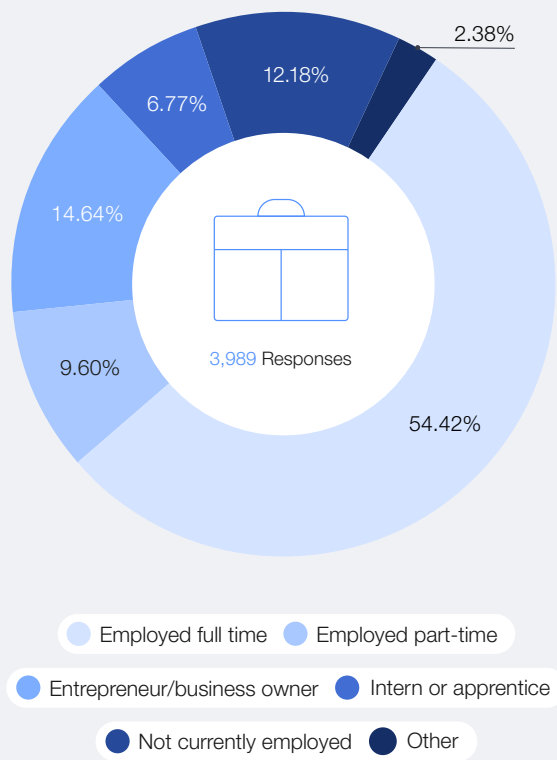


FIGURE 6
Responses by sector

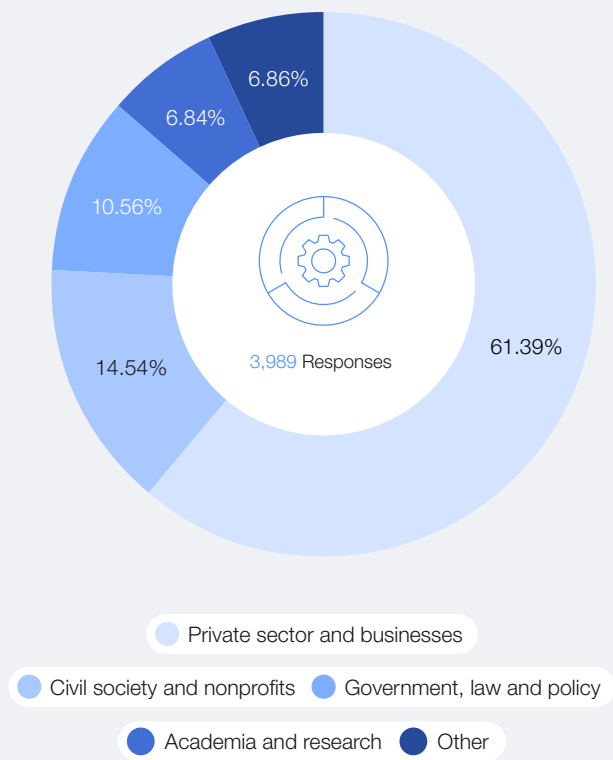
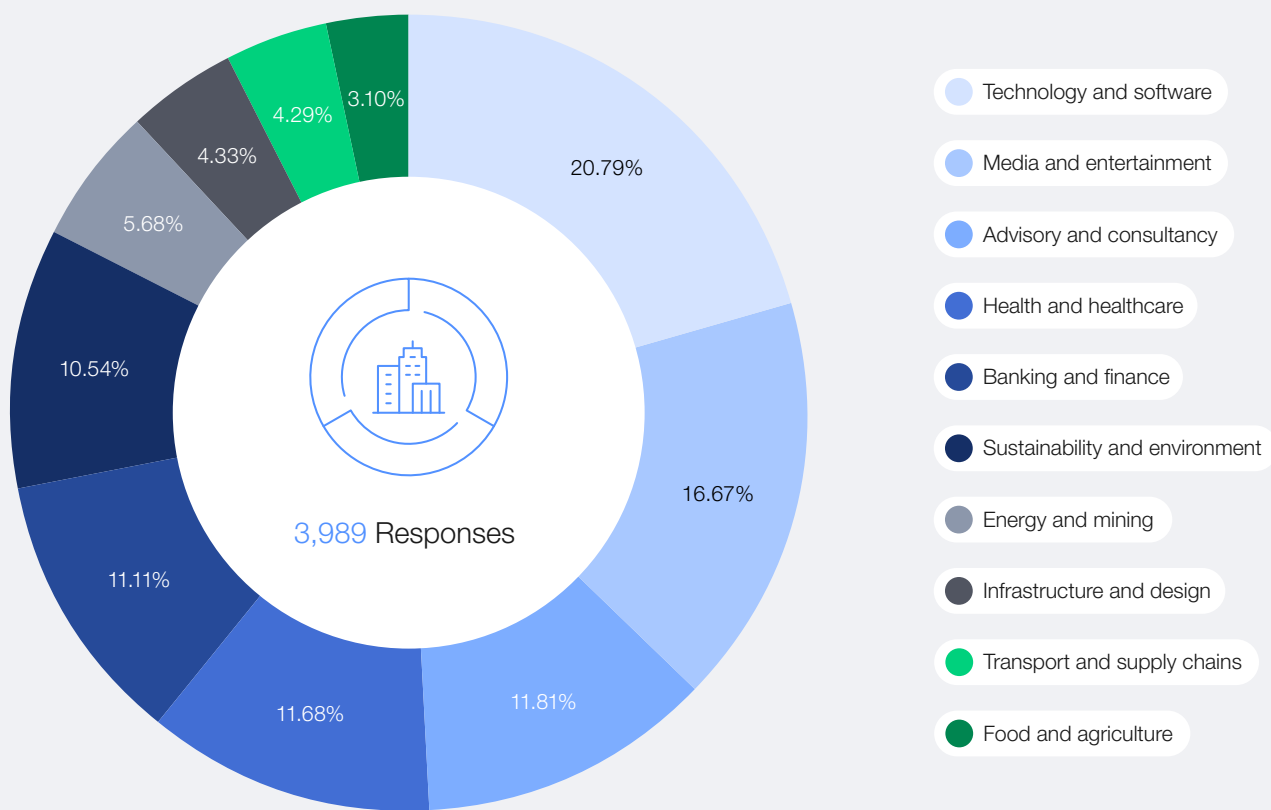


FIGURE 7
Responses by private sector industry



1

Global outlook for young people: key trends shaping the future

Young peoples' views on global challenges, their main concerns and their calls to action.

In an era of profound global shifts, young people today are emerging as powerful leaders, driven by optimism and resilience despite economic, social and environmental challenges. They see a world of opportunity, **with 83% viewing it positively and 74% feeling empowered to act on pressing issues**. From climate activism to combating inequality, they are mobilizing in new ways. However, they face barriers such as job instability, political exclusion and rapid technological shifts.

This chapter outlines the critical trends shaping young people's futures, their top concerns and their calls to action, seeking to answer the following questions:

- What issues keep young people up at night?
- What trends are shaping their future?
- How can organizations, businesses and governments collaborate with young people to create an inclusive and sustainable world?

FIGURE 8 Global outlook

The world is...

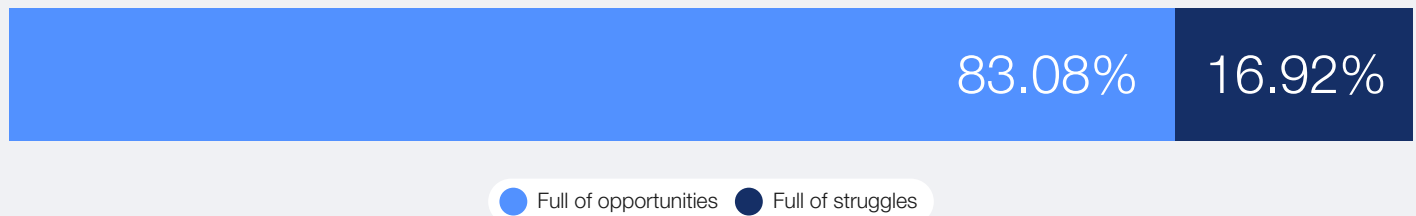


TABLE 1 | Top three most pressing local issues

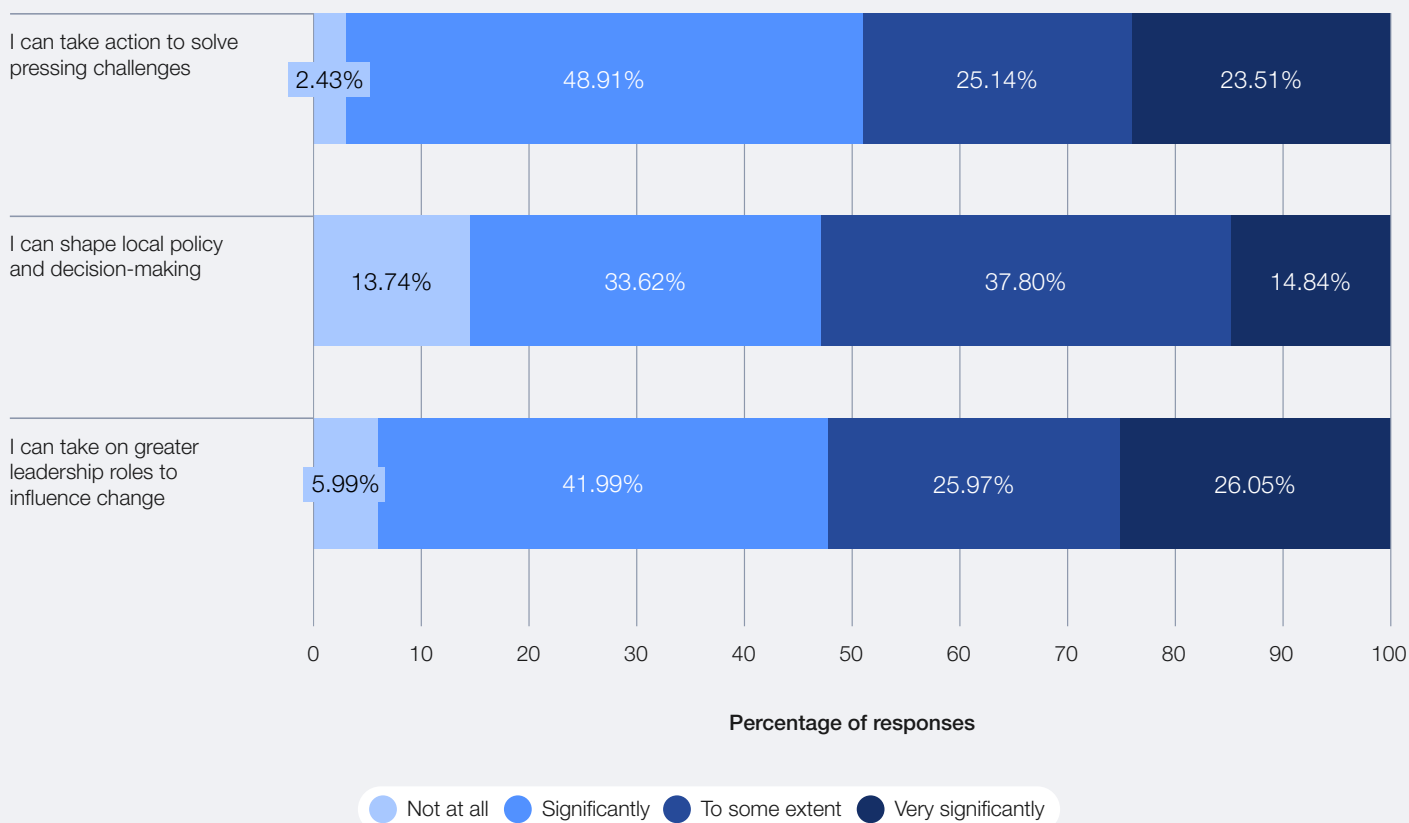
Local issues	Responses	Percentage
① Lack of economic opportunity	1,939	16.20
② Climate change and nature loss	1,745	14.58
③ Government inaction and corruption	1,448	12.10
Poverty and lack of basic welfare	1,351	11.29
Poor education and critical skills gaps	996	8.32
Societal polarization and inequality	818	6.84
Insufficient infrastructure and services	709	5.92
Systemic racism and discrimination	573	4.79
Natural resource shortages	546	4.56
Lack of privacy and public safety	494	4.13
Infectious disease and poor health	438	3.66
Adverse outcomes of technology	425	3.55
Armed conflict and involuntary migration	287	2.40
Other	198	1.65
Total	11,967	100.00



TABLE 2 | Top three most pressing global issues

Global issues	Responses	Percentage
1 Climate change and nature loss	2,661	22.24
2 Armed conflict and involuntary migration	1,994	16.66
3 Poverty and lack of basic welfare	1,378	11.51
Government inaction and corruption	961	8.03
Natural resource shortages	911	7.61
Lack of economic opportunity	802	6.70
Adverse outcomes of technology	617	5.16
Systemic racism and discrimination	603	5.04
Poor education and critical skills gaps	538	4.50
Lack of privacy and public safety	489	4.09
Societal polarization and inequality	423	3.53
Infectious disease and poor health	395	3.30
Insufficient infrastructure and services	154	1.29
Other	41	0.34
Total	11,967	100.00

FIGURE 9 | Personal outlook



1.1 Economic outlook: confronting barriers and disparities

Despite a global drop in youth unemployment rates, lack of economic opportunity remains a top concern for young people worldwide. In 2024, the unemployment rate for those under 30 fell to 13% (a 15-year low), with projections suggesting it may drop further to 12.8% in 2025.¹ However, these statistics mask troubling realities.

Approximately **20% of young people are not in employment, education or training (NEET)**,² with young women making up two-thirds of this group. The promise of gender parity in employment feels distant, with projections pushing equity well into the 22nd century. Regional employment disparities, particularly rising youth unemployment in the Middle East, North Africa and Asia, threaten to leave a generation behind.

Even for those who are employed, the quality of jobs available remains a significant issue. Four in five young workers are in temporary or informal positions, lacking job security, adequate pay and legal protections. In low-income countries, **20% of young people hold regular, paid employment**, compared to 80% in wealthier nations.³

This precarious reality fosters frustration and anxiety, as many struggle to envision a stable future where they can achieve life milestones such as starting families, investing in homes or planning long-term.

For young people in ageing societies, this situation is exacerbated by additional pressures such as underfunded social security systems, pension shortfalls and widening generational wealth gaps. These structural challenges go beyond just economic strain – they also have social consequences. Many young people feel sidelined by systems that favour older generations, deepening a sense of exclusion and exacerbating social divides.

To build a more inclusive global economy, young people are calling on governments, businesses and global institutions to create more equitable pathways to employment, invest in youth-led solutions, and dismantle the systemic barriers that have constrained their potential for far too long. Young people's calls to action are clear: **economic opportunities must translate into long-term stability, growth and independence for all.**



We need an economy that truly invests in us and unleashes the potential of a generation that has so much to contribute. Not just with jobs and skills, but with fair, sustainable careers that offer real security, agency and prosperity. To make this vision a reality, we must dismantle the systemic barriers that hold us back.

Noura Berrouba, Global Shapers Foundation Board Member and Global Shaper, Stockholm Hub, Sweden



1.2 Educational outlook: aligning skills and demands

As educational attainment rises – with nearly **48% of young people globally engaged in schooling in 2023**, compared to 38% in 2020⁴ – the disconnect between qualifications and job opportunities grows. In developing economies, **two-thirds of young workers are in positions that do not match their skills**. This mismatch leaves many young people feeling overqualified and undervalued, leading to disappointment and a sense of unfairness.

In lower-income regions, the situation worsens: young people who have achieved advanced degrees often face higher unemployment rates than their peers with only basic education. This paradox intensifies a sense of unfairness and disappointment, as those who pursued higher education in the hopes of achieving upward mobility are instead confronted by a labour market that doesn't recognize or reward their investment or qualifications.

This mismatch not only reflects an individual crisis but also highlights systemic failures in aligning educational systems with labour market demands. Young people are encouraged to invest in their education, yet they often graduate into markets that lack the capacity to absorb them. This exacerbates generational inequalities and perpetuates cycles of underemployment, with long-term consequences for young people's futures.

The survey finds that young people want transformative reforms that connect educational systems to evolving job markets. They advocate for curricula that emphasize innovation, adaptability, digital literacy and critical thinking, alongside partnerships between educational institutions, businesses and governments to ensure that qualifications lead to tangible job opportunities. **Their message is critical: education must evolve to empower future generations, equipping young people with the skills to succeed in a rapidly changing job market.**



Our world is changing at an unprecedented pace and reskilling is that bridge between where we are and where we need to be. Let's build education systems that are responsive to the changing socioeconomic trends.

Asha Makana, Global Shaper, Nairobi Hub, Kenya



1.3 Social outlook: navigating anxiety amid uncertainties

Research from academia, business, government and civil society reveals a troubling truth: anxiety among young people is escalating across all regions and socioeconomic backgrounds. This generation faces not only personal fears of job loss and insecurity but also existential threats that cast a shadow over their future.

Globally, **two-thirds of young people cite job instability as a primary source of anxiety**, with one in three young Africans expressing extreme anxiety about their job prospects. In North America, Europe, the Middle East and North Africa, **64% of young people feel worse off than their parents**. Alarming, the percentage of 25-year-olds in the US who are financially independent from their parents has decreased from 73% in 1980 to just 60% in 2024.⁵

Currently, the anxiety faced by young people is compounded by fears of worsening armed conflicts and involuntary migration. In 2024, crises in Sudan, Ukraine, Gaza and Israel have galvanized youth globally, highlighting their solidarity with those most affected by violence. Young people often shoulder the burdens of societal upheaval, participating in response efforts and taking on additional family responsibilities, while many are forced to leave school or are cut off from essential services like healthcare and nutrition.

With more countries embroiled in conflict than at any time in the last 30 years, young people are left particularly vulnerable. **A large number of migrant and displaced people are under 30**, often fleeing

their homes due to limited employment prospects and unsafe living conditions. For those not directly affected by conflict, the relentless barrage of news and social media also exacerbates feelings of helplessness. Many young people report feeling overwhelmed by global crises – intensifying their urgency to speak out against inaction.

Climate change further intensifies young people's anxieties. According to the World Meteorological Organization, 2024 is on track to be the warmest year on record,⁶ and so it's no surprise that **60% of those under 30 are very or extremely worried about climate change**,⁷ nature and biodiversity loss, extreme weather and natural resource shortages. Feelings of powerlessness are pervasive, with **83% believing that governments and businesses have failed to care for the planet**,⁸ betraying their future.

In light of these multifaceted anxieties, young people are calling for urgent action. They want **governments to prioritize peace and protect the most vulnerable, while holding businesses accountable for financing conflict and exacerbating climate change**. Young people want policy-makers to meaningfully include them in climate and peace negotiations, ensuring their voices are central to the decision-making processes that affect their futures – and they are advocating for **accessible, affordable and culturally sensitive mental health support services** designed specifically for those navigating the unique challenges of this generation.



Youth displaced by conflict are not only navigating the trauma of leaving home but also facing barriers to culturally sensitive mental health care. Through youth-led projects like Memnun, we're addressing these needs with tailored support that empowers young refugees and migrants to rebuild resilience and thrive amidst adversity.

Faissal Sharif, Global Shaper, London III Hub, UK



1.4 Political outlook: achieving greater representation

Around the world, young people remain significantly underrepresented in politics and formal political institutions. Despite comprising over half of the global population, only **2.8% of parliamentarians are under 30 years old**, with the average age in parliament sitting at **51**.⁹ Alarmingly, less than **1% of parliamentarians are in their twenties**, and in a third of countries globally, eligibility for parliamentary candidacy only begins at age **25**.¹⁰ Moreover, less than one-third of countries consult young people when preparing national development plans, sidelining a significant portion of the populace in decision-making processes that directly affect their futures.

This lack of representation contributes to a pervasive sense of disillusionment. A total of **84% of young people describe politicians as self-interested**, while **75% perceive them as corrupt**. In this context, it is no surprise that **82% believe political systems are in dire need of reform**¹¹ in order to be fit for purpose in the future. This sentiment underscores a generation's frustration with a political landscape that seems detached from their realities. Many young people note intergenerational ideological political divides and express frustration over harmful stereotypes, feeling that older generations dismiss their leadership potential and the validity of their voting concerns.

Young people appear to be unified in their call for greater representation – advocating for **lowered voting ages, the removal of systemic barriers to political engagement, and the formalization of youth representation through recognized bodies and designated youth offices**. They also navigate complex ideological divides within a generation, however, which are important to recognize. Emerging research indicates a growing gap in political beliefs between young men and women. Young women increasingly identify as more progressive while young men are gravitating towards more conservative or traditional views. This divergence is particularly pronounced on issues of gender and social equality and is gaining resonance on a global scale.¹²

For meaningful change to occur and greater political representation to be achieved, it is therefore imperative that the diverse perspectives of young people are not only acknowledged but actively integrated into the decision-making processes that will shape their future. **Young people are not a homogenous group – they have diverse lived experiences and concerns, and these divergences must be meaningfully recognized and included.**



The importance of diverse, inclusive and representative youth participation in governance is nowhere more evident than in addressing the climate crisis. By evolving our global democratic processes to uplift youth voices and lived experiences, we gain the tools necessary to shape a just and equitable future in a rapidly warming world.

Natalie Montecino, Curator, Denver Hub, USA



1.5 Technological outlook: driving ethical innovation

For young people, technology is more than just a tool; it is a central aspect of their identity and lives. A remarkable **80% of young people interact with artificial intelligence (AI) multiple times a day**,¹³ driving the adoption of generative AI in workplaces and personal life. These early adopters are excited about the potential of AI to enhance productivity and improve work-life balance; they are also acutely aware of its risks.

An overwhelming **87% of young people express concerns about the threats posed by generative AI**,¹⁴ particularly in relation to misinformation and disinformation, cybersecurity threats, scams and deepfakes. This highlights the need for the responsible and intentional integration of emerging technologies into their lives.

The duality of excitement and apprehension characterizes young people's relationship with AI. Frequent users are more likely to view the technology as a means to optimize their work, yet they simultaneously harbour fears about job displacement due to automation. This outlook has led many young people to prioritize reskilling and professional development, with over a third planning to enrol in AI training within the next year.

Beyond their immediate concerns, young people are also advocating for a more inclusive approach to technological development. They recognize that technology can only be effective if it is aligned with their values, particularly around social impact and sustainability. Overall, 75% of young people say that community engagement and societal impact are important factors when choosing an employer, and **65% of young people believe that business can help ensure that new technologies and generative AI are used ethically**.¹⁵ This desire for responsible design reflects a broader expectation that technology should serve humanity – not the other way around.

As young people face an increasingly digital world, the call for ethical practices and accountability in technology has never been more vital. They are not just passive users but active participants, demanding that technological development prioritizes mental health, safety and inclusivity. With a clear understanding of the complexities involved, this generation is poised to shape a future where **technology is harnessed not only for innovation but also for the greater good**, ensuring that it aligns with their vision for a more equitable world.



We are driving the adoption of frontier technologies like AI, but we're also mindful of risks like disinformation and deepfakes that could reshape our social fabric. Our focus is on using new technology to enhance – not replace – efforts toward a better world, while advocating for responsible innovation and promoting upskilling to address tech-driven job challenges.

Alphaeus Hanson, Curator, Jacksonville Hub, USA



Framework for young changemakers: strategies and tactics for action

Young leaders are using awareness-raising, direct action and systems change tactics to drive meaningful change.

“ With determination and innovation, young people reject short-term fixes in favour of long-term, sustainable solutions.

The previous chapter highlighted the multifaceted complexities young people face today, capturing both the challenges they encounter and their urgent calls for action. The focus now shifts to how they are actively creating change, locally and globally, despite the formidable scale of the issues before them. This chapter answers the following questions:

- What issues do young people prioritize?
- What strategies and tactics do they employ?
- Which stakeholders benefit from their efforts, and what lasting social impact are they making?

This research shows that **young people are not waiting for others to solve today's**

challenges. Undeterred by the magnitude of the social, economic, political and environmental crises of the era, they are harnessing the power of collective action to drive ambitious projects that enable them to empower themselves, uplift communities, safeguard the vulnerable and address systemic issues. With determination and innovation, they reject short-term fixes in favour of long-term, sustainable solutions. Whether confronting climate change, advocating for justice or expanding access to education, young leaders are redefining what it means to work towards a better future.

Young people employ diverse tactics to drive progress, such as awareness raising, direct action, influencing power and driving systems change.¹⁶



Awareness-raising and direct action are the most common; over 90% of all projects deployed awareness-raising tactics, and 87% used direct action. Young people also recognize that influencing power structures and addressing systemic barriers yield the most transformative results; however, respondents expressed a need for further training and support in these areas to fully realize their goals. Young people are leading credible social change initiatives, yet many still **struggle to navigate systems, build alliances, access decision-makers, measure their long-term impact and refine their strategies** to achieve their desired outcomes.

The projects evaluated in this study were delivered by members of the Global Shapers Community between 1 July 2023 and 31 June 2024. Leveraging their diverse expertise, Global Shapers in designated cities work together to design at least one local project per year. Each project tackles a pressing issue, engages local stakeholders and harnesses a collective action solution. Since 2011, **Global Shapers have delivered more than 3,000 local projects**, directly improving the lives of over **2 million people** by increasing access to education, employment, housing and healthcare. Additionally, they have engaged over **20 million people** globally in awareness campaigns and research initiatives on the issues that matter to them most.

FIGURE 10 Young people's social impact and reach



The focus of their projects aligns closely with the challenges young people perceive in the world (see Table 2). In total, **34% of the projects focus on increasing access to education**, skills and jobs, **24% are reducing emissions** and protecting nature, **14% are mobilizing voters** to strengthen democracy, **13% are addressing anxiety** to improve health and well-being, **11% are advancing**

equity and inclusion, and **4% are responding to disasters and conflict**. The direct alignment between the issues young people face, as outlined in Chapter 1, and the actions they take underscores their deep understanding of the world around them. Informed and observant, young people are attuned to the struggles of others and are driven by a desire to meet the real needs of their communities.

TABLE 3 | Topics of youth collective action

Topics	Definition
Reskilling for the future	Young people are increasing access to education, skills and jobs, and promoting innovation, technology and entrepreneurship.
Protecting the planet	Young people are reducing emissions, preserving nature, promoting circular innovation and advancing a waste-free world.
Creating inclusive societies	Young people are delivering projects to advance equity and social justice, while empowering young women and girls everywhere.
Improving health and well-being	Young people are addressing anxiety and achieving better health outcomes and well-being for young people and vulnerable groups.
Advancing civic engagement	Young people are strengthening democracy by engaging voters, informing policy and inspiring young people to run for local office.
Delivering basic needs	Young people are mobilizing humanitarian responses, responding to local crises and natural disasters, and fighting extreme poverty.
	<p>Young people's efforts have a profound impact on a wide range of stakeholders (see Table 4), particularly underrepresented groups such as women, minorities, LGBTQIA+ communities, migrants and refugees. Among the 80,000 people directly supported by young people this year, 36% were from vulnerable groups. Notably, 25% of projects specifically targeted young people, creating spaces where young people can lead, support one another and create change together. These findings highlight the unique potential of youth-led movements to break down barriers, promote inclusion and drive lasting societal transformation.</p>

TABLE 4 | Stakeholders reached through youth collective action

Stakeholders	Definition
Vulnerable groups	Young people are uplifting women and girls, migrants and refugees, racial minorities, LGBTQIA+ youth and people with disabilities, ensuring equal access to opportunities and resources.
Young people	Young people are empowering themselves and their peers, underscoring that youth-led social change is often driven by young people, for young people. Young people are defined as aged 18 to 30.
Schools and universities	Young people are most connected to the places where they live, work and study. They are driving change at their schools and universities, enriching learning and building inclusive campuses.
Jobseekers and unemployed people	Young people are committed to supporting jobseekers and unemployed groups, offering opportunities for skills development, training and pathways to meaningful, long-term employment.
Families and households	Young people are addressing the essential needs of families and households, providing access to clean water, nutritious meals, healthcare and learning materials to ensure healthy homes for all.
Voters and civic organizations	Young people are stepping up to strengthen civic engagement, supporting elections, reaching voters and collaborating with organizations that uphold inclusive democratic values.
Entrepreneurs and start-ups	Young people are driving innovation by supporting start-ups and social enterprises that reflect their vision for a more just economic system, nurturing business models with social impact at their core.
Small- and medium-sized enterprises	Young people are scaling the development of small- and medium-sized enterprises (SMEs), particularly locally-run, minority-owned and women-led businesses, to foster inclusive growth.
Large businesses and enterprises	Young people are advancing corporate initiatives that embrace diversity, transparency, sustainability and accountability in their operations and supply chains to meet the demands of consumers.

Evaluations of these projects challenge stereotypes that young people are disinterested or disengaged in social change processes. In fact, this research demonstrates that youth-led initiatives lay the foundation for a more sustainable, just and equitable world. Their work demonstrates that when young people are empowered, they not only improve their own futures but also build stronger

and more resilient communities that benefit society as a whole. It is therefore critical that organizations, businesses and governments recognize young people as vital agents of change – valuing their insights, recognizing their expertise, amplifying their reach, and incorporating their voices into the policies and decision-making processes that impact their lives.

TABLE 5 Frequency and results

Category	Frequency	Percentage
Strategies (projects can deploy multiple strategies)		
Awareness-raising	438	91.63%
Direct action	419	87.66%
Influencing power	128	26.78%
Driving systems change	63	13.18%
Total projects	478	
Topics (projects can address multiple topics)		
Reskilling for the future	240	50.21%
Protecting the planet	139	29.08%
Creating inclusive societies	175	36.61%
Advancing civic engagement	144	30.13%
Improving health and well-being	99	20.71%
Delivering basic needs	42	8.79%
Total projects	478	
Stakeholders		
Vulnerable groups	29,463	36.59%
Women and girls	8,962	11.13%
Minorities and racial groups	4,275	5.31%
Migrants and refugees	3,784	4.70%
Rural populations	3,446	4.28%
People with disabilities	2,673	3.32%
Informal workers	2,158	2.68%
Indigenous communities	2,045	2.54%
LGBTQIA+ individuals	1,135	1.41%
Elderly populations	985	1.22%
Young people	20,348	25.27%
Schools and universities	11,394	14.15%
Jobseekers and unemployed groups	6,683	8.30%
Entrepreneurs and start-ups	2,898	3.60%

TABLE 5 | Frequency and results (continued)

Category	Frequency	Percentage
Stakeholders		
Families and households	2,641	3.28%
Voters and civic organizations	2,641	3.28%
Small- and medium-sized enterprises	2,278	2.83%
Large businesses and enterprises	938	1.16%
Other	1,240	1.54%
Total stakeholders	80,524	100%

Finally, young people are not creating change in isolation; they understand the value of collaboration and are actively seeking to build meaningful connections with local stakeholders. The research shows that **88% of young people consult local stakeholders during the design phase** of their projects, and **82% seek feedback after project implementation** to ensure their initiatives are impactful and aligned with community needs.

When it comes to collaboration, **23% of young changemakers work with civil society organizations**, while **15% partner with the private sector**, seeing it as a critical enabler of local innovation. Additionally, **12% engage with academic institutions**, and another **12% seek support from local government** to advance new solutions.

These findings underscore both the progress made and the vast potential that exists for organizations, businesses and governments to engage young people more meaningfully in collective action solutions. By truly collaborating with young leaders, diverse actors can amplify their impact and ensure more sustainable and inclusive results. Young leaders offer unique insights and a strong track record of innovative problem-solving, while their commitment to building cross-sector coalitions broadens the reach of initiatives to include a wide range of stakeholders. Partnering with young changemakers not only strengthens the credibility and legitimacy of social impact efforts but also invests in a generation dedicated to creating lasting change.



To effectively protect the Amazon rainforest, we must amplify the voices of Amazonian leaders and prioritize the perspectives of Indigenous communities. Their involvement enhances our ability to combat climate change by leveraging generations of Indigenous knowledge and sustainable practices. Empowering these communities leads to more effective climate policies and preserves the rich cultural heritage of the Amazon. By fostering authentic representation, we align environmental preservation with the empowerment of those who safeguard these vital ecosystems.

Maryangel Alemán, Curator, Managua Hub, Nicaragua



As a Global Shaper in Pakistan, I've come to see that our work only holds true value when communities are at its core. By using culturally appropriate tools and a bottom-up approach, we build trust, authenticity, and a shared vision of impact. Communities serve as our compass, guiding us through evolving realities and ensuring we meet their needs rather than assuming them. As a youth-led organization, we bridge the gap between diverse stakeholders and communities, fostering lasting relationships rooted in trust and compassion, enabling informed decisions and responsive interventions that drive real, lasting change.

Shehribano Jamali Niazi, Curator, Islamabad Hub, Pakistan

Practical examples and case studies: catalysts of change and empowerment

The real-world impact of youth-led initiatives and mechanisms to systematically include and empower youth across all areas of society.

As young people confront complex social, economic and political challenges, they are not merely adapting to the world around them but actively reshaping it. The first two chapters of this report explored the urgent issues that drive young people to action, alongside the innovative strategies and tactics they deploy to overcome barriers and build inclusive futures. Attention now shifts to the power of young people in action.

This chapter spotlights four compelling examples of youth-led initiatives that are raising awareness, driving action, influencing power and changing systems. From grassroots movements to national advocacy, young changemakers are rewriting the

playbook on social impact, demonstrating that change is not only possible but already under way. This section delves into case studies that reveal the strategies, challenges and triumphs of youth-led movements. It also examines the essential roles of governments, businesses and organizations in empowering young people to move from ambition to influence and from action to sustainable impact.


Through these insights, this chapter offers a practical blueprint for amplifying young people's impact, illustrating what becomes possible when young innovators, activists and organizers are equipped with the tools and support needed to drive lasting change around the world.



3.1 | Action by young people: case studies

CASE STUDY 1

Safe Space for HER, Ilorin Hub, Nigeria

Strategy	Implementation
Awareness-raising 	<p>Period poverty is a social, economic and health concern. It is also largely ignored. In northern Nigeria, young activists are fighting to change this.</p> <p>In Nigeria, an estimated 37 million women and girls¹⁷ face period poverty, lacking access to affordable menstrual products – a critical issue exacerbated by rising costs, and largely unaddressed. Beyond access, cultural stigma around menstruation adds further barriers, often instilling shame and limiting young women's ability to fully participate in society.</p> <p>In Ilorin Hub, young changemakers are raising awareness and tackling period poverty through Safe Space for HER. Through in-school workshops, they provide comprehensive menstrual health education to young women and girls. They also distribute essential products and offer leadership and self-esteem training to equip young women with the confidence to pursue their goals. To date, they have reached over 300 young women and girls, with the goal to support 1,500 young women across Kwara State by 2025.</p> <p>Next steps: Young changemakers are addressing period poverty through awareness and direct action, yet they also see the need for systemic solutions. Next, they can advocate for legislation to ensure free period products for those in need – or, at least, subsidize these essential items. Tactics could include removing VAT and import taxes on menstrual products, distributing free products through schools and clinics, or institutionalizing menstrual health education in school curriculums to combat stigma and dismantle cultural taboos at scale and permanently.¹⁸</p> <p>“</p> <p>With Safe Space for HER, we hope for a future where no girl is held back due to lack of menstrual hygiene resources or the weight of social stigma. The Innovation Prize will empower us to scale the impact of this initiative, as we work toward providing sustainable solutions and policy measures to end period poverty.</p> <p>Mariam Abdulkareem, Global Shaper, Ilorin Hub, Nigeria</p>



Agroecology in Favelas, Rio de Janeiro Hub, Brazil

Strategy

Project

Direct action



Food insecurity driven by inflation calls for urgent responses to protect families in favelas. In Brazil, young innovators are rising to this challenge.

In Brazil, over 33 million people face hunger,¹⁹ many living in favelas and informal settlements that have nearly doubled in size over the past decade. Despite being a leading agricultural producer – ranked first in soybean and sugar exports – the Brazilian agricultural economy relies heavily on global supply chains. This dependency restricts its ability to shield local consumers from rising global commodity prices, resulting in a 37.5% increase in food prices since 2020, with harmful consequences for vulnerable populations.

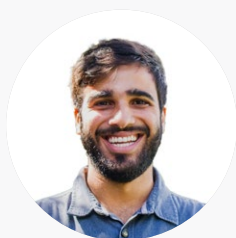
In the Rio de Janeiro Hub, young people have constructed two keyhole gardens and four mobile greenhouses to enhance local agricultural capacity and encourage intergenerational knowledge exchange. Gardens and greenhouses prioritize traditional farming practices, products and plants – and have supported 60 families across three favelas and trained over 100 regenerative urban agripreneurs through direct action. Their goal is to build 50 keyhole gardens, benefiting over 500 families by 2025.

Next steps: Strengthening local food systems through community-supported agriculture is a powerful approach to combatting food insecurity. Additional tactics could include advocating for policy reforms that support fair wages, subsidize local foods, and mitigate vulnerabilities in global supply chains while ensuring fair trade practices to protect local producers. Young people can also advocate for stronger social safety nets and investment in local food infrastructure to create more equitable systems.²⁰




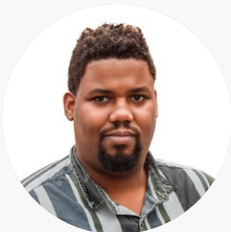
This project began as a dream and has now been implemented in different Hubs across Brazil. Our next steps are to insert technological innovation alongside the socio-environmental innovation that we have already carried out so that more and more hubs and territories have access to our methodology and the impact that can be generated in a territory. We dream of increasingly healthy territories, with food security and environmental awareness for children and adults.

João Rocha, Community Champion and Global Shaper,
Rio de Janeiro Hub, Brazil



CASE STUDY 3

Access for All, Amsterdam Hub, Netherlands

Strategy	Definition
<div>Influencing power</div> <div>  </div> <div>  </div>	<p>Young people are taking the lead on accessible pedestrian infrastructure in the Netherlands, ensuring everyone can fully participate in society.</p> <p>In the Netherlands, nearly 2 million people are facing physical disabilities and navigating urban spaces can be particularly challenging. Many struggle to access elevated pedestrian paths and manoeuvre around obstacles like parked bikes and café furniture. Large crowds, broken elevators and construction further complicate mobility, underscoring the urgent need for more accessible urban spaces – especially ahead of an ageing population.</p> <p>In Amsterdam Hub, young innovators are developing a navigation app that flags real-time barriers and obstacles, assisting those with reduced mobility in finding accessible walking routes throughout the city. Each flag enriches a robust dataset that young advocates use to influence city planners and policy-makers. By presenting this data, they aim to ensure that urban systems accommodate the growing number of people with mobility challenges, making Amsterdam more inclusive and navigable for all.</p> <p>Next steps: The decisions made today about urban infrastructure will shape accessibility for decades. With over \$130 trillion in global capital spending²¹ planned to renew urban infrastructure by 2027, young people have a unique window to influence policy. Looking ahead, they can draft policy papers with recommendations for addressing local mobility challenges as well as engaging decision-makers at town halls and budget meetings to advocate for universal design principles and barrier-free infrastructure. This would include tactile markings, braille on handrails, video and audio signals as well as full accessibility for wheelchair and walker users. To enhance their advocacy, young people can also collaborate with developers to promote inclusive design principles from the outset and ensure individuals with disabilities are included in planning processes as part of fully integrated design teams.²²</p> <p>“ We envision a world where the mobility of people with disabilities is no longer impeded by the obstacles within the built-environment. By leveraging the power of community and technology we are creating a digital standardized mapping tool that will help make communities more accessible, because more accessible cities is an added value for all of us. Gilberto Morishaw, Global Shaper, Amsterdam Hub, Netherlands</p>



Shaping Political Futures, Kathmandu Hub, Nepal

Strategy

Definition

Driving systems change



In Nepal, young people are upending traditional power structures and advocating for transparent governance by running for office themselves.

Local elections in May 2022 and general elections in November 2022 saw a remarkable surge in young people's political participation across Nepal. Several young mayors were elected, including the mayor and deputy mayor of Kathmandu, along with 63 parliamentarians under the age of 40. This is significant compared to the 2017 elections, which saw only 45 young parliamentarians elected to the 275-member House of Representatives, underscoring the growing democratic influence of young people nationally.

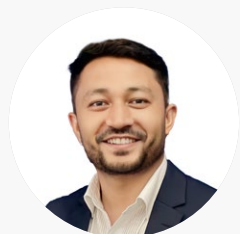
In Kathmandu Hub, young people created a political leadership accelerator, equipping their peers with the knowledge and tools needed for active democratic participation. By raising awareness of political issues, improving access to information through social media, and harnessing a generation's desire for change, young voters campaigned against established leaders and turned out in record numbers on election days. This enthusiasm paved the way for the emergence of new politicians delivering systemic change.

Next steps: To sustain this momentum, government, civil society and other key stakeholders must step up to support young people's ongoing political participation. This includes institutionalizing leadership development and promoting inclusive policies that amplify young voices. Young people should be recognized as vital contributors in political processes between elections, co-shaping and co-implementing local and national development priorities. Initiatives such as the Ministry of Youth, the National Youth Council and the Nepal Youth Summit offer long-term platforms for this type of engagement.²³



Through our project 'Shaping Political Futures', we're empowering Nepal's youth to claim their place in political leadership, addressing the stark reality that, with a median age of the nation at 24, less than 1% of Nepal's parliament represents those under 30.

Santosh Pandey, Curator, Kathmandu Hub, Nepal



Recommendations for young changemakers

These case studies, along with the broader findings of this report, highlight several essential strategies that young changemakers can implement to strengthen their positive and lasting impact. By integrating these practices, you can enhance the reach, inclusivity and sustainability of your initiatives:

- **Define your vision and strategy:** Effective projects start with a clear understanding of the issue you aim to address. Articulate a vision to guide your work, then develop a strategic roadmap to achieve your goals. Continuously refine your approach to ensure alignment with your mission and purpose.
- **Engage your community in co-design:** To create initiatives that truly resonate, involve community members directly in the design process. Form inclusive design teams and actively seek feedback from those you serve. This approach yields solutions that are meaningful and responsive to local needs.
- **Craft a compelling narrative:** An inspiring narrative can rally others to support your cause. Share your personal motivation, invite others along on the journey, and use language that fosters a sense of community and shared purpose. Emphasize the urgency of action now to build trust with local allies.
- **Build alliances and think like a movement:** Collaborate with allies who bring diverse skills and perspectives. Movements thrive when different actors unite towards a common goal from various angles. Identify and partner with organizations, communities and individuals aligned with your mission to amplify your impact. Connect with a Global Shapers hub near you to get started.
- **Leverage systemic opportunities:** Engage with formal structures, such as youth advisory councils, ministries or offices, to advocate for change nationally or internationally. By working within established systems, you can create meaningful change and avoid duplicating existing efforts.
- **Identify and engage decision-makers:** Determine who has the authority to drive change on issues that matter to you. Focus your efforts on building relationships with these decision-makers, creating opportunities for dialogue and influencing their decisions. Engaging with those in power allows you to move from raising awareness to actively shaping policies and systems that support your mission.
- **Measure your reach and impact:** Define clear indicators of success and regularly assess your progress against them. This approach helps you demonstrate tangible results, refine your strategies, and effectively communicate your achievements to funders, partners, supporters and other stakeholders.
- **Seek feedback and adapt:** Social change often encounters obstacles and setbacks. Be patient with yourself; allow room for mistakes and learn from them. Establish channels for ongoing input from participants and stakeholders alike to continuously refine your strategies in real time.
- **Celebrate and share your successes:** Recognize the importance of celebrating milestones and sharing your successes with your community and stakeholders. Doing so not only boosts morale but also inspires others to act and highlights the tangible impact that young people can have on the world.

“ Social change often encounters obstacles and setbacks. Be patient with yourself; allow room for mistakes and learn from them.

3.2 Action for young people: case studies

Since its inception in 2011, the Global Shapers Community has engaged over 30,000 young leaders across 500 cities in 155 countries and territories to tackle pressing global challenges. Through this experience, key empowerment

mechanisms have been identified that enhance young people's participation and serve as a powerful blueprint for other organizations and communities aiming to amplify youth-led action.

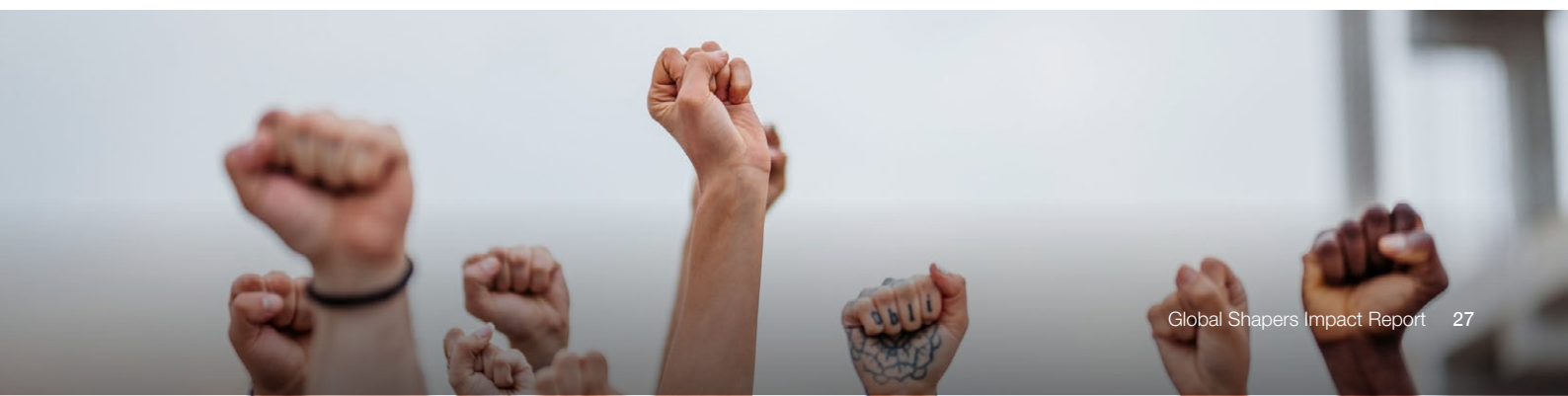


TABLE 6 | Empowerment mechanisms

Strategy	Implementation
Leadership development 	<p>Building leadership skills is essential for young people as they work to ignite social change worldwide. In 2023-2024, the Global Shapers Community empowered 1,226 young changemakers with hands-on learning experiences focused on building effective teams, mobilizing stakeholders and driving collective action. Participants reported significant growth in areas such as self-awareness, confidence and teamwork. Focusing on equipping local organizers nurtures collaborative leaders who, in turn, foster change and build movements within their communities.</p> <p>Next steps: There is strong demand for further development in critical skills such as measuring impact, influencing decision-makers, and creating systems change. Organizations that offer tailored, accessible and practical learning, mentorship and coaching opportunities can empower young leaders with these advanced skills, enabling them to drive change across diverse settings.</p>
Economic empowerment 	<p>A future where young people thrive hinges on creating meaningful economic opportunities aligned with their ambitions. In 2023-2024, the Global Shapers Community accelerated its partnership with the Global Alliance for YOUTH, a business-driven movement which has generated 40 million economic opportunities for young people worldwide over the past decade. This year, the Global Shapers Community connected 25 partner companies and 64 young changemakers to shape corporate strategies that enhance entry-level experiences, cultivate empowering workplaces, and support aspiring entrepreneurs.</p> <p>Next steps: Despite these successes, unequal access and rising inequalities remain pressing barriers to universal youth employment. Companies must take the lead by offering equitable opportunities that provide fair pay, job security, legal protections and a sense of purpose. Young people call on companies across sectors to unite efforts and drive bold solutions for sustainable youth employment.</p>
Seat at the table 	<p>True empowerment demands that young people have genuine opportunities to influence decisions and shape solutions. In 2023-2024, the Global Shapers Community engaged 216 young leaders in high-level decision-making spaces at the World Economic Forum and beyond, with 72 of these changemakers taking on influential speaking roles or having their insights amplified in international media. To ensure diverse and inclusive representation, participation was fully funded, and young participants received capacity-building support before, during, and after multilateral convenings, to move engagement from mere consultation to meaningful collaboration.</p> <p>Next steps: All international organizations have a role to play in advancing young people's participation in decision-making at all levels. This means moving beyond tokenism to genuine engagement, enhancing diversity and preparedness among young experts. By investing in meaningful youth participation, it is possible to strengthen decision-making and build trust in public institutions at a time when the stakes are higher than ever for people and planet.</p>
Intergenerational dialogue 	<p>Meaningful youth engagement is strengthened through direct interactions with leaders and decision-makers. In 2023-2024, the Global Shapers Community facilitated six intergenerational dialogues involving 112 young experts alongside 47 business leaders and heads of state to advance corporate strategies and public policies to address systemic challenges, such as institutional trust and climate change. These exchanges connected young changemakers with the Forum's CEO Climate Leaders, Indigenous Leaders and Faith Leaders, as well as coalitions of Sustainability Officers, Diversity Officers, and Human Resources Officers.</p> <p>Next steps: Organizations should prioritize intergenerational exchange as a means to leverage diverse perspectives and drive systemic change. These dialogues foster mentorship, create pathways for professional growth, and serve as powerful catalysts for reimagining corporate strategies and public policies. By bridging generational divides, such exchanges help to overcome stereotypes, build solidarity, and enrich organizational and societal cohesion.</p>
Collaborative action 	<p>Beyond meetings, young people should be meaningfully integrated into the core operations and strategies of organizations. In 2023-2024, the Global Shapers Community embedded 113 young experts into the World Economic Forum's core centres and initiatives, such as Earth Decides, The Global Risks Initiative, The Edison Alliance and The Reskilling Revolution. By collaborating on councils, advisory bodies and public-private partnerships, young leaders engage with influential leaders to shape global, regional and industry agendas.</p> <p>Next steps: Organizations and businesses should integrate young leaders and experts into their core decision-making bodies and initiatives. By embedding young perspectives, they empower the next generation to actively shape policies and solutions addressing urgent challenges. This approach shifts young people from the periphery into roles of meaningful influence and action.</p>
Investment and funding 	<p>Investing in youth-led initiatives empowers young changemakers to tackle urgent social, economic and environmental challenges. In 2023-2024, the Global Shapers Community distributed over 250,000 CHF in funding to 42 youth-led initiatives worldwide. This support came through the Innovation Prize – led by Accenture and the Global Alliance for YOUTH – as well as the Climate Incubator and Grant Challenge hosted in collaboration with The Climate Reality Project and late philanthropist Rosamund Zander.</p> <p>Next steps: Young people call on organizations, philanthropists and funders to continue to commit resources to youth-led projects, as these investments are crucial for fostering innovation, empowering the next generation, and enabling youth-driven solutions to thrive. When young people are supported, this report demonstrates that they not only transform their own futures but also build stronger, more resilient communities that benefit society at large.</p>

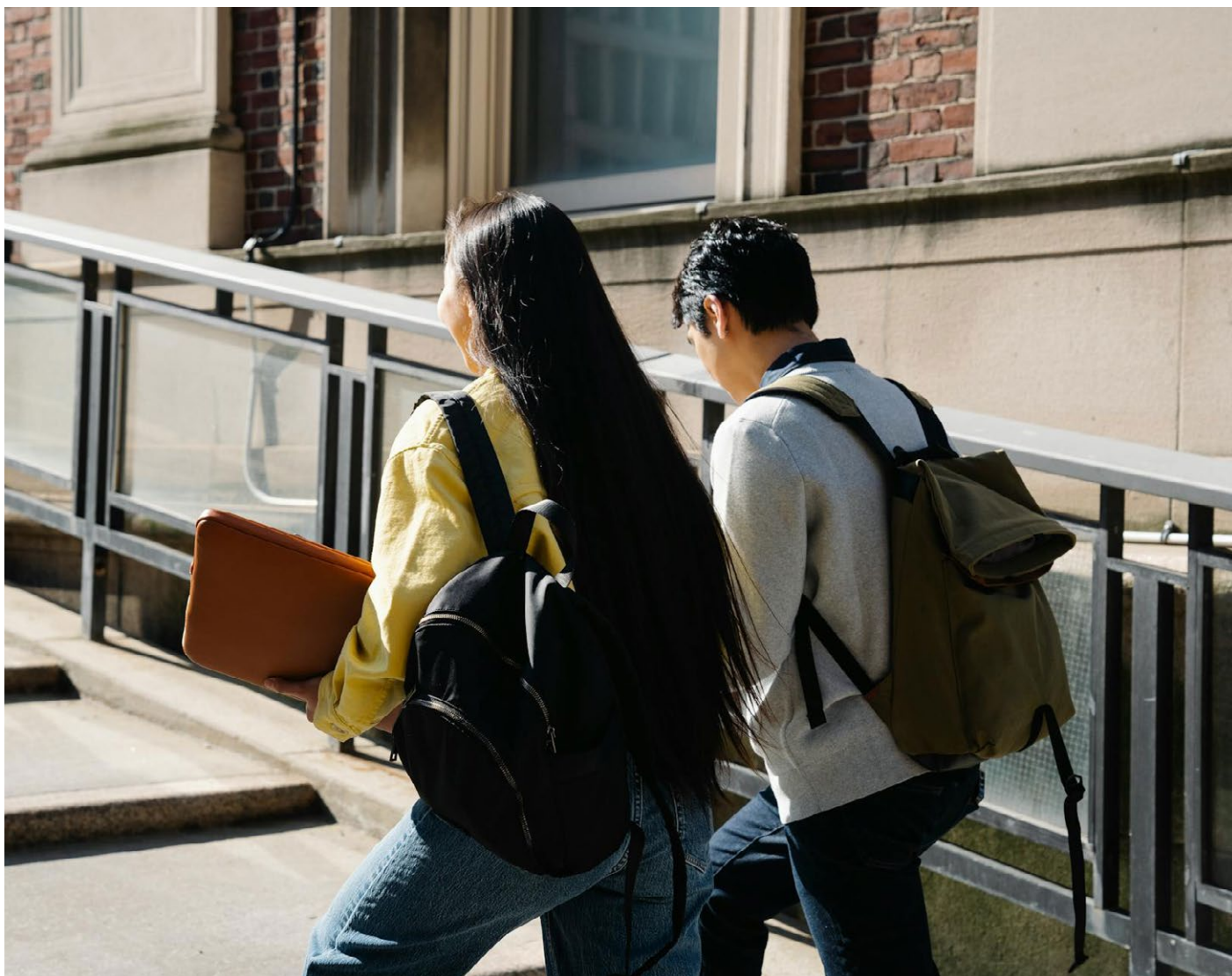
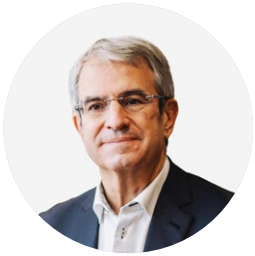


TABLE 7 | Global Shapers skill development and outcomes

Skills developed	
Self-awareness	73.80%
Self-confidence	73.40%
Understanding local and global issues	73.33%
Leadership	70.54%
Critical thinking	68.49%
Teamwork	68.41%
Ability to influence positive outcomes	
Identify opportunities for action	72.42%
Take on greater leadership roles	68.03%
Build connections with local actors	67.96%
Mobilize actions to solve local challenges	66.10%
Shape local policy- and decision-making	48.45%
Start their own social enterprise	39.45%



We are living in times that require bold and decisive actions. More than ever, the private sector must join forces to build bridges and support young generations to play an active role in solving society's biggest problems. In this context, The Global Alliance for YOUTH is proud to collaborate with the Global Shapers Community to launch the Innovation Prize, a platform to reward and accelerate breakthrough solutions for youth by youth.

Laurent Freixe, Chief Executive Officer, Nestlé and Chairman, Global Alliance for YOUTH



Underestimating youth insights hinders societal progress. When organizations involve young people in business, politics and the economy, they create strategies rooted in the lived realities of a changing world. By partnering with youth, we pave the way for sustainable, forward-thinking solutions that benefit all generations.

Olajumoke Adeyeke, Global Shapers Foundation Board Member; Founder, Young Business Agency



At the Global Shapers Community, we are committed to nurturing intergenerational dialogue that combines the insights and aspirations of young people with the wisdom of the experienced. By uniting generations, we seek to foster empathy, bridge divides and co-create practical solutions for a sustainable future. Together, we hope to drive lasting change for all generations.

François Bonnici, Head of Foundations, World Economic Forum



Recommendations

The World Economic Forum is committed to empowering young voices through the Global Shapers Community and beyond, ensuring that young people have a seat at the table where solutions are being built. Addressing this challenge requires collective effort. Organizations, businesses, and governments are called upon to:

- **Engage young people on the issues they care about:** Young leaders have a proven ability to organize action, mobilize stakeholders, and build coalitions for positive change. Involve them in initiatives that align with their priorities, creating opportunities to harness their innovation and determination.
- **Prioritize funding and resources for youth-led action:** By providing sustained funding and reciprocal mentorship to young changemakers, you can empower them to address today's critical challenges through innovative models of collaboration, unlocking their full potential for transformative impact.
- **Ensure young people are included in decision-making:** Foster intergenerational collaboration by creating inclusive spaces where young experts can influence policy and strategy. Value their insights and integrate their

diverse perspectives into decision-making processes that shape their futures.

- **Support young leaders with tools for influence:** Equip young changemakers with the knowledge and opportunities to address power imbalances, empowering their transition from awareness-raising to decision-making. Provide training in advocacy and systems change to help scale their efforts.
- **Recognize young people as essential agents of change:** Acknowledge that the insights and solutions offered by young people are crucial in shaping policies that affect their lives and communities. Amplify their impact and help nurture a new generation of influential leaders and changemakers.

By systematically adopting these five recommendations, organizations, businesses and governments can create a supportive ecosystem that empowers young changemakers to thrive. Engaging young people on issues they care about, prioritizing funding for youth-led initiatives, including them in decision-making, equipping them with tools for influence, and recognizing their vital role as agents of change will spark a global movement. Together, it is possible to cultivate a future where young leaders drive positive transformation, creating inclusive solutions that benefit everyone and ensuring a more equitable world for generations to come.

Conclusion

Now is the time for action. Join our mission to cultivate and empower the next generation of changemakers. Whether you are a young leader seeking to develop your leadership skills, an organization ready to collaborate, or a decision-maker open to dialogue, your involvement can make a lasting difference. Together, let's continue to build a future where young leaders thrive and drive meaningful change worldwide.

Thanks go to Global Shapers around the world.

This report would not be possible without the commitment and dedication of our members. We are sincerely grateful to the nearly 4,000 Global Shapers who contributed to this year's report and continue to work tirelessly to create a more inclusive, peaceful and sustainable world. Thank you for being an essential part of this journey and for your relentless pursuit of a better future for all.

For more information, please contact globalshapers@weforum.org.

Appendices

A1 Community indicators

The Global Shapers Foundation aims to empower young people to shape the future. This is achieved through three activities: building youth leaders, advancing youth action and amplifying youth voices. These activities provide young changemakers with

the tools, opportunities and platforms they need to drive change in their communities and beyond. To measure progress, the following indicator framework is deployed.

TABLE 9 Indicator framework

Area of action	What is measured	Performance indicator	2023-2024	2022-2023
Building youth leaders The hub model offers young changemakers hands-on experiences to develop skills in organizing and leading social change. Global Shapers discover how to build teams, mobilize stakeholders, and drive collective action through local projects and initiatives.	Build diverse teams to bring young changemakers together	1. Number of members	11,111	10,542
		2. Number of alumni	8,360	6,826
		3. Number of countries	152	154
		4. Membership diversity	See page 7 of this year's report.	See page 11 of last year's report.
		5. Number of hubs	505	513
		6. Number of hubs opened annually	23	59
		7. Number of hubs closed annually	29	30
	Create opportunities for young changemakers to build their skills	8. Number of skills building resources available annually	77	72
		9. Number of learning spaces and sessions available annually	117	364
		10. Number of members who are empowered through learning spaces	1,226	1,031
Advancing youth action From environmental protection to social justice, Global Shapers lead projects to tackle pressing challenges in their communities and the world. These initiatives are designed with the input of diverse stakeholders and have a clearly defined problem statement, collective action solution and measurable outcomes to ensure impactful results.	Young changemakers acquire new skills to lead and influence positive outcomes	11. Percentage of members that have improved their skills	See Table 7 of this report.	See page 12 of last year's report.
		12. Percentage of members who have strengthened their ability to create change	See Table 7 of this report.	See page 12 of last year's report.
	Young people self-organize to deliver projects that address local needs	13. Average number of members per hub	22	20
		14. Average age of members per hub	26.6	27
		15. Average number of meetings per hub	9-12	9-12
		16. Percentage of members who agree hubs are safe spaces	96%	96%
		17. Number of hub projects annually	478	370
		18. Number of cross-hub initiatives annually	17	13
		19. Number of people supported by projects	80,524	49,065

TABLE 9 | Indicator framework (continued)

Area of action	What is measured	Performance indicator	2023-2024	2022-2023
Advancing youth action From environmental protection to social justice, Global Shapers lead projects to tackle pressing challenges in their communities and the world. These initiatives are designed with the input of diverse stakeholders and have a clearly defined problem statement, collective action solution and measurable outcomes to ensure impactful results.	Young people self-organize to deliver projects that address local needs	20. Number of people reached by projects	11,621,522	1,237,719
		21. People supported represent diverse groups	See page 20 of this year's report.	See page 16 of last year's report.
		22. Change has been created on diverse topics	See page 20 of this year's report.	See page 17 of last year's report.
		23. Percentage of hubs who engage local stakeholders in the design, delivery and evaluation of projects	Design 83%, Delivery 86%, Evaluate 76%	Design 63%, Delivery 62%, Evaluate 46%
		24. Percentage of hubs who build partnerships across diverse sectors	Civil 23%, Private 15%, Public 12%	Civil 24%, Private 16%, Public 13%
		25. Percentage of hubs who evaluate projects via SDG Indicators	65%	61%
	Support and scale leading youth projects and initiatives globally	26. Number of projects supported via funding	42	72
		27. Amount of funding distributed annually	240,000 CHF	113,00 CHF
		28. Number of partners engaged in initiatives	28	3
Amplifying youth voices Exposure to the World Economic Forum's platform of leaders and experts enables young changemakers to have their voices heard and acted upon. Global Shapers work with business, government and civil society leaders on joint initiatives to improve the state of the world and cooperate across generations.	Support young people to influence local decision-making	29. Number of projects that achieved change in policy or law	63	24
		30. Number of projects that engaged local decision-makers	128	86
		31. Number of members serving in high-level leadership positions	792	342
	Enable young people to influence global decision-making	32. Number of members engaged in decision-making events	216	197
		33. Number of members engaged in Forum impact initiatives	113	N/A
		34. Number of influential leaders who members engaged with	47	N/A
	Amplify young voices globally	35. Number of members provided with influential roles	72	53
		36. Number of youth-authored opinion pieces	40	26
		37. Number of members given expert coaching	110	38
		38. Number of online viewers of sessions	10,779	N/A
		39. Number of social media impressions	1,712,067	N/A
		40) Number of social media followers	340,000	N/A

A2 List of hubs

A

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

B

Baku Hub
Baltimore Hub
Bamako Hub
Bandar Seri Begawan Hub
Bandung Hub
Bangkok Hub
Banjul Hub
Baramati Hub
Barcelona Hub
Bari Hub
Barranquilla Hub

Beau Bassin Hub
Beijing Hub
Beijing II Hub
Beirut Hub
Belfast Hub
Belgrade Hub
Belo Horizonte Hub
Bengaluru I Hub
Bengaluru II Hub
Benghazi Hub
Benin City Hub
Berlin Hub
Bern Hub
Bethlehem Hub
Bhopal Hub
Bhubaneswar Hub
Bilbao Hub
Birmingham Hub
Birzeit Hub
Bishkek Hub
Bissau Hub
Bogota Hub
Boston Hub
Boulder Hub
Brasilia Hub
Bratislava Hub
Bridgetown Hub
Brisbane Hub
Brussels Hub
Bucharest Hub
Budaiya Hub
Budapest Hub
Buea Hub
Buenos Aires Hub
Bujumbura Hub
Bulawayo Hub
Bursa Hub

C

Cabinda Hub
Cairo Hub
Calabar Hub
Calgary Hub
Cali Hub
Cambridge Hub

Cambridge-MA Hub
Campinas Hub
Canberra Hub
Cancun Hub
Cape Coast Hub
Cape Town Hub
Caracas Hub
Cartagena-ES Hub
Cartagena Hub
Casablanca Hub
Castries Hub
Cebu Hub
Chandigarh Hub
Charlotte Hub
Chattogram Hub
Chengdu Hub
Chennai Hub
Chicago Hub
Chitungwiza Hub
Christchurch Hub
Cincinnati 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

Daejeon Hub
Dakar Hub
Dalat Hub
Dalian Hub
Danang Hub
Dar es Salaam Hub
Davao Hub
Davos Hub
Dehradun Hub
Denpasar Hub

Denver Hub
Des Moines Hub
Detroit Hub
Dhaka Hub
Dharamshala Hub
Dilijan Hub
Dodowa Hub
Doha Hub
Dresden Hub
Dubai Hub
Dublin Hub
Durban Hub
Durham Hub
Dushanbe Hub
Dusseldorf Hub

E

East Jerusalem Hub
Edinburgh Hub
Edmonton Hub
Ensenada Hub
Enugu Hub
Erbil Hub

F

Fairbanks Hub
Faisalabad Hub
Fez Hub
Florence Hub
Florianopolis Hub
Fortaleza Hub
Frankfurt Hub
Freetown Hub
Freiburg Hub
Fribourg Hub
Fukuoka Hub
Funafuti Hub

G

Gaborone Hub
Gainesville Hub
Gatineau Hub
Gaya Hub
Gaza Hub
General Santos City Hub

Geneva Hub	Jalapa Hub	Las Vegas Hub	Miami Hub
Genoa Hub	Jalingo Hub	Lausanne Hub	Milan Hub
Georgetown Hub	Jammu Hub	Leh Hub	Minneapolis Hub
Gilgit Hub	Jeddah Hub	Leon Hub	Mogadishu Hub
Giza Hub	João Pessoa Hub	Libreville Hub	Mohammedia Hub
Gold Coast Hub	Jodhpur Hub	Lima Hub	Mombasa Hub
Goma Hub	Johannesburg Hub	Lisbon Hub	Monrovia Hub
Guadalajara Hub	Joinville Hub	Liverpool Hub	Monterrey Hub
Guangzhou Hub	Jujoy Hub	Ljubljana Hub	Montevideo Hub
Guatemala City Hub	K	Lomé Hub	Montreal Hub
Guayaquil Hub	Kaduna Hub	London I Hub	Morelia Hub
Gurugram Hub	Kakuma Hub	London II Hub	Multan Hub
Guwahati Hub	Kampala Hub	London III Hub	Mumbai Hub
H	Kandy Hub	Los Angeles Hub	Munich Hub
Haikou Hub	Kano Hub	Luanda Hub	Muscat Hub
Halifax Hub	Karachi Hub	Lucerne Hub	Mutare Hub
Hamburg Hub	Kathmandu Hub	Lucknow Hub	Mvurwi Hub
Hangzhou Hub	Katsina Hub	Ludhiana Hub	N
Hanoi Hub	Khartoum Hub	Lugano Hub	Nablus Hub
Harare Hub	Khobar Hub	Lusaka Hub	Nagar Hub
Hargeisa Hub	Khuzdar Hub	Luxembourg City Hub	Nagpur Hub
Heidelberg Hub	Kigali Hub	Lviv Hub	Nairobi Hub
Helsinki Hub	Kingston Hub	Lyon Hub	Nancy Hub
Hermosillo Hub	Kinshasa Hub	M	Naples Hub
Ho Chi Minh City Hub	Kisumu Hub	Machakos Hub	Natal Hub
Ho Hub	Kochi Hub	Madrid Hub	Navi Mumbai Hub
Hong Kong Hub	Kohima Hub	Malabo Hub	Ndola Hub
Houston Hub	Kolhapur Hub	Malé Hub	NEOM Hub
Huambo Hub	Kolkata Hub	Malmö Hub	Newark Hub
Hulunbuir Hub	Koper Hub	Managua Hub	New Delhi Hub
Hyderabad Hub	Kozhikode Hub	Manama Hub	New Haven Hub
I	Krakow Hub	Manaus Hub	New York Hub
Ibadan Hub	Kuala Lumpur Hub	Manchester Hub	Niamey Hub
Iloilo Hub	Kuching Hub	Manila Hub	Nice Hub
Ilorin Hub	Kumasi Hub	Manizales Hub	Noida Hub
Imphal Hub	Kutaisi Hub	Maputo Hub	NYC - Brooklyn Hub
Indore Hub	Kuwait City Hub	Mar del Plata Hub	NYC - Manhattan Hub
Islamabad Hub	Kyiv Hub	Marondera Hub	NYC - Queens Hub
Istanbul Hub	Kyoto Hub	Marrakech Hub	O
Ithaca Hub	L	Marseille Hub	Oakland Hub
Izmir Hub	Laayoune Hub	Maseru Hub	Odesa Hub
J	Lagos Hub	Mbabane Hub	Okinawa Hub
Jacksonville Hub	Lahore Hub	Medellin Hub	Orlando Hub
Jaipur Hub	Lancaster Hub	Meknes Hub	Oruro Hub
Jakarta Hub	La Paz Hub	Melbourne Hub	Osaka Hub
	Las Palmas Hub	Merida Hub	Osasco Hub
		Mexico City Hub	

Oslo Hub	Ramallah Hub	Sofia Hub	Umerkot Hub
Ota Hub	Rawalpindi Hub	Soweto Hub	Utrecht Hub
Ottawa Hub	Recife Hub	Srinagar Hub	Uyo Hub
Owerri Hub	Reykjavik Hub	Stockholm Hub	V
Oxford Hub	Reynosa Hub	Stuttgart Hub	Valdivia Hub
P	Ribeirao Preto Hub	Surabaya Hub	Valencia Hub
Palermo Hub	Riga Hub	Surakarta Hub	Valparaiso Hub
Palo Alto Hub	Rio de Janeiro Hub	Surat Hub	Vancouver Hub
Panaji Hub	Riohacha Hub	Suzhou Hub	Varanasi Hub
Panama City Hub	Riyadh Hub	Sydney Hub	Venice Hub
Paramaribo Hub	Rodrigues Hub	T	Victoria Hub
Paris Hub	Rome Hub	Taipei Hub	Vienna Hub
Patna Hub	Rosario Hub	Taiyuan Hub	Vientiane Hub
Pereira Hub	S	Tampa Hub	W
Perth Hub	Sacramento Hub	Tangier Hub	Wah Hub
Peshawar Hub	Salé Hub	Tanta Hub	Warri Hub
Philadelphia Hub	Salvador da Bahia Hub	Tashkent Hub	Warsaw Hub
Phnom Penh Hub	Salzburg Hub	Tbilisi Hub	Washington D.C. I Hub
Phoenix Hub	San Francisco Hub	Tegucigalpa Hub	Washington D.C. II Hub
Pimpri-Chinchwad Hub	San Jose Hub	Tel Aviv Hub	Wellington Hub
Pittsburgh Hub	San Juan Hub	Thane Hub	West Jerusalem Hub
Playa del Carmen Hub	San Luis Potosi Hub	The Hague Hub	Windhoek Hub
Port-Au-Prince Hub	San Salvador Hub	Thessaloniki Hub	Winnipeg Hub
Port Harcourt Hub	Santa Cruz de la Sierra Hub	Thimphu Hub	X
Port Louis Hub	Santa Fe Hub	Thiruvananthapuram Hub	Xi'an Hub
Port Moresby Hub	Santa Marta Hub	Tijuana Hub	Y
Porto Alegre Hub	Santander Hub	Tirana Hub	Yangon Hub
Port of Spain Hub	Santiago Hub	Tokyo Hub	Yaoundé Hub
Porto Hub	Santo Domingo Hub	Toluca Hub	Yerevan Hub
Posadas Hub	São Luis Hub	Toronto Hub	Yokohama Hub
Potosi Hub	São Paulo I Hub	Toulouse Hub	Yola Hub
Prague Hub	São Paulo II Hub	Trento Hub	Z
Praia Hub	Sarajevo Hub	Tripoli Hub	Zagreb Hub
Prishtina Hub	Seattle Hub	Tripoli - LB Hub	Zanzibar Hub
Providence Hub	Semarang Hub	Tshwane Hub	Zurich Hub
Puducherry Hub	Seoul Hub	Tucson Hub	
Puebla Hub	Shamakhi Hub	Tucuman Hub	
Pune Hub	Shanghai I Hub	Tunis Hub	
Q	Shanghai II Hub	Turbat Hub	
Quebec City Hub	Shanghai Zizhu Hub	Turin Hub	
Queretaro Hub	Sharjah Hub	U	
Quetta Hub	Shenyang Hub	Uberlandia Hub	
Quito Hub	Shenzhen Hub	Udaipur Hub	
R	Singapore Hub	Udupi Hub	
Rabat Hub	Skopje Hub	Ulaanbaatar Hub	

Contributors

Lead authors

Michelle Goyhman

Specialist, Impact, Global Shapers Community

Katie Hoeflinger

Lead, Insights, Global Shapers Community

Murchana Roychoudhury

Specialist, Communications, Global Shapers Community

Karen Saez

Lead, Impact, Global Shapers Community

Foundation Board

Klaus Schwab

Founder and Executive Chairman, World Economic Forum; Founder and Board Chair, Global Shapers Community Foundation

Olajumoke Adekeye

Country Director, Clinton Health Access Initiative

Tariq Al-Olaimy

Co-Founder and Managing Director, 3BL Associates

Noura Berrouba

President, National Council of Swedish Children and Youth Organizations (LSU)

Thales Dantas

Project Architect, PreScouter

Jane Ittogi

Chair, Tasek Jurong

David M. Rubenstein

Co-Founder and Co-Chairman, Carlyle Group

Ellyn Shook

Senior Advisor, Accenture Luminary, Accenture

Partners

Valentina Castillo Cifuentes

Research Manager, Youth & Innovation Project, University of Waterloo

Ilona Dougherty

Managing Director, Youth & Innovation Project, University of Waterloo

Morgan Harris

Research Assistant, Youth & Innovation Project, University of Waterloo

Acknowledgements

We are incredibly grateful to the **Global Shapers Team** for their support, especially Albina Krasnodemska, Kenza M'Haimdat, Miao Sun, Micael Bermudez, Paniz Jamali, Raissa Kanku and Sophia Simmons. Our sincere thanks also go to Adam Gavin, Christa Odinga-Svanteson, and Karine Sizorn for their significant contributions. We appreciate the insights and collaboration of Olivier Schwab, Francois Bonnici and Jill Rademacher.

We extend our sincere thanks to the **University of Waterloo's Youth & Innovation Project** for their invaluable contribution to this report. Their expertise in engaging young people, aged 15 to 25, in addressing social, environmental and economic challenges has been instrumental. By providing research, strategic insights and policy recommendations, they equip businesses, governments and civil society with the tools to foster meaningful intergenerational collaboration and amplify youth-led solutions.

Lastly, this report has greatly benefited from the inspiring mobilization efforts of the Global Shapers Governing Bodies, including our **Community Champions** and **Advisory Council** members.

Production

Laurence Denmark

Creative Director, Studio Miko

Shey Hargreaves

Editor, Studio Miko

Cat Slaymaker

Designer, Studio Miko

Endnotes

1. International Labour Organization (ILO). (2024). *Global Employment Trends for Youth*. <https://www.ilo.org/publications/major-publications/global-employment-trends-youth-2024>.
2. Ibid.
3. Ibid.
4. Ibid.
5. Ibid.
6. World Meteorological Organization. (2024, 11 November). *2024 is on track to be hottest year on record as warming temporarily hits 1.5°C* [Press release]. [https://wmo.int/news/media-centre/2024-track-be-hottest-year-record-warming-temporarily-hits-15degc#:~:text=1.5%C2%B0C-,2024%20is%20on%20track%20to%20be%20hottest%20year%20on%20record,temporarily%20hits%201.5%C2%B0C&text=Baku%2C%20Azerbaijan%20\(WMO\)%20%2D,World%20Meteorological%20Organization%20\(WMO\)](https://wmo.int/news/media-centre/2024-track-be-hottest-year-record-warming-temporarily-hits-15degc#:~:text=1.5%C2%B0C-,2024%20is%20on%20track%20to%20be%20hottest%20year%20on%20record,temporarily%20hits%201.5%C2%B0C&text=Baku%2C%20Azerbaijan%20(WMO)%20%2D,World%20Meteorological%20Organization%20(WMO)).
7. Hickman, C. et al. (2021). Climate Anxiety in Children and Young People and Their Beliefs about Government Responses to Climate Change: A Global Survey. *The Lancet Planetary Health*, vol. 5, no. 12: e863-e873.
8. Ibid.
9. Inter-Parliamentary Union. (2023). *Youth Participation in National Parliaments*. <https://www.ipu.org/resources/publications/reports/2023-10/youth-participation-in-national-parliaments-2023>.
10. UN4Youth. (n.d.). *Youth, Political Participation and Decision-making*. <https://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-political-participation.pdf>.
11. Office of the United Nations Secretary-General's Envoy on Youth and The Body Shop International. (2022). *Be Seen Be Heard Global Youth Report*. <https://www.oneyoungworld.com/event/be-seen-be-heard-campaign>.
12. The Economist. (2024, 13 March). *Why young men and women are drifting apart*. https://www.economist.com/international/2024/03/13/why-the-growing-gulf-between-young-men-and-women?utm_medium=cpc.adword.pd&utm_source=google&ppccampaignID=18156330227&ppcadID=&utm_campaign=a.22brand.pmax&utm_content=conversion.direct-response.anonymous&gad_source=1&gclid=CjwKCAiAxqC6BhBcEiwAlXp450sgvsLihOSzgFJqqq3t0_5mCmpraV K7j0d7Id-jKeKY0Pgt357ixoCuQwQAvD_BwE&gclid=aw.ds.
13. Deloitte. (2024). *Gen Z and Millennial Survey*. <https://www.deloitte.com/global/en/issues/work/content/genz-millennialsurvey.html>.
14. Microsoft. (2024). *Global Online Safety Survey*. <https://www.microsoft.com/en-us/digitalsafety/research/global-online-safety-survey>.
15. Deloitte. (2024). *Gen Z and Millennial Survey*. <https://www.deloitte.com/global/en/issues/work/content/genz-millennialsurvey.html>.
16. Ho, E., Clarke, A., & Dougherty, I. (2015). *Youth-led social change: Topics, engagement types, organizational types, strategies, and impacts*. *Futures*. vol. 67.
17. Baek, C. (2023). *Millions of Nigerian Females in Period Poverty*, SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4677532.
18. Global Shapers Community. (2023). *Safe Space for Her*. <https://www.globalshapers.org/project-details/safe-space-for-her/a0s68000000CTS4AAO>.
19. Olhe para a fome. (2022). *A fome e a insegurança alimentar no Brasil*. <https://olheparaafome.com.br/>.
20. Global Shapers Community. (2023). *Agroecology and climate change in Favelas*. <https://www.globalshapers.org/project-details/agroecology-and-climate-change-in-favelas/a0s680000003tszUAAQ>.
21. McKinsey & Company. (2022). *How to manage the coming wave of investment in capital projects*. <https://www.mckinsey.com/capabilities/operations/our-insights/how-to-manage-the-coming-wave-of-investment-in-capital-projects>.
22. Global Shapers Community. (2023). *Access for All: Empowering Mobility*. <https://www.globalshapers.org/project-details/access-for-all-empowering-mobility/a0sTG0000001XhtYAE>.
23. Global Shapers Community. (2023). *Shaping Political Futures*. <https://www.globalshapers.org/project-details/shaping-political-futures/a0s680000003OzVIAAO>.



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.

World Economic Forum
91–93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland

Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org