



# 2020–2021 Young Global Leaders Annual Report: Responding to Adversity, Leading with Responsibility



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# Message from the Young Global Leaders Foundation

## Responding to adversity, leading with responsibility



**Mariah Levin**  
Head, The Forum of  
Young Global Leaders



**Nicole Schwab**  
Chair, The Forum of  
Young Global Leaders

Adversity is a great teacher. In countless ways, this past year has tested the mission and resilience of the Young Global Leaders Community.

From its inception, the Forum of Young Global Leaders has brought together community members in person to meet and build relationships that overcome sectoral, national and other differences to advance the common good. As COVID-19 health and safety measures prevented us from gathering our members globally, we relied on the virtual world and innovative programming to enable the “YGL magic” to unfold and ignite the wisdom, dynamism and action of the collective. At the same time, we knew that our community members were experiencing increased stress, hardship, isolation and loss. Loved ones passed away without proper mourning; some members’ lives changed dramatically due to long COVID; and the pandemic created an urgent need for action across industries. Were the connections and trust formed over our 15-year history solid enough to maintain a strong sense of community through these unprecedented challenges?

This period of adversity has taught us that the ethos of the YGL Community runs deep. Our community members’ dedication to service transmitted through the internet as easily as across conference rooms. This year, we hosted approximately 800 community members in virtual community events. Through our own programmatic adaptation, we saw a 25%

increase in the participation of our new class.

Thanks to the guidance and generosity of alumni, we have newly incorporated critical leadership topics, such as racial equity, into our educational offerings and are reinforcing our efforts to promote diversity in leadership.

The YGLs’ vision and determination to improve the state of the world are boundless, despite the reality of physical lockdowns. Their support and care for one another overcome distance to buoy spirits and renew optimism. The YGL Community is a physical body of individual leaders advancing a more sustainable and inclusive world, and it is also an ambition – a tenacious promise to keep collaborating, to stay the course of leading with generosity, impact, respect and authenticity. This year, YGLs stepped up throughout the pandemic in different ways, particularly in the areas of social and economic inclusion, nature and the environment, and technology and innovation. Our annual report takes you on a journey with the YGL Community, sharing insights into how members have responded to these themes and have continued to inspire us in their efforts to be responsible leaders.

In a year of transition and challenge, our foundation has continued to deliver on its mission: strengthening responsible leadership; sparking public-private collaboration; and deepening insight through thought-provoking educational experiences.

# Community at a glance

Total community members: 1,244

YGLs

505

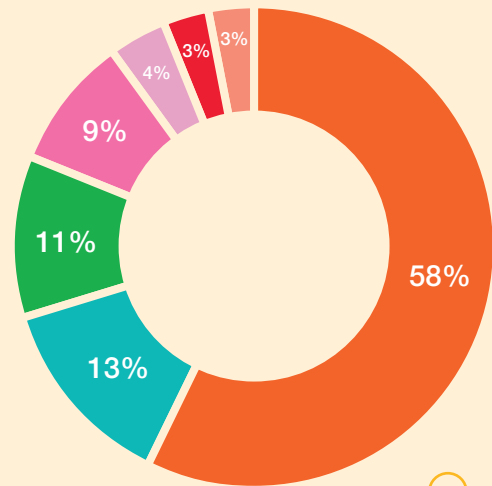
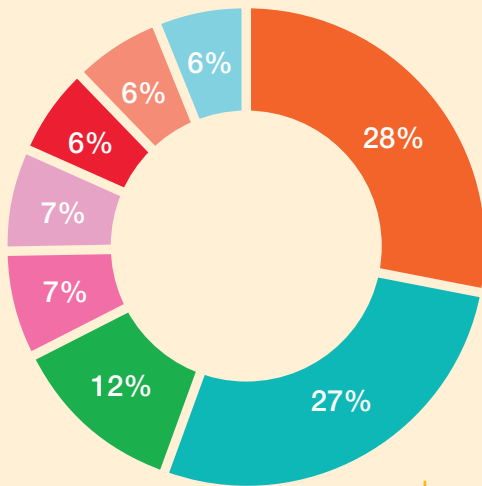
ALUMNI

739

REGIONS\*

Total countries: 113

SECTORS\*



Europe: 28%

MENA: 7%

Business: 58%

Academia/think tank: 9%

North America: 27%

Africa: 6%

Civil society: 13%

Social entrepreneur: 4%

Asia Pacific: 12%

Greater China: 6%

Public figure: 11%

Media: 3%

Latin America: 7%

South Asia: 6%

Arts, culture and sports: 3%

\* Percentages have been rounded up/down.





# YGL Class of 2021



Each year, the Forum of Young Global Leaders goes through a rigorous selection process to identify and celebrate remarkable leaders under the age of 40 from different communities and industries worldwide. These young leaders exemplify what we need most today: hope, empathy, authenticity and the drive to develop solutions that can change the world for the better.


We are excited to welcome 112 Young Global Leaders to the Class of 2021. Representatives include a gender justice and human rights activist, a multi-award-winning artist and advocate for Indigenous literacy, a celebrated leader from the world's youngest country, and leaders from business, civil society, healthcare and government.




  
“My YGL journey allowed me to connect with some of the most brilliant and talented people from all over the world, further expanding my perspectives, and making friends for life. I was able to deepen my leadership skills and supercharge my drive and desire to change the future.”

**NINA JENSEN**  
On what she loved most about being a Young Global Leader

#YGLGRAD20



  
“Being a YGL affirmed my sense of our shared common humanity. The community is incredibly diverse, but we shared so many of the same aspirations, values, and vulnerabilities”

**MATT TILLEARD**  
Key takeaways on his YGL journey





Over the course of this year, the Forum of Young Global Leaders adapted activities and interactions to achieve our mission to:



Strengthen individual responsible leadership



Spark public-private collaboration



Deepen insight and inspiration

The YGL Community's engagement centred around pressing themes related to **social and economic inclusion; nature and the environment**; and **technology and innovation**. The next sections of our annual report illustrate the personal evolution of our leaders, highlight case studies of their work together, and summarize experiences of our adapted virtual educational offerings in partnership with top universities.



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# Social and economic inclusion

This year, our community members helped each other in preparing, learning and examining inequality like never before. As responsible leaders, YGLs connected throughout the pandemic – observing trends and supporting each other in grappling with big questions: How can we act to minimize the spread of COVID-19 and protect those most marginalized? How can we eliminate bias in our workplaces? Do our philanthropic systems still work? How can we design our communities to benefit everyone, not only a few?



## 1.1 Strengthening responsible leadership – in their words



**It was incredibly valuable. Because of supply-chain conversations with YGLs in February, I was able to secure needed PPE early as a charity, when countries were later competing over them.**

Maya Roy (YGL 2019), Chief Executive Officer of YWCA Canada

### Creating Canada's feminist recovery plan

"The YGL Community saved my bacon," shares Maya Roy (YGL 2019), Chief Executive Officer of YWCA Canada. She then laughs, with assurances that the sentiment is true – even though she is a vegan.

Armed with a strong background in public health, Maya attended the 2019 YGL Annual Summit in Dalian, and was drawn to sessions on infectious disease. Memories flooded back of her time working in Toronto on the front lines of the SARS outbreak in 2003. Since those years, the importance of protocols and planning around infectious disease has been present in the back of her mind – along with the knowledge that a larger global health crisis was probably lurking.

At the World Economic Forum's 2020 Annual Meeting in Davos, Maya noticed that several sessions were moved around at the last minute to accommodate specialists on health pandemics. "From what I was hearing, I knew then that I needed to start planning for something serious. In my closing session with the YGLs, I sat beside epidemiologists, which drove home this feeling."

Immediately, she started subscribing to World Health Organization bulletins and creating a remote working plan for her colleagues, telling her team they needed to prepare for effects that could last a few years.

"I'm sure some people thought I was a bit unhinged since it was very early. But we have 52 daycares and 2,000 units of affordable housing, so talking about physical distancing then was a defining moment in my

career," she shares, noting that she had support from the chief executive officer of YWCA USA and YMCA USA, who also happened to be at the Annual Meeting. "Because of labour market research, we knew this was going to affect women the most and that we needed to plan economically to support them."

That plan, created with the Institute for Gender and the Economy at the University of Toronto's Rotman School of Management officially became the [Feminist Recovery Plan](#) – a detailed way for Canada to address barriers that have made some groups more vulnerable to pandemic fallout (it was co-authored by Global Shaper Anjum Sultana).

YGLs from around the world were also instrumental in helping Maya organize her response strategy in real time. "When you have a Telegram group set up with leading people from non-profit, the private sector, supply chain management or biotech, I just found I was able to connect the dots around the trends from a number of different sectors."

That interdisciplinary questioning and data allowed Maya to be a truly responsive leader. "It was incredibly valuable. Because of supply-chain conversations with YGLs in February, I was able to secure needed PPE early as a charity, when countries were later competing over them." With these insights, and key partners, Maya led YWCA Canada in its efforts to ship needed supplies across the country – particularly to remote communities that might otherwise have been overlooked.



## 1.2 Public-private collaboration case studies

### Reimagining philanthropy



After more than 20 years of non-profit management, Caroline Boudreaux (YGL 2009), Founder of the Miracle Network, knew first-hand of the shortcomings in modern-day philanthropic systems, which were particularly highlighted during the pandemic. At the 2020 YGL Annual Summit, she met with a group of nine other YGLs and Alumni to brainstorm ways to “Reimagine Philanthropy”. Over the next year, her core group of YGLs met on a quarterly basis to share resources and ideas. When our corporate sponsor, Accenture, offered to host a three-month Responsible Leadership Accelerator to scale impactful YGL and Global Shaper initiatives, she leapt at the opportunity to bring a YGL philanthropy project to scale.

Throughout an intensive two weeks, Caroline, Daniel Schwartz (YGL 2006) and Elaine Smith Genser (YGL 2013) worked together to develop a business plan to roll out a new YGL initiative to “Reimagine Philanthropy” by encouraging the members of the YGL community to invest their collective time and resources using the techniques of effective philanthropy: community-designed, long-term, unrestricted giving that prioritizes people and planet.

In the latter half of 2021, the Reimagining Philanthropy group will soft-launch its initiative, showcasing its full campaign at the 2021 YGL Annual Summit.

## LEADING FOR RESPONSIBLE IMPACT



Introducing our top 10 participants...



Susana Sierra,  
YGL 2020



Ricardo Weder,  
YGL 2021



Natznet Tesfay,  
YGL 2017



Amit Paley,  
YGL 2021



Nino Zambakhidze,  
YGL 2017



Hitesh Wadhwa,  
YGL 2021



Claudia V. Massei,  
YGL 2021



Jocelyn W. Formsmas,  
YGL 2021



Arvind Satyam,  
YGL 2018



Barbara Maul,  
YGL 2020

Over three months, these 10 YGLs diagnosed challenges in their organizations related to our [Responsible Leadership framework](#), and co-designed behavioural interventions to improve cultural outcomes where they work – testing, then sharing results.

### Redesigning cities for inclusion and health



As lockdowns uncovered social inequalities around the world, YGLs came together with the Aliko Dangote Foundation in a virtual workshop to devise a shared vision and action to prioritize inclusion. Working with Tolullah Oni's (YGL 2019) YLabs, the workshop brought YGL and Global Shaper community members together to explore urban

perspectives on the future of health, development, waste, water and sanitation, energy, and food sectors – design elements to serve citizens from all backgrounds and demographics. An action plan supporting YLab's vision and work moving forward has resulted from this virtual workshop.

## 1.3 Advancing insight

### Leadership for Racial Equity – in partnership with the University of Virginia’s Frank Batten School of Leadership and Public Policy

This course is a “must-have” for all YGLs in the private and public sectors. It reflects the loss of dignity in the past, and provides a door of opportunity for leaders in the future

Yap Kwong Weng (YGL 2012), Principal Adviser; Executive Director, Joint Lab

The summer of 2020 saw a rise in violent racism across the United States, and global demonstrations protesting the ethics of historical institutions and policies. It is no surprise that there were heated debates during our inaugural Leadership for Racial Equity executive education module, and that is exactly what it was designed for: an open dialogue that could challenge assumptions, giving participants the space to explore bias and admit that they don’t always have the answers.

In June 2021, 33 YGLs completed the module, which was designed and chaired by Ian Solomon (YGL 2012), Dean of the University of Virginia’s Frank Batten School of Leadership and Public Policy. Over four days, participants examined the origins of anti-black racism and the confluence of current events that provide an opportunity to address it.

Through the lens of US history and hierarchy, YGLs from around the world began breaking down pieces of this complex topic and learning the language needed to understand and talk about it. Drawing on the lived experience within the group, evidence-based practices, intellectual frameworks and case studies, they developed strategies for advancing racial equity within their organizations and communities.

“The intuitive idea is that business executives want to hear a business case for racial equity and diversity, but the moral case may ultimately be more effective,” noted Molly Crockett (YGL 2017), Assistant Professor of Psychology, Yale University.

Reflecting on this moral responsibility as leaders, YGLs then drafted action plans – with accountability measures – on how they will create impact within their spheres of influence. *Collectively, participants from this course have direct influence over 70,000 employees, and their organizations and companies interact with more than 17 million constituents – critical numbers through which ripples of change can emanate.*



Samar Ali (YGL 2017), President and Chief Executive Officer, Millions of Conversations, explaining how racism plays out in the judicial system.



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## Nature and the environment

The links between biodiversity loss and the increased pandemic risk emerged over the course of 2020. Many community members reflected on their own impact on our planet. A reckoning has led to sustainable organizational shifts, the adoption of new metrics and funds to address climate change, and renewed conservation efforts. In nurturing responsible leadership within our community, our programming asked members to respond with personal accountability for the state of the world and provided a call to work collaboratively to spur greater stewardship of the environment.



**Hanli Prinsloo** (YGL 2014),  
Founder and Chief Executive  
Officer, I AM WATER Ocean  
Conservation

## 2.1 Strengthening responsible leadership – in their words

### Not an ordinary classroom – my sustainability story

by Camilla Hagen Sørli (YGL 2018), Member of the Board, Canica



**To me, the YGL Community suddenly became a platform for building confidence, knowledge and motivation to drive the agenda of sustainability forward.**

Camilla Hagen Sørli (YGL 2018), Member of the Board, Canica

About five years ago, I found myself in a classroom. There were several teenage girls present. They sat on their chairs and gathered in a circle, sharing what they wanted to be when they grew up. One wanted to be a doctor; another, an economist; a few others, lawyers. One wanted to be a designer, making beautiful dresses.

I could have been in any classroom in Norway; however, I wasn't. I was in a classroom at the Zaatari refugee camp in Jordan. I knew that the future for these girls might be far from bright. However, their passionate dreams and goals ignited something in me. There have been many encounters over the years that shaped my path of wanting to be a force for good. However, this was a pivotal moment in realizing that, while I can't stop the war, or secure the future of all the girls, I can do something about how my family company does business. Through all of our business touchpoints, we could improve the lives of many, and drive the world towards a better place for all.

Understanding how the massive market disruptors of responsibility and sustainability also affect the future relevance of the company was not only the right thing to do but also the smart thing to do. One of the most important tools to use in order to improve your sustainable footprint is measurement, and you need to understand what to measure. You need to know how every part of your supply chain affects its touchpoints. For us, that was easier said than done. I promoted this to the board – trying to nudge us in the right direction – with limited success.

When I became a YGL this whole aspect somehow shifted. To me, the YGL Community suddenly became a platform for building confidence, knowledge and motivation to drive the agenda of sustainability forward. At the 2019 YGL Summit in China, I joined an impact session and suddenly found myself in a group of people with exactly the same goals. We had many similar challenges and our conversations provided me with new perspectives and insights.

I went back home with a full persuasion and influence toolkit. With the support of the “sustainability gangsters” (that is what we called our YGL group), I changed my dialogue and arguments. I managed to re-pitch the agenda of sustainability to the board – and this time it was a success!

Our company has completely shifted. We have implemented sustainability as part of our overall strategy and have created a measurement and reporting system that has inspired many others to follow our lead. It has created enormous engagement internally and set us on a path towards being a part of the solution for tomorrow. As an owner, you are responsible for workplaces and, in a rapidly changing world, for creating new ones, too. We have started to use our voice and market power to increase the use of circular models and the process has created change-makers within the company.

However, this isn't about becoming a sustainability actor. This is about how the YGL Community gave me the strength I needed to dare to speak up and to act on it. We are also now investing directly in solutions within health and education that support refugees, hopefully contributing to a brighter future for the girls in Zaatari.



**My YGL experience helped me change my career to focus on driving more environmentally and socially sustainable financings and investments – for that, I am forever grateful.**

Karen Fang (YGL 2015), Global Head of Sustainable Finance, Bank of America-Merrill Lynch



## 2.2 Public-private collaboration case studies

### A trillion trees: the 1t.org India Coalition

Led by Bhairavi Jain (YGL 2018), a group of YGLs is now driving the creation of the [1t.org](https://1t.org) India Coalition, which will be launched in the second half of 2021. The group will support the country's commitments to restore 26 million hectares of deforested land and to sequester an additional 2.5 billion to 3 billion tons of CO2 equivalent through increased forest and tree cover by 2030, in close collaboration with the World

Economic Forum's South Asia team, the Forum's Platform to Accelerate Nature-Based Solutions, and the Global Shapers hubs in India. This restoration is critical in order to mitigate the effects of climate change, water scarcity and loss of topsoil that are threatening the livelihoods of India's 700 million rural inhabitants who depend on forests and agriculture.

### Funding environmental innovation

A new VC fund run by Christian Hernandez (YGL 2014), 2150, raised \$240 million to invest in technologies aimed largely at reducing the carbon footprint of major cities. Hernandez initiated this effort during last year's education module at

Princeton's Andlinger Center of Energy and the Environment, an experience made possible through our partnership with Howard Cox. Lynn Loo (YGL 2012) and Coen van Oostrom (YGL 2007) both sit on the fund's advisory board.

## 2.3 Advancing insight

### Strategies for sustainability – in partnership with Stanford University

We are living in a VUCA world – or so YGLs who attended the online Stanford executive education module will tell you: it's volatile, uncertain, complex and ambiguous. Sustainable practices have never been needed more. Led by Julia Novy-Hildesley (YGL 2010), Professor of Practice at Stanford University, YGLs delved into frameworks of leadership to

examine the health of systems holistically during the module. Drawing on case studies from Google, Unilever and Method, YGLs made commitments to embed the circular economy into their companies, creating a set of standards by which they would measure themselves, their stakeholders and partners across their value chains for generations.



The Stanford module got me to think more about how we can apply sustainability and mobilize to focus efforts in this area. Our company, Trusting Social, applies artificial intelligence (AI) models to telco data to provide financial access to the unbanked and underbanked – people who are 'invisible' to most lending institutions. We have scored 1 billion-plus people to date in India and South-East Asia. Coming into this course, I have been trying to rally my firm to more accurately define what financial inclusion means to us. I believe metrics that define this 'invisible customer' segment can support greater intergenerational well-being, provide us with greater mission focus and drive our conversations internally and with our investors.

I hope to build an index to measure financial inclusion for this invisible population using our data and AI capabilities. This course has energized me to be more ambitious with this agenda.

Geoffrey See (YGL 2019), Founder, Re:Conneq



3

## Technology and innovation

Around the world, YGLs used technology to solve challenges brought on by the pandemic: issues with supply acquisition; an inability to publicly track vaccinations; and access to information. For the first time, the Forum of Young Global Leaders also had to rely on technology to host our events – trying to recreate the meaningful feeling of connection that comes from in-person gatherings. Adapting to the challenge, the community became even more inclusive – welcoming members who might not otherwise be able to travel. The personal and professional support that YGLs were able to give to each other – through technology – has already created lasting innovation and impact.





## 3.1 Strengthening responsible leadership – in their words



From our very first meeting, we were able to have deep and open discussions about how the ongoing pandemic was affecting our communities and our work, as we brainstormed ways to help each other navigate the new world we found ourselves in. We're all based in different countries and work in different sectors, but we quickly realized that we all share similar ultimate goals – building resilient, healthy communities, and fostering multidisciplinary collaborations for global good. We're all still in touch and can't wait until we can meet up in person.

Leslie Dewan (YGL 2016), Founder, Criticality Capital

### Digital peer leadership circles

Adam Grant (YGL 2015), Professor of Management and Psychology at the Wharton School of the University of Pennsylvania, wrote an article on “languishing” in *The New York Times*, [which went viral](#). He named a sensation felt around the world – the lethargy that has resulted from prolonged isolation. One antidote to languishing is building connections and encouraging trust.

More than 200 YGLs participated in Peer Leadership Circles this year – addressing personal leadership challenges, creating community, building bonds and maintaining resilience during a challenging year. “For me, one of the serendipitous and unexpected bright spots of the pandemic

was the new conversations, collaborations and friendships that came out of my YGL Peer Leadership Circle,” shared Leslie Dewan (YGL 2016), Founder, Criticality Capital.

In the circles, groups of five to seven YGLs met online over five to seven weeks. Structured sessions gave each individual YGL the time to share a significant challenge they were facing in their daily work or life. With a structured set of coaching practices and ground rules, teams guided each member through their issue areas. Many groups, like Leslie's, have continued to meet after the formal programming ended.



## 3.2 Public-private collaboration case studies

### CommonPass

To safely reopen global travel in the age of COVID-19, countries, airports and travel industry stakeholders will require a trusted universal record of travellers' health – without compromising personal health privacy. [The Commons Project](#) tackles this challenge as a non-profit public trust established by Paul Meyer (YGL 2005), Rajiv Shah (YGL 2007), Jen Zhu Scott (YGL 2013) and Thomas Crampton (YGL 2005), with more than 30 YGLs

...serving as trustees. It has convened more than 350 public- and private-sector leaders from 52 countries to design and launch the Common Pass framework, ensuring coordinated and effective efforts to enable safe travel, in partnership with the World Economic Forum and the Rockefeller Foundation. It is the outgrowth of more than a decade of trust-based relationships that fast-tracked action in a time of crisis.



**We have all benefitted from someone holding our hand, giving us a push, an opportunity, or sponsoring us. Mentoring is a way to build transformational relationships, share skills and exchange experiences**

Marième Jamme  
(YGL 2013)

### Kakuma international mentoring exchange with refugees

In 2018 and 2019, YGLs travelled to Kakuma Refugee Settlement to help establish a Global Shapers Hub and lend their expertise and resources to help create more opportunities for residents. While physical visits have been put on hold since the pandemic struck, YGL joint efforts to prototype sustainable economic opportunities for refugees through technology keep evolving. Marième Jamme (YGL 2013) and Kelly Buchanan (YGL 2018) have worked closely together on realizing a partnership to further grow a mentoring exchange between professionals around the world and young women and girls in Kakuma. The two YGLs met during a 2019 Impact Expedition to Kakuma, an experience made possible through our partnership with the Aliko Dangote Foundation.

As a continuation of the YGL Community's work in Kakuma Refugee Settlement, [iamtheCODE](#), the first African-led global movement to mobilize government, private-sector and philanthropic foundations to advance STEM+ (science, technology, engineering, arts, mathematics and design) education for women and girls in marginalized communities, partnered with Mastercard to train 1 million women and girl coders worldwide by 2030.

As part of the programme, Mastercard employees will promote skill-building and continual learning in the Kakuma camp community. Over 12 weeks, girls and mentors will join weekly virtual mentoring sessions to develop solutions that tackle their community needs and advance the United Nations' Sustainable Development Goals (SDGs).

### The first-ever virtual YGL Annual Summit

Pushing the boundaries of technology, the 2020 Young Global Leaders Annual Summit gathered 500 community members virtually over four days, revitalizing our community spirit and igniting new ways to collaborate.

Our summits remain vital opportunities for the community to come together, share individual efforts to drive positive impact in the world and spark joint efforts on pressing global challenges. This year's summit resulted in at least five initiatives that continue to incubate and grow within the community, including some noted in this report. The virtual world has not hindered the YGL spirit of collaboration.





## COVID response spotlight

Through regional collaboration, YGLs around the world coordinated quickly in response to the developing pandemic crisis in their own communities. From many examples across the globe, below are impact highlights from India and Africa.

- Suhas Gopinath (YGL 2008) set up Project CoHeal in just 10 days, a fully functional 100-bed hospital, completely free to patients.
- Krithi Karanth (YGL 2015) and the Centre for Wildlife Studies helped supply testing and protective equipment to staff at 150 primary health centres.
- Kanika Dewan (YGL 2016) created rural clinics out of obsolete buses, provided grief counselling to those affected and shipped air separation units (ASUs) to the Government of India – using her team to identify unused oxygen plants and refurbish them to function at capacity.
- Neha Kirpal's (YGL 2015) InnerHour app provided pro bono mental health services to more than 100 organizations, and therapy in eight regional languages to healthcare workers in India. It won the Google Best App for Good award last year and has more than 1.3 million users in 450 cities worldwide.
- Gaurav Mehta's (YGL 2018) Dharma Life provided supplies, conducted more than 500 digital doctor consultations and facilitated more than 600 vaccination appointments.
- Shalini Puchalapalli (YGL 2015) partnered with Aarti for Girls to create a bank of 150 oxygen concentrators for immediate need and built two oxygen generation plants for medium-term needs.
- Rhea Mazumdar Singhal's (YGL 2018) Ecoware developed a new line of medical care disposables that are single use and 100% compostable – with the aim of protecting people and the planet while reducing the negative impact of single-use plastics.
- Piyush Tewari's (YGL 2019) SaveLife Foundation deployed more than 2,000 oxygen cylinders, 991 oxygen concentrators, 130 invasive ventilators and 109 ICU 5 Para monitors. The organization analyses around 68,000 ambulance response data points every day to improve efficiency and outcomes.
- Tara Singh Vachani (YGL 2020), through Antara Senior Living, served more than 1,500 COVID 19-positive patients through their Care at Home services, isolation centres and remote monitoring services.
- Shaurya Veer Himatsingka (YGL 2016) worked with state governments to provide meals and run an oxygen bank. He also worked with Sankalp Shristi, Bharat Scouts and Guides West Calcutta to operate a 75-bed COVID-19 isolation and wellness centre, which provides complete medical care, doctor-prescribed treatment, healthy meals and 24-hour oxygen support facilities.

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A year into its creation, the African Medical Supplies Platform (ASMP), co-founded by Fatoumata Ba (YGL 2018) and launched by South Africa's President Cyril Matamela Ramaphosa, hosts more than 600 suppliers selling products that can help combat the coronavirus. The platform interface enables the procurement, coordination and distribution of COVID-19 medical supplies for all African Union member states. It has also minimized the likelihood of price-gouging and bidding wars on needed equipment. The unique platform enables volume aggregation, quota management, payment facilitation and

transportation information – enabling African governments and NGOs to easily identify available suppliers in Africa and outside the continent.

As the ASMP platform was being built, Ailish Campbell (YGL 2014), then Chief Trade Commissioner of Canada, shared instrumental learnings from Canada's experience in setting up its COVID-19 supply chain. Through the platform, more than 31 million essential medical supplies have been delivered to all 55 African Union Member States including vaccines to 15 countries in Africa and the Caribbean.

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## 3.3 Advancing insight

### Global Leadership and Public Policy for the 21st Century – in partnership with the Harvard Kennedy School

The alumni of the YGL Harvard module often remember their last session fondly, when Professor Dutch Leonard famously serenaded the class, closing their time together with a ballad that urged them onwards to act with courage and grace in their leadership journey.

Even though YGLs met virtually this year, Leonard's song was no less inspiring over Zoom than it is in the halls of the Harvard Kennedy School. "It made me realize that I am part of something incredible. I listened with a great deal of hope that in the world there exist great individuals and groups that drive change for the positive," said Aslihan Denizkurdu (YGL 2020), Managing Director and Chief Operating Office of Risk Management at Citigroup, who was in the class.

Denizkurdu was a new YGL when the COVID-19 pandemic shuttered New York City in 2020. She had been looking forward to joining the YGL community. However, with the tumult of the past year, and the demands of her job in risk management during a global pandemic, she had not had the opportunity to connect deeply with the community. "Long-time YGLs often talk about the power, the bonds, the strength of this community. That was hard for me to experience over the past year."

That all changed with the 2021 YGL Harvard module.



**I was craving community with a sense of purpose. I found it in the YGL at Harvard. Before the module, I felt like I was living in a bit of my own world. My classmates gave me great optimism on how I can be a value-adding contributor to society. I was surrounded by fascinating people who are doing amazing things day in and day out. They are all changing the world.**

Aslihan Denizkurdu (YGL 2020), Managing Director and Chief Operating Office of Risk Management at Citigroup



Now its 13th year, the YGL Harvard Kennedy School executive education module on Global Leadership and Public Policy for the 21st Century continues to be a programme highlight for many participants. Funded by YGL Foundation supporter David Rubenstein and chaired by Dan Levy, Professor and Senior Lecturer in Public Policy, along with Iris Bohnet, then Academic Dean of the Harvard Kennedy School, the virtual course was able to capture many of the moments that former participants still cherish. The passionate discussion, intimate small groups and world-class faculty were all there online – including a virtual dance party.

"I had not taken the opportunity to step away from my current role and professional profile in at least eight years. I had hit a point in my career where I had really been questioning my purpose and what I can do for the world," reflects Aslihan.

Where did she draw her greatest inspiration? Her small leadership group with Ugyen Dorji (YGL 2020), Samuel Alemeyahu (YGL 2018), Mary Nazzal-Batayneh (YGL 2013), and Reem Khouri (YGL 2018): "We met every day at 7am. It was beyond meaningful. We talked about all aspects of how we feel in our lives – what are our challenges, what are our fears, what's keeping us from moving forward."

As the week ended, they knew they wanted their connections to continue. They've kept up with each other through monthly calls and are planning a class-wide reunion in Bhutan, where Ugyen lives, once they can all safely travel there. And while her Harvard experience was meaningful, it has only increased Denizkurdu's anticipation of her first in-person YGL Summit.



**Our bond at Harvard was so strong, but the older YGLs kept saying, 'You don't even understand. This is nothing compared to a YGL Summit where you walk into a room, meet a stranger and immediately share such a deep connection.' I feel like I had a mini-version of that, and I am only more excited about my first in-person summit.**



# 4 Giving back, looking forward



## Donor spotlight



I feel like I am giving back what I was so lucky to receive, and paying forward a very positive force that will make a group of already amazing people that much more effective, pointing them towards creating a positive impact in the world.

Matt Anestis (YGL 2006), Managing Director, Global Head of Performance for BlackRock Alternative Investors

### Gifted it forward

During his 15-year journey as a YGL, Matt Anestis (YGL 2006), Managing Director, Global Head of Performance for BlackRock Alternative Investors, has found deep meaning through connections with the community. Two years ago, he and his wife, Gillian, decided to support the YGL Foundation with a long-term donation – ensuring that the next generation of YGLs will have an equally important experience.

As he works on his first book, *Not If, But When*, he is interviewing experts (many of them YGLs) on the inevitable changes that will occur within their fields over the next 25 years. Turning that spotlight around, we enjoyed the chance to ask him a few questions.

**During your time as a YGL, you have had extremely engaged periods and quieter ones. What has kept you connected to the community through these cycles?**

Early on, my wife and I were living in China. We became very close to a lot of YGLs internationally, particularly in Hong Kong. They pushed me to try new things and think about the world in different ways. Because my wife was able to be involved – and she felt just as welcome in the community as I was – we were able to jointly spend much of our extra time with the community.

When we had our daughter and moved back to the US, I decided to spend most of my free time with her, but I stayed close to a lot of YGLs. I have met some of my favourite people on the planet through this community. The YGL programme itself has made it easy to stay connected, and I count myself lucky for having had the opportunity to be exposed to a group that always inspires me to have an impact and challenges me to raise my game to think about things I never would have considered. It always makes me happy to spend time with fellow YGLs.

**As you started to think about your family's goals philanthropically, why was including the YGL community important to you?**

I don't think a week goes by where I don't connect with a YGL in some way. As I write my book, I have already spoken to more than a dozen members for their input and their stories. The trust we have built is everything, and I know that I can reach out to people that I'm inspired to learn from.

As an investment person, I truly think that giving back to the YGL community is one of the best returns on investment that you can make: supporting a diverse community of people who are going to make a difference and help each other make an impact on the world. I want to see this continue. I also think one of the most important things that we can do as a society is to make sure we are mixing stakeholder groups, across regions, backgrounds and sectors. This approach is incredibly valuable and is something unique that is offered by the YGL Community and the World Economic Forum.

**Why would you encourage your fellow YGLs to consider supporting the community, in whatever way is appropriate to them?**

We get so much out of our experience. I feel like I am giving back what I was so lucky to receive, and paying forward a very positive force that will make a group of already amazing people that much more effective, pointing them towards creating a positive impact in the world. It does not have to be a huge amount, and you don't have to be a millionaire to make a tremendous difference in the world through giving back to this community.





# 2021 Calendar of Activities

## World Economic Forum Davos Agenda

A high-level digital convening for global leaders to exchange views on the state of the world in 2021

**25 – 29 January**

## YGL Davos Agenda Debrief

Join Klaus Schwab to debrief the key outcomes of the Davos Agenda and hear his outlook on the new year

**4 February 15.00 CET**

## Meet the Leader: Christine Lagarde

A monthly series that connects YGLs with world leaders through intimate, interactive and authentic dialogues

**19 February 12.00 CET**

## Meet the Leader: Jane Goodall

A monthly series that connects YGLs with world leaders through intimate, interactive and authentic dialogues

**4 March 15.00 CET**

## New Class Onboarding Series

A virtual onboarding session and social media campaign to welcome the newest class of YGLs to the community

**11 March 09.30 CET or 17.30 CET**

**13 April 09.30 CET or 17.30 CET**

**18 May 14.00 CET with Klaus Schwab**

**15 June 09.30 CET or 17.30 CET**

## YGL Community Moment

Meet the New Class in a monthly networking session for YGLs to connect across classes to identify collaborations

**25 March 11.00 CET or 17.00 CET**

## Executive Education Module: Harvard

A virtual executive education module focused on Global Leadership and Public Policy for the 21st Century

**25 March – 1 April**

## YGL Marketplace

A virtual open house to learn more about and help advance our community's collective action initiatives

**30 March 09.30 CET and 17.30 CET**

## Global Technology Governance Summit

A virtual summit convening global leaders focused on the societal impact of rapid technological advances

**6 – 7 April**

## Meet the Leader: Fabiola Gianotti

A monthly series that connects YGLs with world leaders through intimate, interactive and authentic dialogues

**7 April 15.00 CET**

## Executive Education Module: UVA

A virtual module hosted by the University of Virginia's Frank Batten School on "Leadership for Racial Equality"

**3 – 4 June**

## Meet the Leader: Mark Carney

A monthly series that connects YGLs with world leaders through intimate, interactive and authentic dialogues

**25 June 15.00 CET**

## Executive Education Module: Oxford

A public leadership bootcamp and capstone experience hosted by the Blavatnik School of Government and Apolitical

**18 – 21 July**

## Executive Education Module: Stanford

A hybrid executive education module focused on Strategies for Sustainability: Theory into Practice

**8 September – 13 October**

## Sustainable Development Impact Summit

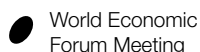
A virtual summit convening global leaders to accelerate the Sustainable Development Goals, alongside the UNGA

**20 – 23 September**

## Young Global Leaders Annual Summit

An annual gathering of YGLs to build relationships, share expertise and work together to create change

**1 – 6 October**



World Economic Forum Meeting



YGL Community Session



YGL Education Modules



YGL Impact Activity

For specific dates, please refer to the [YGL Calendar on TopLink](#).

## Our Board



**Nicole Schwab**  
Co-Head, Nature-Based Solutions; Member of the Executive Committee, World Economic Forum, Switzerland



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



**Thor Björgólfsson**  
Chairman, Novator Partners, United Kingdom



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



**H.R.H. Prince Jaime de Bourbon de Parme**  
Climate Envoy, Ministry of Economic Affairs and Climate Policy, Kingdom of the Netherlands



**Paula Escobar Chavarría**  
Opinion Columnist, La Tercera, Chile



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



**Peter Lacy**  
Chief Responsibility Officer and Global Sustainability Services Lead, Accenture, United Kingdom



**Amina J. Mohammed**  
Deputy Secretary-General, United Nations, USA



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



## Our supporters

We are grateful for the many ways in which corporate donors and YGLs have decided to give back generously to our community – ensuring that its impact will go on for many years to come. This year, supporters have given directly to our immediate needs and programming, to annual fellowships, financial assistance, education modules and to long-term legacy planning through our endowment. Please contact us if you are interested in supporting one of these areas – we could not be more inspired by the impact that philanthropy has enabled within the YGL Community.

### Responsible Leadership Programme partner

Accenture

### Fellowship supporters

Aliko Dangote Foundation

Mastercard Foundation

### Executive education partners and supporters

David Rubenstein

Howard Cox

Apolitical Academy Global

Harvard Kennedy School

Nanyang Technological University

Stanford University

University of Virginia's Frank Batten School of Leadership and Public Policy

### Community supporters (\$50,000+)

Community supporters provide critical donations that help support education modules, impact projects, financial assistance and community events. We are grateful for the continued support of the community as we strive to expand and improve on the YGL experience each year.

Andrew Cohen

Christophe Beck

David Novak

Ellana Lee

Eyal Gura

Ganhuyag Chuluun Hutagt

Georges Kern

Hassan El Houry

Jill Otto

Jitesh Gadhia

Katherine Garrett-Cox

Matthew Anestis and Gillian Moore

M. Arsjad Rasjid Mangkuningrat

Mirjam Staub-Bisang

Patricia Menendez Cambo

Richard Stromback

Ron Cao

Sandro Salsano

Silvia Console Battilana

Thor Björgólfsson

Veronica Colondam

Yana Peel

Zhang Yichen

## Financials (in million CHF)\*



**Operating income** **3,520**

● YGL memberships	2,249
● Forum-in-kind	381
● External grants and in-kinds	890



**Operating expenses** **-3,520**

● Programme services	-1,608
● In-kind expenses	-1,270
● Other expenses	-641



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IMPROVING THE STATE  
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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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**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