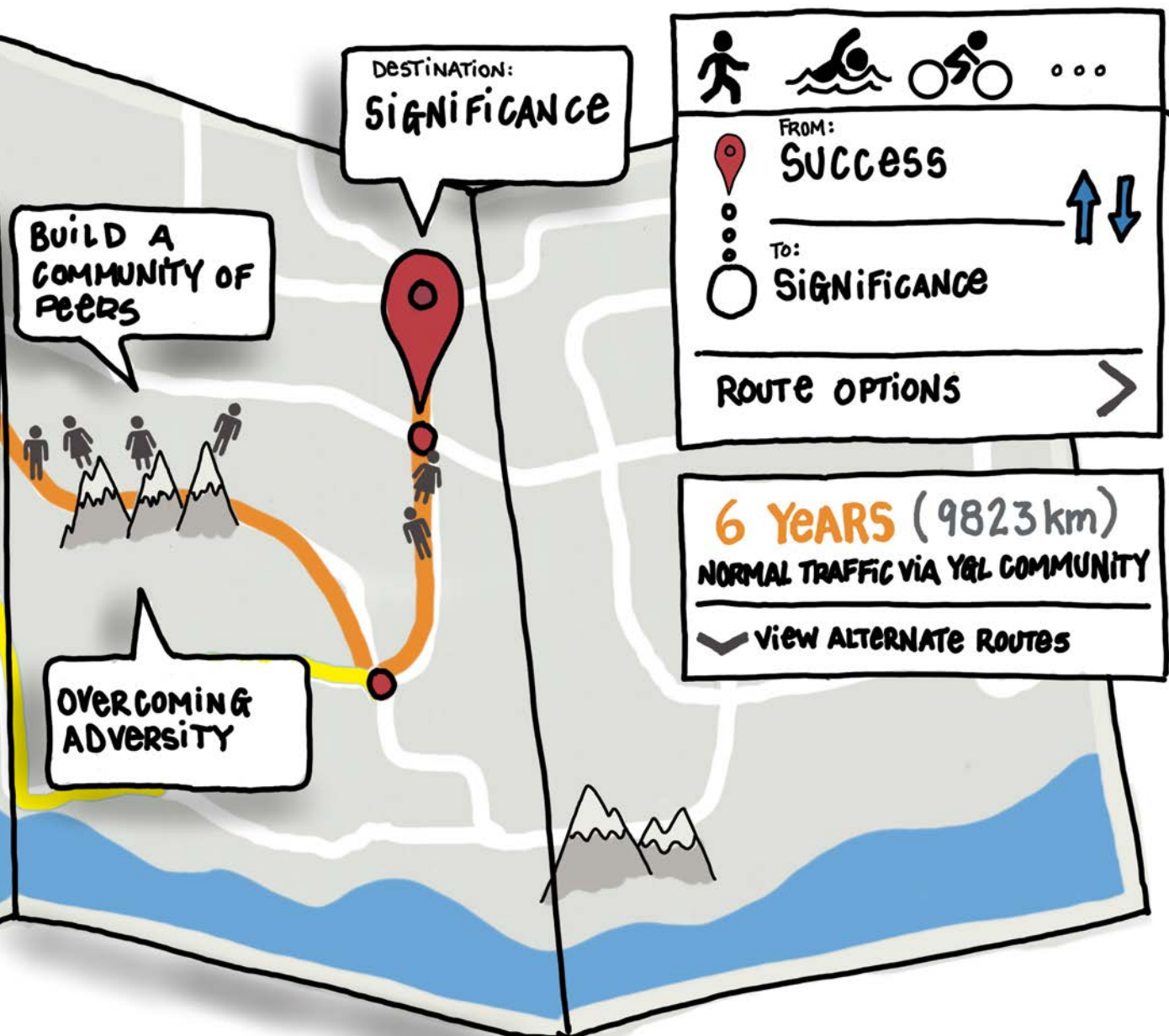


# The Forum of Young Global Leaders

## A generation of change





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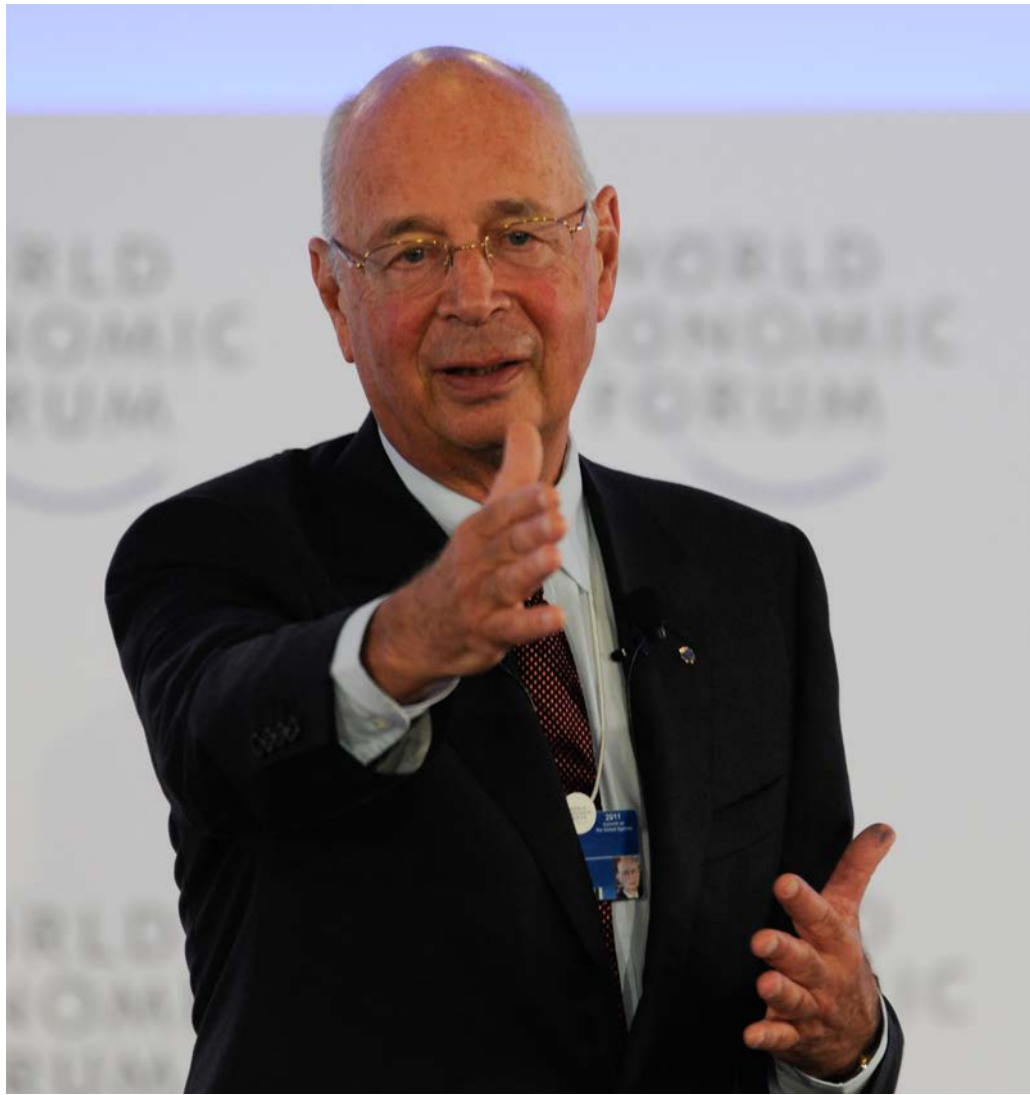
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# Foreword



Let's face it: the world is more complex, interrelated and interdependent than ever before. The challenges faced by the next generation of leaders are daunting and intractable and cannot be mastered with the current set of strategies, institutions, standards and attitudes.

To address these challenges in a meaningful and sustainable way requires fresh thinking, multistakeholder engagement and dynamic new ways of collaborating to develop innovative solutions that are truly global. Recognizing this need, in 2004 I created the foremost platform for young leaders to engage in global affairs to shape a more positive, peaceful and prosperous society.

The Forum of Young Global Leaders is a unique community formed by the most exceptional leaders from every region of the world and every stakeholder in society. These Young Global Leaders (YGLs) have committed their energy and knowledge to the most critical issues facing humankind.

Already successful and accomplished in their own fields, they join and co-create a community of insight and action that is truly committed to improving the state of the world. The Forum of Young Global Leaders is the voice of an optimistic future and an energetic catalyst for change.

As you will see from the stories collected here, being part of the YGL community is also a transformational experience. YGLs engage with leaders outside their community, serving as sounding boards and advisers to international organizations, governments and private institutions. They initiate new dialogues and platforms for action to address global challenges such as climate change, disease prevention, improving education and eradicating poverty. They develop authentic relationships with global peers far outside their traditional professional networks, giving them unique perspectives into world affairs and resulting in personal friendships that allow them to bring about positive change.

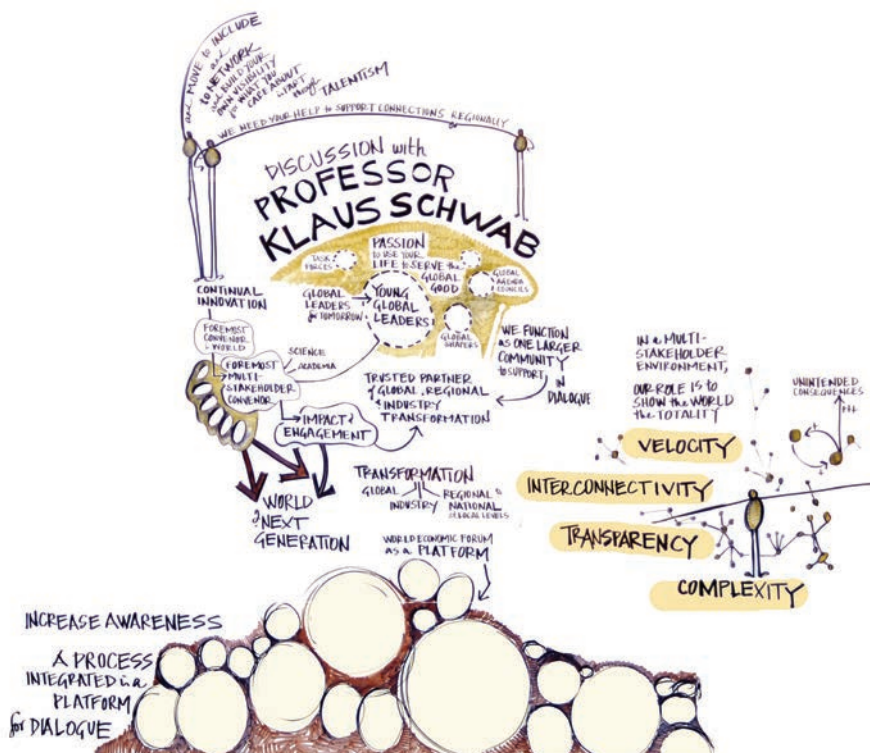


Klaus Schwab  
 Executive Chairman,  
 World Economic Forum &  
 Founder of the Forum of  
 Young Global Leaders



The legitimacy of the community stems from its integrity and impact. YGLs are nominated and selected through a rigorous process to create a truly diverse and representative body, while accepting only the very best leaders who have already demonstrated their commitment to serving society at large.

Whether you are a young leader who has been honoured, a member of the World Economic Forum global community or the media, or a global citizen, we invite you to help us foster the next generation of world leaders. We integrate YGLs into processes that allow them to have a real impact on global affairs and to make sure that global decision-making preserves the interests of the next generation.



# Who we are

The Forum of Young Global Leaders is a community made up of the world's most outstanding next-generation leaders. Bold, brave, action-oriented and entrepreneurial, these individuals commit both their time and talent to make the world a better place. Upon nomination, YGLs already have a proven record of extraordinary personal achievement. They also have two distinct features: they have achieved their success young – under the age of 40 – and have shown a commitment to making a positive impact on society.

The community is made up of leaders from all walks of life, from every region of the world and every stakeholder group in society. Set up as an independent, not-for-profit foundation under the Swiss government, the Forum of Young Global Leaders is an integral part of the World Economic Forum and part of the larger New Champions community.

Throughout their tenure, YGLs are fully involved in the Forum's meetings, initiatives and research and interact with the Forum's wider multistakeholder community. YGLs have a powerful role in determining the community's activities. They are governed by a foundation board of 13 respected leaders and are managed by a dynamic team of young professionals based in Geneva and China.

The **World Economic Forum** is an independent international organization committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas. Incorporated as a not-for-profit foundation in 1971 and headquartered in Geneva, Switzerland, the Forum is tied to no political, partisan or national interests.

Its **New Champions** community represents the next generation of pioneers, disruptors and innovators – outstanding organizations and individuals who have demonstrated their ability to translate societal challenges into value-creating businesses, policies and technologies. As well as the YGLs, the community also includes Global Growth Companies, Technology Pioneers, Social Entrepreneurs, Young Scientists and Global Shapers.

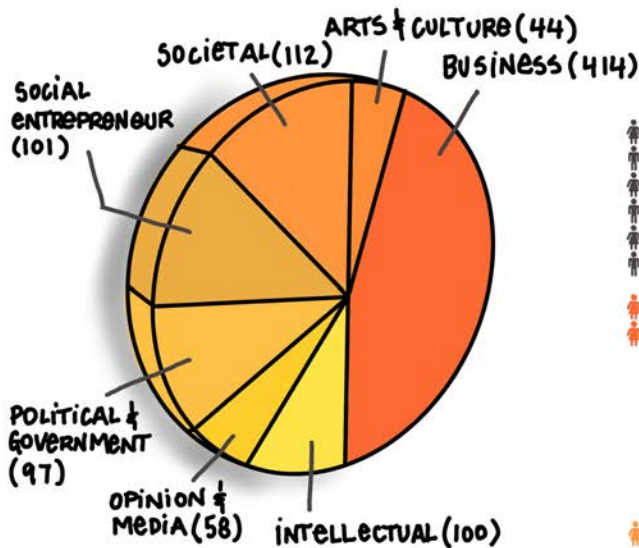


YGLs at the 2013 YGL Annual Summit in Myanmar with Aung San Suu Kyi, Chairman, National League for Democracy, Myanmar

Young Global Leaders Annual Summit 2013  
Yangon/Nay Pyi Taw, 3-7 June



Young Global Leaders Annual Summit 2013  
Yangon/Nay Pyi Taw, 3-7 June



♀ = APPROX. 10 YGLs

# What we do

By David S. Aikman

Managing Director, Head of New Champions



YGLs are the first truly global generation, who have grown up living, studying and working in different countries. In many ways, they are “triathletes,” possessing the skills and experience to be successful across private, public and civil society organizations. We believe that this unique feature is the starting place for resolving the world’s challenges. The next generation of leaders will need to facilitate change across traditional silos in order to improve the state of the world. Welcome to the future of global leadership.

We take this feature and amplify it by expanding their networks further and exposing YGLs to new ideas. This experience is a six-year process and our ultimate goal is to advance each individual in their leadership journey, so that they move from personal success to significance in terms of their contribution to global development.

We do this in formal ways, through education modules at, for example, the Harvard Kennedy School and Lee Kuan Yew School of Public Policy, with inspiring leaders who show YGLs the path they have walked.



David S. Aikman at the YGL 2012 Annual Summit in Mexico



But we also do this in more informal ways. We give YGLs the platform to translate these insights into concrete initiatives. True to this being a leadership community, there is plenty of “white space” for YGLs to kick-start and lead different initiatives and events.

The journey of each YGL is different, but the illustration (left) shows how an individual could structure their engagement throughout their tenure.

But what does it mean to be a YGL? Put simply, the community gives its members a peer network that challenges them to be better leaders in both their personal and professional lives. It is a support system that questions, and constantly pushes its members to not only *do* more, but to *be* more too.

#### Our objectives

1. **Collaboration:** to build a diverse global community of peers who engage in networks and processes that look for forward-looking and innovative solutions to the problems faced by humankind
2. **Learning:** to transform the next generation of leaders through personal experiences that build knowledge and engender better understanding of global, regional and industry agendas
3. **Action:** to positively impact global challenges by engaging YGLs in taskforces and workstreams related to specific challenges they have identified

“Being a CEO and a mom means being ‘on’ 100% of the time. The YGL community is a group of people with the same responsibility, notoriety and isolation. It was kind of like joining the island of misfit toys... and it was awesome.”

Nancy Lublin

Chief Executive Officer and Chief Old Person  
DoSomething.org, USA  
Class of 2007

# Who can join

The Forum of Young Global Leaders is not a membership club that anyone can join. The Forum has established a comprehensive selection process for identifying and selecting the most exceptional next-generation leaders. Each year, thousands of candidates from around the world are proposed through a qualified nomination process and assessed according to rigorous selection criteria.

Only the very best candidates are selected and all efforts are made to create a truly representative body. The short-listed candidates are evaluated by Heidrick and Struggles, recognized as one of the world's leading executive search firms. As a final step in the process, the candidates are screened by a selection committee chaired by H.M. Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan.

This process yields roughly 200 extraordinary individuals who are then honoured with the title “Young Global Leader”. To make the most of their tenure, honourees are invited to become active members of the community and sign our charter of rights and responsibilities, committing their time to the mission of the organization for six years.

A YGL is nominated and selected based on the following criteria:

- 40 years of age or younger at the time of selection
- Recognized record of extraordinary achievement, substantial leadership experience and a clear indication that this will continue for the rest of their career
- Demonstrated commitment to serving society at large
- Impeccable public record and good standing in their community



The YGL 2011 Annual Summit in China



The following pages will introduce some of the amazing individuals who are part of the YGL community and whose collective action inspire and empower others. Here, in their own words, they tell you about their journey, how they have collaborated together, and what it means to them to be a YGL.



For more stories, please visit  
[www.younggloballeaders.org](http://www.younggloballeaders.org)

# The Plastiki project



Boat made from 12,500 discarded plastic bottles



**Georges Kern**

Chief Executive Officer  
IWC Schaffhausen, Branch of Richemont International SA, Switzerland  
Class of 2005

My first YGL meeting was the first ever YGL meeting. Over the course of three days, my fellow YGLs made presentations on a host of topics, but what particularly struck me were those concerning climate change – I was shocked at the information contained in these neutral scientific presentations on the state of our climate and our future. I decided that during my six-year term as a YGL, I would engage in activities to promote environmental sustainability among businesses. The community initiated a campaign to encourage businesses to examine their environmental impact by putting together case studies from around the world in *The Book of Love*. We sent this motivational book to 1,000 leading companies. It described what sustainability could do for a business, and showed that sustainability and profitability are not mutually exclusive.

During my tenure, I further developed the sustainability policy at IWC, which was already robust, and by 2007, IWC was the world's first carbon-neutral watch company. A big highlight of my time as a YGL was IWC's sponsorship of David de Rothschild's Plastiki project. When David mentioned the idea of sailing from San Francisco to Sydney (8,000 nautical miles) on a boat made from 12,500 discarded plastic bottles, I was excited. I knew the project would mesh with our ethos in exciting ways – in terms of the technological challenge of something never done before, of the spirit of adventure, and of the message about reimagining plastic waste and promoting a vision of sustainability. The project got great exposure and raised awareness of what plastic does to our environment and oceans, and how to deal with plastic waste.

Being a YGL brings many benefits, one of which is that you are humbled. I, for one, was someone known within my business environment as the smartest, but within the YGL community, it felt like the opposite. That's natural when you meet unbelievably talented and successful people, and then see what these people are doing for their communities to improve the state of the world, without getting anything out of it. For me, this drives home the point that whatever position you are in, you must use your sphere of influence in the most positive way you can.



**David de Rothschild**

Chief Executive Officer  
MYOO, United Kingdom  
Class of 2007

When I became a YGL in 2007, I was looking for a sponsor for my Plastiki project, which aimed to draw attention to marine pollution and climate change. I had been hearing fellow YGL Georges Kern's name a lot, and about his company, IWC, which has impressive green credentials. I finally met him at the World Sports Award, and he immediately offered his support. Often, I meet chief executives with good intentions but, after the initial meeting, reality sets in. But Georges just said, "I like what you do, I like the way you're doing it and it fits with our brand. Let's make something happen."

There's a certain connection that happens with all YGLs – you get through the process of early-stage relationship building really quickly and what follows is a bond of trust and integrity. Georges helped with the funding and other YGLs helped with the outreach to get the message out there. But really, it was a cumulative result of all the various conversations I had with my peers on a range of topics, from material science to marine ecology. The Plastiki project is about innovation and teamwork, about recasting waste as a resource rather than a problem. This way of reframing problems to turn them into solutions, and working collaboratively is key to YGL thinking. Plastiki demonstrated that the plastic bottles thrown out every year can be pressed into car tyres or flat-pack housing for refugees – anything that needs structural integrity or that currently uses fibreglass. We've up-cycled, rather than recycling like for like.

The environment can be quite a negative place to work in – there's not a lot of good news when pristine forests are being cut down and the climate is not doing very well. To remain optimistic, you have to be involved with the right sort of positive people, which is what the YGL community gives you – people with similar experiences, not letting you get overwhelmed or lost, people who can do anything. It is also good to be connected when you are on the verge of doing something great so you and your peers are energized and reactivated.

Today, I know more about how to make the most of the YGL community. When you're younger, you're busy doing your own thing, but then you realize that you have this community of mentors, people you respect, which gives you an incredible opportunity to further your vision and stretch your knowledge base.

# Flexperts

It has been an amazing honour and a privilege to be a part of the YGL community. My first interaction as a YGL was at the leadership and public policy education module that YGLs attend at the Harvard Kennedy School of Government. It was a two-week course of incredible teaching, and was a really energizing and stimulating environment. It was an important intervention for me personally, because I attended that course while on maternity leave and sabbatical, when I was considering the next step in my career. What I took away from the course – the mentoring, the ideas, the collaboration in career planning from YGLs – helped me to plan my next career step, which ultimately resulted in my current role. It has definitely helped me become a better person and pursue what I am passionate about.

My first YGL Annual Summit was in Puerto Vallarta, Mexico, in 2012, which I attended with my 2-year-old son and 6-month-old baby! The meeting was great and I particularly enjoyed the group workshops on subjects I care deeply about. The issue I'm really passionate about is how all people – regardless of their background – can reach their full potential. To that end, I have been part of the gender gap dialogue, working to discover how to work

as a community to close the gender gap in all the various companies and countries we YGLs come from.

In the YGL community, I've done work on how we can build more flexibility into the workforce – to create “flexperts” as a way to improve the economy and create more jobs. My fellow YGL Lisa Witter and I have run a couple of workshops at the World Economic Forum Annual Meeting on how to build flexibility in workplaces and countries, and in Myanmar on next-generation workforces and how work can be done differently. What was interesting about these workshops is that over half the participants were men. Thinking about how we work differently is clearly something both men and women are interested in.

It is an enormous responsibility as well as a privilege to be a part of this unique global community to help make the world a better place, one that helps me in real ways to keep contributing back to the best of my ability. One example is my work as the Founding Curator of the World Economic Forum's Global Shapers Community in Sydney, where I work with a community of high-potential leaders under the age of 30, mentoring and collaborating with them and being inspired by their energy and new ideas.



Geraldine Chin Moody

Group Executive, People, Culture and Sustainability  
Virgin Australia, Australia  
Class of 2011



2012 YGL Annual Summit in Mexico

“The World Economic Forum connects the work on the ground to the discussion that happens at high levels. It is so important that we remember why. It is about the people.”

Lisa Witter

Chief Optimist  
WITTER Ventures, Germany  
Class of 2010

# A new kind of business model

I became a YGL in 2010, at around the same time as I was toying with an idea somewhat like Tau Investment Management, a company that today invests in underperforming manufacturers and producers in emerging markets to transform supply chains and achieve financial, social and environmental sustainability. Back then, I was looking for something that would have a big impact and make financial sense. The YGL community gave me a great opportunity to knock the idea around with people from all walks of life, from different parts of the world. In fellow YGL Ben Skinner, I found someone who had tracked down slave traders in such places as Indonesian rain forests as part of his investigative journalism into human trafficking. In Sanjay Gupta, who ran a Forbes 50 family office with \$7 billion under management, I met someone with vast experience of and access to very large ultra-high net worth investors. Other YGLs brought their experience of working with environmental non-profits, banks, hedge funds, emerging market investors and so on, and I was able to use the community as my personal think tank to hone this idea for over two years. Of course, there were other people who played a big role. But the core drive came from the YGL community.

Tau had a soft launch at the World Economic Forum Annual Meeting, and in September 2013 we made a \$1 billion commitment, over the next three years, to invest in transforming supply chains in the global garment industry. I think our tagline, “Capitalist solutions to capitalism’s failures”, resonates with the YGL community, which has been a very good talent pool that matches our ambition. In addition to co-founders Ben and Sanjay, three YGLs are on our advisory board – Brett House, a former global strategist with a macroeconomic hedge fund who has also been a policy advisor at UNDP; James Gifford, a former executive director with the UN-backed Principles for Responsible Investment Initiative; and Brian Behlendorf, who has done pioneering work in the open-source software movement. Probably a few more will be joining over the next six months in full- and part-time roles.

For me, an old saying that you have two ears and one mouth, which you should use proportionally, is apt. When you’re with fellow YGLs, listen and learn, give to the community and do favours rather than asking for them, and you will be rewarded with a lot of satisfaction and fun. Being a YGL has helped me develop numerous meaningful and personal friendships that have enriched my life in many ways and will last a lifetime.



Oliver Niedermaier

Chairman and Chief Executive Officer  
Tau Investment Management, USA  
Class of 2010

“When two-thirds of the world’s largest 175 economic entities are corporations, driving real change means working in corporate supply chains. For years, I found terrible violations of human rights in some of the world’s darkest corners. Tau is an orchestrated bet that social, environmental and operational improvements, when coupled with broad transparency, builds value for investors, and provides dignity for communities.”

E. Benjamin Skinner

Senior Vice-President  
Tau Investment Management, USA  
Class of 2011

# My Myanmar at a Click



Gina Badnoch

Founder and Chief Executive Officer  
Ojos que Sienten, Mexico  
Class of 2012



My Myanmar at a Click participants

When I heard the Forum was going to organize the 2013 YGL Annual Summit in Myanmar, I was thrilled at the idea of experiencing this amazing country at a time of immense historical change. I was aware that as foreigners, we'd normally only see one side of the story, so the focus had to come from within the hearts of the people of Myanmar. At the World Economic Forum Annual Meeting in 2013, I discussed my idea of giving a voice to the people of Myanmar – I wanted to give them cameras to tell their own stories about their communities and what they wanted for their country. My fellow YGLs made a few introductions, and soon I had a sponsor in Agility, a Forum Partner, who gave me \$4,500 to cover some of the costs of the project as well as to support local communities. The photos were displayed as part of an exhibition and I also created a book, *My Myanmar at a Click*, whose proceeds were again invested in Myanmar. YGLs stepped in to buy photos, and we collected \$3,200 – enough to make an impact. There are now

English language courses being run with this money, and a nunnery has a new classroom. YGL David Hertz went to Myanmar a week early and held an impromptu cooking session at a nunnery, and YGL Lucian Tarnowski donated a laptop for the nunnery school. These examples are entirely symbolic of the spirit and energy of the YGL community.

My first YGL meeting in Puerto Vallarta, Mexico, was overwhelming – it was surreal to be among very powerful people who didn't wear the label of who they were, were happy to work in a horizontal way, and were really open to knowing you. Being a YGL has taught me the value of people working together, of accepting my own vulnerability and asking for help when I need it. As a result of what I have learned, I have found that people have started noticing me a lot more and I enjoy more credibility. This is both because of the weight of the Forum's name and because of the links I have been able to forge with other YGLs. For example, in 2012, with the support of Paul Polman, the chief execu-

tive officer of Unilever and one of the Forum's Partners, as well as two fellow YGLs, Alfredo Capote and Alvaro Rodriguez Arregui, I presented an initiative at the B20 to support the training and inclusion of people with disabilities in the workplace. At the same time, being a YGL has been a reality check – it has helped me see that passion and creativity are not always enough. You need to understand that you may find barriers along the way, and you must find ways to work around them. And as a YGL, there's always someone you can call whenever you're stuck or want to celebrate a success.

I'm currently working on a host of things with fellow YGLs – with Juan Carlos Ortiz from Colombia on a communication campaign for my foundation, Ojos que Sienten; with Tamas Landes from Budapest on his Future of Our World in 50 Years project; and with Mina Al-Oraibi from Iraq on giving a voice to refugees from Syria. Here you see the power of the community and how in just a short period of time you can do so much.



# Table for Two



Kohey Takashima

Founder and Chief Executive Officer  
Oisix Inc., Japan  
Class of 2007



When I became a YGL in 2007, I saw that as part of your introduction you were always asked what you did and how many countries you operated in. The latter one was a usual question for most YGLs, but a very unusual question for me. It made me think differently, think bigger, and I started to look for opportunities to expand my company Oisix Inc. to other countries. In 2009, we opened our first overseas office in Hong Kong, and we now have a presence in four countries. I also learned that there are many different kinds of leadership. Each YGL came from different countries and sectors – just being around them offered very deep opportunities to learn.

Back in 2005, three Japanese YGLs came up with an idea on how to solve the global imbalance of hunger and overeating – to find a common solution to the 1 billion obese and 1 billion hungry people on our planet. They had carried out a pilot study in 2006, which had been successful, and when a new class of YGLs joined in 2007, the prototype was ready. Kouta Matsuda

and I, a fellow Japanese YGL who was operating a coffee shop chain, were enthused, and soon we were able to convince a handful of YGLs to join us. This is thanks to the open lines of communication among Japanese YGLs – we meet informally for breakfast at least once every month. Each of the seven board members paid a certain amount to create the organization, we hired a full-time worker and since then, we haven't looked back.

The idea is simple: for every healthy lunch served in the developed world, 25 cents is donated to an organization that provides meals to school children in the developing world. This amount is enough to deliver a healthy, nutritious meal to a school kid in Africa. Initially we enrolled company cafeterias, but we now work with restaurants, supermarkets, online shopping sites and so on. Today, 20 YGLs work together on this – 10 from Japan and 10 from other countries – and several World Economic Forum Global Shapers are also involved. To date, we have served 22 million meals in six developing countries (five in Africa

and Myanmar in Asia) and 10 developed countries including Japan, the US, Switzerland and the UK.

To me, being a YGL means to think and act not only for my own organization but also in a way that contributes to making the world a better place. It is my duty to do something, I can do something, and I will do something. When you do so as part of the YGL community, you'll find that many YGLs will join you. It will become much easier to do what you set out to, and you will learn many wonderful things along the way.

# Conversations on climate change



Malini Mehra

Founder and Chief Executive Officer  
Centre for Social Markets, India  
Class of 2009

What's exciting about being a YGL is that you're part of an exclusive group that can make things happen – you can tap into a community of people for whom nothing is difficult and everything is possible. I experienced this first-hand when I led the Indian side of a YGL initiative to foster Indian-Pakistani cooperation and collaboration on climate change and disaster risk management. This initiative sought to make things happen in a difficult part of the world and being part of the YGL community was definitely a very important asset. The prestige of the YGLs and the World Economic Forum enabled us to have conversations that would have otherwise proved impossible. All of it was made feasible by the tremendous effort put in by the YGL community, especially the Pakistani YGLs, who pulled out all the stops.

In 2010, there were catastrophic floods in India and Pakistan. They were of truly epic proportions and 20 million people were displaced. The provinces of Punjab and Sind were especially badly struck. I felt a personal affinity – I'm a Punjabi – but also a more basic humanitarian instinct to “do something”. This aligned with my professional interest on climate change and building resilience to climate risk. At the World Economic Forum on India that year, I suggested that we take action; I found that people were receptive to the idea, particularly a fellow YGL, Saleem Ali.

Along with other Indian and Pakistani YGLs, Saleem and I led an initiative focused on fostering Indian-Pakistani cooperation on climate change with the aim of addressing the economic, political and humanitarian dimensions of climate risk shared by both nations. A university in Lahore, LUMS, agreed to host our debut conference in 2011. We managed to put together a fantastic programme with more than 200 participants including academics, policy-makers, civil society and politicians. There was a fair amount of media interest and YGL Munizae Jahangir hosted a special TV show on Indian-Pakistani issues. The event's success was

largely down to the incredible effort that the Pakistani YGLs put into outreach and logistics – including basic things like getting visas for Indian participants, a major diplomatic issue. One YGL, Umar Saif of LUMS, was visited by four separate security agencies to find out why some Indians were visiting!

One of the speakers at the conference, Yana Abu-Talab, was a colleague from an old partner organization of mine, EcoPeace/Friends of the Earth Middle East (FoEME). We'd invited Yana to share the extraordinary role that FoEME's Good Water Neighbours programme had played in the Jordan River Basin shared between Jordan, Palestine and Israel. Yana demonstrated that in this part of the Middle East – a long-standing hotbed of conflict – communities had managed to come together across the three borders and cooperate on managing a precious resource: water. We wanted to show that if this can happen in such a conflict-ridden part of the world, it can happen in our part of the world. This example really inspired people – as we had hoped it would – and has led to follow-up action.

We're now in the second phase of the project where we have entered into a partnership with EcoPeace/ FoEME, and intend to use the Good Water Neighbours model to inspire a community-led water management and climate change cooperation initiative, a Punjab2Punjab, between the two Punjabs. We've been exploring partnerships with a range of players in the contiguous Punjabs and are busy fundraising. All the players are lined up – including the Third Pole Initiative – but we just need the funds secured, and then the floodgates to action will open. We're looking for even more YGLs to get involved in this initiative – especially from the Middle East and our own region in South Asia.

“The YGL programme has provided me a rare opportunity to connect with professionals such as Malini who share common ideals. The convening power of the World Economic Forum has allowed us to collaborate and bring novel approaches to peace-building to the attention of policy-makers.”

Saleem Ali

Director and Professor,  
Centre for Social Responsibility in Mining  
The University of Queensland, Australia  
Class of 2011

# The sharing economy



Adam Werbach

Co-Founder  
yerdle, USA  
Class of 2011

Sheela Patel, National Slum Dwellers' Federation in Dharavi



In November 2011, I was among a group of YGLs who visited the slum of Dharavi in Mumbai, as part of a “learning journey” hosted by the Bill and Melinda Gates Foundation. I was with Saatchi & Saatchi at that time, working as their chief sustainability officer and advising big companies on how to become sustainable by changing their products and processes. What I found in Dharavi were a million people living in the most cramped, unhygienic environment possible, but here was a community functioning better than anything I had seen. Savings groups would go from door to door, building a

basic credit structure by helping people save a little every day. There was a thriving barter economy where you could exchange, say, 10 items of clothing for one new tin pot.

It gave me a framework to think about solving the sustainability issues faced by the US. Compared with what I wanted to do, my work at Saatchi felt very incremental. My work had made me acutely aware of the fact that even as we make products better, we still aren't efficiently using the ones we already have; humanity uses 60 billion tons of natural resources each year, which cannot be sustained.

Of course, the conditions in the US are nothing like those in Dharavi – in the US we do not experience scarcity the way a Dharavi resident does, nor do we have the kind of tight-knit community. Not all households may have a lot of money to spare, but we all have things we never use anymore - a bicycle, a blender. I wanted to use the insights I had gained from the learning journey to design more functional ways of changing consumer culture, where people could give away things they no longer used to those who needed them. This is how yerdle was born.

Just as in Dharavi people would share a set of wedding banquet dishes, people in my neighbourhood could give away things lying unused in their garages. We applied the same organizing model as Shack/Slum Dwellers International, a non-profit, working in slums like Dharavi: save every day (giving people a reason to visit yerdle every day), share information (let people know what's available) and spread the word (help grow a social marketplace that doesn't require any additional ecological resources).

Once the germ of the idea evolved, lots of YGLs got involved to help with various aspects including liaising, behavioural research and designing the website. It was wonderful knowing that I could just call and ask for help. In 2011, I left Saatchi & Saatchi, became a YGL and started yerdle. In the process, I have made good friends among many of my YGL peers, all of whom are doing really interesting things all over the world. It is inspiring to see people committed to doing something good for the planet and willing to make sacrifices along the way. That, for me, has been the great thing about being a YGL.

# Discovering Russia

My first YGL meeting was the 2011 YGL Annual Summit in Dalian, China. It felt like entering a parallel universe! The meeting started with an impact journey organized by a Mongolian YGL, Ganhuyag Chuluun Hutagt in Ulaanbaatar, and I remember being really impressed not only by the generosity of the organizers but by the capabilities of my peers. Each day brought meetings with fascinating leaders from regional businesses, culture and politics and every evening was a veritable talent show, showcasing what each of my fellow YGLs was doing in their respective fields.

Being a YGL has dramatically accelerated my career path, in terms of both my philanthropic work and my professional trajectory. After leaving investment banking, my work with the arts started on a platform of culture and creativity for the public benefit. Thanks to some of the relationships I have built within the YGL community, I have extended my efforts into new directions where the arts meet technology and democratization. If it wasn't for the YGL community, I would not have been able to achieve my ideal: connecting culture and technology to bring the arts to unprecedented numbers of people in new ways.

In the past few months, we have used so many YGLs as speakers at our Intelligence Squared events – Jamie Drummond's expert voice on Africa and ethics, Katinka Barysch on whether Britain and Europe would be happier if they got divorced and Justin Forsyth offering pointed views on whether the West has failed Syria, to name a few. My work has allowed me to take the ideas of my fellow YGLs to wider audiences, while accelerating their reach with televised and digital broadcasts to millions of people all over the world.

YGL Yan Yanovskiy and I recently organized a four-day "Russian discovery journey" in Moscow for YGLs. We spent months curating the programme, so as to be able to reveal every facet of Russia, be it by meeting the foreign minister of Russia or the US ambassador to Moscow, and to enable conversations on a lot of what is being talked about on Russia right now. As YGLs, we all hold ourselves to high standards when executing something for our peers whom we respect so much. So we had to ensure that the calibre of speakers was very high, the mix between press and politicians balanced, the rhythm varied over the four days. We brought speakers from the world of business,

technology, innovation, government, media and culture, and visited the finest museums and cultural venues to give our fellow YGLs an understanding of where Russia stands on the global stage today.

As a YGL, you must appreciate the opportunities that being part of this community gives you, and bring to the table what you can. Following on from my association with the YGL community, I am now part of the World Economic Forum's Global Agenda Council on the Role of Arts in Society. In this role, I am trying to formulate and mobilize new models of engagement for the arts – for the benefit of culture, commerce and communities. I am happy that I will be able to put a decade of experience in the arts to use while working with peers to move the arts from the periphery to the centre. Overall, being part of the YGL community has been a wonderful opportunity to concentrate my thinking while broadening my horizons.

"Seventy YGLs from 25 countries left Moscow after a four-day marathon with a heightened understanding of their host country, following discussions with business, third sector and political leaders. Yana and I tried to leave our fellow YGLs with a lasting impression of Russia's political, economic and cultural landscape, and the message that in order to further the Forum's mission, a win-win ethos must prevail."

Yan E. Yanovskiy

Member of the Board of Directors  
VERA Charity Foundation, Russian Federation  
Class of 2011



Yana Peel

Chief Executive Officer  
Intelligence Squared, Hong Kong SAR  
Class of 2011

YGLs at Saint Basil's Cathedral in Moscow



# Beyond Tomorrow



Chikara Funabashi

Adviser, New Education Business  
Kawaijuku Educational Institution  
Class of 2009

TOHOKU Leadership Summit 2013 with YGL staff Kumi Fujisawa, Daisuke Iwase, Nami Matsuko and Etsuko Okajima



Three days after the devastating earthquake and tsunami that hit Japan in 2011, a Japanese YGL called three others to say “we have to do something”. We held a three-hour virtual meeting that went on until midnight, during the course of which we decided to launch an initiative to help the younger victims of the disaster reclaim their lives and improve their future prospects. The very next week, after discussing this with 20 other Japanese YGLs, we decided to launch Beyond Tomorrow, an initiative to help high-school and university students who had suffered great personal losses due to the tragedy. By sponsoring their college tuition and holding leadership development workshops for them, we would help them become leaders in their respective fields. Having learnt from previous initiatives that you need at least one person committed full time to the project, each of us gave \$10,000 as initial funding to hire someone. We persuaded an ex-World Economic

Forum employee to take up the position. Over the following three months, we tossed ideas about, brainstormed on the nitty-gritty of execution, and gathered enough money to sponsor many of these ideas.

So far, we have sponsored 50 students and 200 have attended our leadership workshops. All Japanese YGLs are directly involved with the project – we attend workshops, mentor students and meet at least once a month to share ideas on how to take this initiative further. Our workshops have produced many proposals on how to revitalize the region and its workforce, which have been welcomed by the government and politicians of all hues.

All of this was possible due to the spirit of collaboration, dialogue and initiative of the YGL community. Saying and doing what you believe is right is always welcome in the community, which gives you the courage to take on new challenges. It is

much easier to get things done because we're all on the same wavelength and there is an amazing team spirit.

Beyond Tomorrow made me realize I wanted to embark on my next challenge, to solve deeper social problems. I recently sold my company, Will Seed Co. Ltd., and have begun working on the first ever public-private partnership in the field of education in Japan. I am now working with the ministry of education to double the number of Japanese students studying abroad and to create a community – somewhat like the World Economic Forum – among the education and human resource development ministries of Japan.

# Crowdsourced

YGL meetings have a lot in common with the Wiki way of doing things – ideas can come from anywhere, everybody chips in to be helpful in some way, and nothing is top-down. It's a very open-ended, peer-to-peer structure – not like there's an organization assigning us tasks to do, just people coming together to share ideas, help each other and, most crucially, to ask questions.

The first YGL meeting I went to was in Dalian, in China. It was instantly apparent that this was no ordinary talking shop. The people I met were an inspiration. I don't know anywhere else where you'd come across such diverse participants. And it's not just a bunch of people trying to do business with each other – there's a healthy mix of non-profits, academics, media and government people.

I've learned so much, met so many interesting people during my time as a YGL, but more than that, I've made friends – people doing interesting, big things as a peer group – which has been immensely rewarding. The formal parts of the programme are great, but it's the informal, the time spent working with people and doing really interesting things that's the best. For me it's not really about projects or initiatives so much as about relationships. I've never done business with a fellow YGL. What I enjoy is getting to know people and what they're working on so as to understand how I can work with them.

Wherever you are in the world, it seems there's a YGL who can help you, whether you're having business problems or you just need some help or advice. We're an extended family – wherever you go, it's like there are old friends waiting. Once, I was on the way to Santiago, Chile, to speak at fellow YGL Paula Escobar's book launch, only I had a terribly painful but fortunately minor eye injury. When I arrived, I discovered that Paula had arranged for a top eye doctor to meet with me – at midnight – to get a proper diagnosis and treatment. This is typical of the social aspect of the YGLs. The relationships you forge with others are not just business-based. Many of the people I've met at YGL events have gone on to become close friends.

If you are a YGL, I'd advise you to avoid the idea of thinking solely of business partnership and strategic advantages. Think of your peers as human beings who can enrich your life.



Jimmy Wales

Founder and Chair Emeritus, Board of Trustees  
Wikimedia Foundation, USA  
Class of 2007

# The Canada-Colombia Free Trade Agreement

If it were not for the YGL community, Luis Plata and I would not have formed the relationship that enabled us to develop and eventually ratify the Canada-Colombia Free Trade Agreement (FTA).

My friendship with Luis was born well before the agreement was signed. Our first encounter goes back to 2005, followed by further YGL meetings at various World Economic Forum events. Our friendship deepened over a two-year period, when I was shadow minister of international trade in Canada and Luis was minister of trade for Colombia.

The FTA negotiations started in 2002 under Jean Chrétien and Alvaro Uribe. However, as time went on, it appeared doomed in the Canadian Parliament. We started discussions in early 2009 to try to turn things around. I proposed an amendment in the form of a human rights treaty that would require annual reporting on the impact that the FTA would have on human rights in both countries. We then had a very important meeting in Davos where the idea was presented to President Uribe. He was totally open to it. He basically turned to Luis and said: "Go ahead and get this done."

The deal remained very unpopular in Canada. The unions were against it, the Socialists were against it, there was even a coalition against the human rights treaty. It would have been easy to take the politically expedient route and walk away. It took a great leap of faith for Luis and I to get this agreement ratified. Neither of us would have been able to do it without having total trust in each other – trust born out of our common involvement in the YGL community.

My friendship with Luis helped open my eyes to Colombia – to take a risk and do what I thought was right. I believe we have established a relationship between Canada and Colombia that goes beyond dollars and cents – a true partnership.

There has never been a human rights treaty between two countries tied to a free trade agreement. As we move on, I suspect human rights treaties will become a regular part of such agreements – and all this started with the friendship and trust between two people.

The connections that you build through the YGL community can lead to remarkable innovation and progress. It is just a matter of finding the right time and the right opportunity – you never know when you might meet somebody who is doing something interesting in another country.



Scott Brison

Member of Parliament  
House of Commons, Canada  
Class of 2005

"The Canada-Colombia Free Trade Agreement was a landmark agreement: the first of its kind which Colombia signed with a country in the northern hemisphere. Since its implementation in 2011 it has led to a significant increase in the trade of goods and services and investment between the two countries. This would not have been possible if it weren't for the YGL community where by chance two key actors met, built a friendship and together managed to make of this a big success story."

Luis Guillermo Plata

Chief Executive Officer  
The Cornerstone Group, Colombia  
Class of 2006

# The future of the Internet

Being a YGL is a tremendous opportunity to collaborate with a community of amazing people and harness its power for individual issues and goals. YGLs come from diverse backgrounds and work on different issues, but whether you're a neuropsychologist, a philosopher, a diplomat or a graphics artist, there's very much a sense of a shared purpose in advancing the Forum's aim of improving the state of the world.

When I heard I'd been selected as a YGL, I was surprised – I didn't know anything about the community nor how I was selected. But I'm thrilled that I was because it has been a very positive experience. My first meeting, the 2010 YGL Annual Summit in Tanzania, was fantastic – I met this remarkable cohort of colleagues, all sharing a desire to create positive change. The benefits of being a YGL are both personal and professional. There's an opportunity to draw on expertise on a range of issues that may be relevant to your professional context – for me on issues such as global governance, the Internet, peace-building, corporate social responsibility and human rights. It lets me expand and deepen ties with people I would not necessarily have the opportunity to work with elsewhere. Personally, it's energizing to be among these great people who are in positions of leadership with tremendous drive, commitment and a strong sense of shared ambition. It offers a caring community with whom you can exchange notes on how to handle your own leadership challenges and how to stay sane.

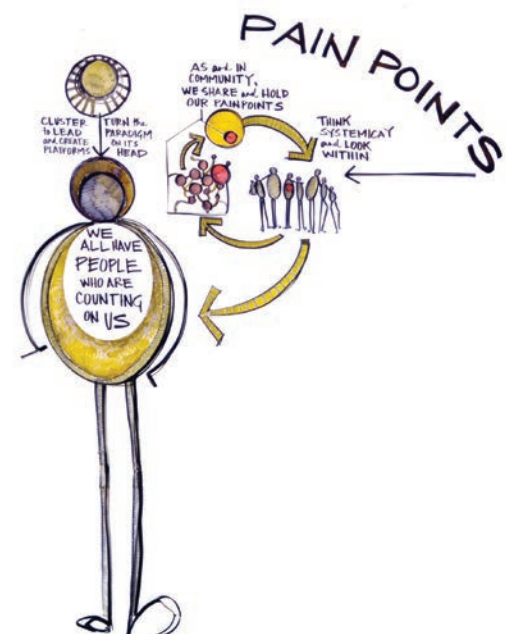
The community also offers great opportunities for productive collaborations and I have had the benefit of working on a couple of issues related to my line of work. For instance, among my current responsibilities is representing Canada in several forums dealing with the Internet – from a human rights, governance and security perspective – and it is a portfolio that has only grown in importance and complexity in the last 18 months. Ahead of the 2011 YGL Annual Summit in Mexico, some of us were invited to raise a “pain point” – something we were struggling with professionally and where the YGL community could be called upon to help find solutions. Knowing that the YGL community is comprised of knowledgeable colleagues working in the private sector and civil society, I used the meeting as an opportunity to raise concerns that were emerging about the future governance of the Internet – what would be its role, how would it be managed, would we be able to maintain the multistakeholder model in the face of efforts by some to see more government control and a greater role for the United Nations? The brainstorm with the YGL community was very helpful. There was an extraordinary cross-section of people who work on the Internet, whether in Silicon Valley, India, Africa, or elsewhere and there were human rights activists working on various dimensions of Internet governance, cyber-related laws and other issues. It was like a one-stop shop that I was able to draw on and engage with.

I have to say, I can still find YGL meetings intimidating. Other YGLs are so impressive, I often just sit back and wonder how I was selected, feeling I'm clearly not as high performing as many of these rock stars! I find it humbling. But on the whole, it is a very empowering community. One comes away from meetings energized and enthusiastic about tackling any challenges that may lie ahead.



Elissa Golberg

Ambassador and Permanent Representative of Canada  
Permanent Mission of Canada, Switzerland  
Class of 2010





# The leadership toolbox



Jason Li Yat-Sen

Director  
The George Institute for Global Health,  
People's Republic of China  
Class of 2009



The value of the YGL community lies in the quality and character of the YGLs. Although they're all high achievers, they are also at a stage in their lives when they're really comfortable in their own skin. So there's an overriding humility that permeates the community – there's no grandstanding and nobody goes around telling each other how great they are. There's tremendous mutual respect and an unspoken trust. I've never properly done business with a YGL, but if I did, we would trust one another.

The other half of the story is really the spirit that underpins the community: the desire and commitment to improve the state of the world. Much of that flows from how YGLs are selected in the first place. They're people who have been successful in their careers, but invariably this is matched by an abiding interest in a greater cause, a social good or a community of interest. There is always something more than just the day job, and I think it's this that binds the community together and makes it truly special.

When I decided to run for public office in Australia, the YGL community helped me in many ways. There are a number of current political leaders among us and we

frequently have discussions about standing for office and the importance of public service. Fellow YGL François-Philippe Champagne and I often talked about his political aspirations in Canada and mine in Australia. We joked we should both aim to be Prime Minister at the same time. There is also a YGL public leadership boot camp led by Lisa Witter to prepare YGLs to make that leap to public office.

During my campaign, I always knew YGLs were only a phone call away with advice, encouragement and support. Just recently, we organized an innovation forum in my electorate. The Australian YGL community generously reached out and we had an almost exclusively YGL panel discussion on innovation with Jeremy Howard, who flew all the way from Silicon Valley, Tony Abrahams and James Moody. I don't think the local audience of small business owners had experienced anything quite like the amount of innovative brain power in the room that day.

Some years ago, I was part of the campaign to make Australia a republic; we came close but in the end were not successful. I realized something when I

spoke to a group of young political activists and aspirants at the 2013 YGL Annual Summit in Myanmar – real social change is a long-term process and you may not be successful every time. The most important thing is resilience and the ability to learn and stay passionate. Resilience and personal strength are qualities that YGLs are encouraged to develop as part of their leadership toolbox. YGL sessions often involve discussions about facing adversity, about integrity and the importance of having values that guide you.

Being a YGL has made me feel a lot less alone in the universe, aware that there is a group of people out there with whom I have a unique bond, to whom I can reach out and who will instinctively understand where I'm coming from. I am constantly having my horizons expanded by a group of extraordinary friends. Each time I meet YGLs, I come away energized and inspired to focus again on the things that are genuinely important to me. And more than anything, I find myself reminded of just how large the world is and of the things that are truly worthy of our energy and intelligence.

# Fish Banks



Enric Sala

Explorer-in-Residence  
National Geographic Society, USA  
Class of 2008



Large grouper in the Cabrera Archipelago National Park, Spain

While taking part in the YGL Harvard education module in 2010, I made a presentation on the benefits of marine reserves and how they can help preserve marine life while improving the livelihoods of local fisher families. We know that fish populations are declining, fisheries are shrinking and fisher folks' incomes are falling. But fishermen are unable to move beyond the immediate future and end up perpetuating overfishing. However, if we close a sufficient portion of their fishing grounds, the fish come back – usually in as few as five years, fish, lobsters and other marine life thrive to the extent that adults of the species grow and reproduce so much that a proportion of them move outside the reserves. The offshoot of this spillover is that the catch in the areas around the reserve increases; in Kenya and the Solomon Islands, for example, fisher's incomes have doubled around marine reserves. So we need to look at reserves as investment accounts – you want the principal amount to be large and remain as it is, and get compound interest on it.

At the end of my presentation, my fellow YGL Luis Guillermo Plata, who was then the minister of trade, industry and tourism of Colombia, said, "Great, this is interesting. Do you have a business plan?" Nobody in conservation talked of business plans, and there I was, faced with the challenge of taking a completely new approach to conservation. In this, I was joined by YGLs Kristin Rechberger of Dynamic Planet and Marco Fiorese of the Monaco-Asia Society, and together we fine-tuned the Fish Banks idea with the help of other YGLs and economist colleagues to develop the business case to encourage hotel chains, coastal municipalities and small island governments to invest in the creation of marine reserves.

The plan we developed is simple: marine reserves are set up on local waters at the municipal level or around private land. Local fishers have to agree to become investors in this enterprise and to stop fishing in part of their fishing grounds. During this time, their loss of income is partially offset by tourism access fees.

After several years, biodiversity and the biomass of fish increases several-fold (the average worldwide is 450%), there is substantial spillover around the boundaries of the reserve, and the income of fishermen and those involved in the tourism industry (for example diving and snorkelling) in these reserves gets a boost. Last year, we published a paper in a scientific journal on a general business model for marine conservation, showing that conservation does not need to be a sacrifice and that it can even be profitable.

All of this has been thanks to the YGL community. If you think you have a good network, think again because you haven't met the YGLs yet! Being a YGL is an enormous privilege – your professional network will increase exponentially, you will establish great friendships and you will grow tremendously as a person. At least that's how it has been for me – it completely changed my life. As a YGL, go to as many events as possible, be like a sponge ready to absorb, and great things will happen!

# Insuring success

My first time at a World Economic Forum Annual Meeting was in 2011. I took part in a small luncheon for insurance executives, and found myself among chief executive officers and chairmen from the world's largest insurance and re-insurance companies – and I was the only one from a tiny start-up. That luncheon led to Swiss Re, the world's second-largest re-insurer, investing \$40 million in my company.

When I heard in 2010 that I had been selected as a YGL, I didn't quite understand what it meant. An older Japanese YGL approached me and explained how great this was going to be and that I should commit everything to it. I didn't get to fully enjoy my first YGL Annual Summit in Tanzania – I was somewhat intimidated, not used to being part of a group of such established professionals.

But as I went to more and more meetings, and got to know people, I began to realize what a great community it is. It helps you get a perspective at a much higher level – you have peers who have done great things in so many other fields, it is a humbling experience. Despite these credentials, the people are very friendly and inspiring on a personal level. One of the friends I made among YGLs was Jayne Plunkett, who is now a member of the group management board at Swiss Re. We'd meet, go for lunch and exchange ideas – I had no idea that she would one day prove instrumental in her company investing in mine.

At that small luncheon in Davos, I shared my views on how the insurance and re-insurance industry should evolve, how it would become more and more exciting for young entrepreneurs. Stefan Lippe, then the chief executive officer of Swiss Re, said he'd like to chat with me personally. I went to see him in the evening, and we went on talking for maybe an hour and a half. Stefan showed strong interest in our model of directly underwriting life insurance on the Internet.

After the meeting, however, we did not really follow up. Then, at a YGL event in China, I ran into Jayne again and mentioned the conversation I had had with her chief executive officer. She suggested we resume the dialogue. After a series of meetings at various Forum events, and more than two years since our first encounter, Swiss Re bought 13.5% of our stock in April 2013, 13 months after my company had gone public.

I am certain that without my friendship with Jayne, and her help in navigating the interaction with Swiss Re executives, it would have been difficult to persuade them to make a minority investment in my start-up. As YGLs, Jayne and I had a high degree of mutual trust, and inspired by the entrepreneurial energy of the YGL community, had the zeal to create something new and make a difference.



Daisuke Iwase

President and Chief Operating Officer  
Lifenet Insurance Company, Japan  
Class of 2010

“As soon as I met Daisuke I realized he, with Lifenet Insurance, had something very interesting and new to offer the insurance industry. I was excited by what he was doing, and I really thought it made sense to help our two firms find a way to work together. But we ended up with a much greater benefit than just business – we became friends and got to know each other very well. Trust is an important part of both business and personal relationships, and I think the YGL community really acts as a catalyst in developing trust among its members.”

Jayne Plunkett

Division Head, Casualty and a Member of the Group  
Management Board  
SwissRe, Switzerland  
Class of 2010

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