



Network of Global Future Councils

Insights Summary
December 2025

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Executive summary

The World Economic Forum's [Network of Global Future Councils](#) (GFCs) is the foremost global multistakeholder and interdisciplinary knowledge network. It convenes leading experts from academia, business, government, civil society and international organizations to generate forward-looking insights that help inform global, regional and industry agendas.

This report provides an end-of-year overview of the insights generated in 2025 by the 37 councils in the GFC Network. It presents the insights across four dimensions: (1) Network-wide and cross-council insights, including the councils' outcomes from the Annual Meeting of the Global Future Councils 2025 (AMGFC

2025) held from 14 to 16 October in Dubai; followed by insights from individual councils across three themes: (2) insights on the global economy; (3) insights on technology and digital security; and (4) insights on nature and climate.

This summary of intellectual contributions serves as a strategic guide for future collaboration across and beyond the network. It captures how councils have advanced knowledge exchange and strengthened cross-sector collaboration. It is also intended to inform partners' strategy development and efforts to build more inclusive, sustainable and resilient global systems.

About the Network of Global Future Councils

In an increasingly complex and interconnected world, addressing global challenges requires both deep expertise and collaboration across disciplines. By combining diverse perspectives with strong subject matter expertise, the network of Global Future Councils (GFCs) fosters creativity, anticipates unintended consequences and generates insights that support inclusive and sustainable progress.

It is the World Economic Forum's foremost global multistakeholder and interdisciplinary knowledge network. In the 2025-26 term, 37 councils are exploring intersections among global, regional and industry priorities to translate insights into actionable frameworks.

The more than 700 members who make up the GFC Network are selected for their expertise, leadership and commitment to advancing global public interest. They contribute in a personal capacity to promote long-term collaboration and impact across the wider Forum community.



97 countries represented

The current members serve from March 2025 to December 2026.

The councils working during the 2025-26 term are:

Advanced Manufacturing and Value Chains

Antimicrobial Resistance

Artificial General Intelligence

Autonomous Systems

Business of Economic Growth

Clean Air

Climate and Nature Governance

Cybersecurity

Data Frontiers

Decentralized Finance

Energy Nexus

Energy Technology Frontiers

Experience and Lifestyle Economy

Equitable Transition

Faith in Action

Financial Education

Forest Economy

Generative Biology

Geopolitics

Good Governance

GovTech and Digital Public Infrastructure

Human Capital Development

Human Science of Environment Action

Information Integrity

Innovative Financing for Nature and Climate

International Trade and Investment

Investing in Gender Parity

Jobs and Frontier Technologies

Leadership

Natural Capital

Nature and Security

Neurotechnology

Next Generation Computing

Regenerative Blue Economy

Reimagining Aid

Soils

Space Technologies

Network insights

The 2025-26 term began with a [virtual launch session](#). The session introduced members to the objectives of the new term, outlined opportunities for engagement and previewed the engagement opportunities offered at the Annual Meeting of the Global Future Councils in Dubai, hosted in collaboration with the Government of the United Arab Emirates.

Across the network, experts from various councils were invited to contribute their insights to critical global publications, including the “Global Risks Report”, the “Global Cooperation Barometer” and the “Global Cybersecurity Outlook”, all of which will be released in early 2026. Members provided input through surveys and targeted interviews.

Output Labs

In October, a series of cross-council Output Labs were held at the Annual Meeting of the Global Future Councils 2025. These were dynamic workshops convening more than a dozen councils each, designed to draw on the breadth of expertise and to uncover fresh, often unexpected, insights. These interdisciplinary sessions explored some of the most pressing issues shaping the global agenda and surfaced critical insights.

The Technology and Digital Security Lab generated a deep dive on

[Securing the Digital Future](#). The Global Economy Scenarios Lab is informing the forthcoming “Future of Jobs: AI and Talent in 2030” publication to be released in early 2026. The Nature and Climate Lab produced two new pieces on [geopolitics in the green transition](#) and [how science, technology and governance can advance prosperity within planetary boundaries](#).

Together, these Output Labs examined emerging trends and also laid the groundwork for deeper collaboration across the Network of Global Future Councils.



Highlights of Briefing Series 2025

The Global Future Council Briefing Series, an exclusive programme for GFC members, engaged council members with the Forum's latest global insights through live virtual sessions. Discussions with GFC experts highlighted how insights from councils and their expert members shape and are informed by flagship publications. Archived recordings are available in the [GFC Members Space](#).

5 August

[Briefing on the Future of Jobs Report 2025:](#)

Co-chairs and members from the GFC on Human Capital Development and the GFC on Jobs and Frontier Technologies, unpacked insights about the future of jobs alongside special guest experts. The discussion examined how digitalization, artificial intelligence (AI), the green transition and demographic shifts are likely to reshape global labour markets by 2030.

8 September

[Briefing on the Global Gender Gap Report](#)

[2025:](#) Exploring the latest data from the Global Gender Gap Index, published in the "Global Gender Gap Report 2025", members of the GFC on Investing in Gender Parity shared their perspectives alongside special guests, about both progress and persistent disparities in achieving gender parity across economies.

11 November

[Briefing on the Fostering Effective Energy Transition 2025:](#)

Co-Chairs and members from the GFC on Energy Nexus and the GFC on Energy Technology Frontiers, met alongside special guest experts for an in-depth discussion of the findings of the Energy Transition Index and its assessment of the progress of 118 countries towards secure, sustainable and inclusive energy systems.

Annual Meeting of the Global Future Councils 2025

The Annual Meeting of the Global Future Councils 2025 convened members of all 37 councils for the first in-person gathering of the 2025-26 term to address uncertainty, navigate geopolitical tensions and advance council mandates in a rapidly changing global landscape. Council members benefited from dedicated working sessions to accelerate the activities of their councils, connect their insights to broader Forum and global initiatives, and reflect on the complexities of the current context while highlighting systemic solutions.

In a unique co-convening, the Annual Meeting of the Global Future Councils was held alongside the Annual Meeting on Cybersecurity to explore how emerging technologies, such as AI and quantum computing, are redefining global risks. Network members were invited to contribute to curated

cybersecurity sessions, offering insights into one of the world's most critical cross-cutting challenges.

During the meeting, an exhibition of [GFC impact stories](#) illustrated how council insights have evolved into actionable frameworks, initiatives and partnerships. The exhibition illustrated the tangible outcomes of interdisciplinary collaboration, from business and policy toolkits to multistakeholder alliances addressing systemic challenges.

Insights from across the councils will be integrated into the multi-year strategies of the Forum's 11 Centres and will inform discussions at the World Economic Forum Annual Meeting 2026 in Davos-Klosters, Switzerland, setting the stage for a future of renewed collaboration, optimism and dialogue.

Insights from the Councils in Dubai



Participants from the [GFC on Advanced Manufacturing and Value Chains](#) identified key dimensions and trends that support the development of future industrial policy, strengthening advanced manufacturing and value chain organizations, at the global, regional and local levels.



Constituents from the [GFC on Antimicrobial Resistance \(AMR\)](#) highlighted the escalating human and financial toll of AMR and agreed on a roadmap to close the trillion-dollar gap in financing a sustainable AMR response.



The [GFC on Artificial General Intelligence \(AGI\)](#) agreed to strengthen global coordination on AGI preparedness and governance by advancing shared frameworks for assessing progress and readiness of policies, institutions and safeguards.



Contributors from the [GFC on Autonomous Systems](#) developed four 2030 scenarios for robotics in unstructured environments and identified cross-council synergies to accelerate responsible innovation in this rapidly evolving field.



Members from the [GFC on Business of Economic Growth](#) shaped a forward-looking agenda at the nexus of business and economic policy to drive high-quality economic growth, focusing on competitive business environments, unlocking private investment and industrial policy, and harnessing the green-digital transition.



The [GFC on Clean Air](#) developed and refined a strategic plan across three workstreams: Air Quality Data for Action: Building Sustainable and Inclusive Models; Reimagining the Narrative: Clean Air through Bold Storytelling and Unlikely Alliances; and Unlocking Finance: Business Case and Financial Instruments.



Specialists of the [GFC on Climate and Nature Governance](#) developed strategies to strengthen the business case by demonstrating how integrated nature and climate action drives resilience, competitiveness and long-term value creation. They defined the contours of a diverse governance ecosystem and agreed to advance practical tools, guidance and collaborative models to accelerate adoption and impact across board members.



The [GFC on Cybersecurity](#) agreed on a shared vision to advance their mandate and refined its core priority with three strategic sub-topics aimed at strengthening cybersecurity and resilience practices across organizations, while establishing robust governance to safeguard digital societies and the economy.



Participants from the [GFC on Data Frontiers](#) defined next projects and cross-council collaborations for the 2025-26 cycle, focusing on data governance and frontier topics such as synthetic data, trust, sovereignty and privacy, and committed to compiling case studies that capture responsible innovation and inclusion in data use.



Contributors from the [GFC on Decentralized Finance](#) identified friction points between traditional and decentralized finance and proposed a roadmap for the upcoming term to advance education for policy-makers and the public, fostering coordinated development of responsible decentralized finance.



Leaders from the [GFC on Energy Nexus](#) prioritized the top sectors that are key to apply an energy nexus lens and mapped 10 policy and business innovations that can enable decision-makers to minimize risks and build resilience across these sectors.



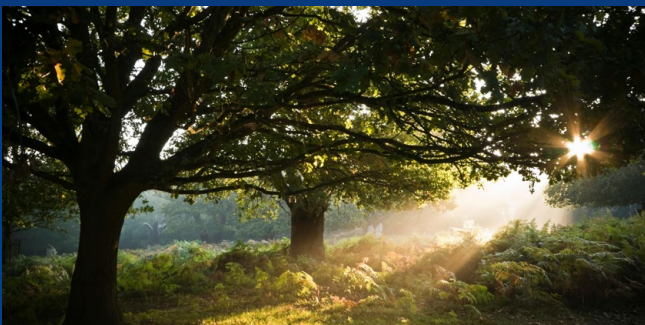
Participants from the [GFC on Energy Technology Frontiers](#) agreed on an energy innovation ecosystem framework, intended to guide businesses and governments in scaling technologies for convergence and systemic transformation.



Experts from the [GFC on Experience and Lifestyle Economy](#) developed a shared agenda, priority workstreams and deliverables to leverage the experience and lifestyle economy as a catalyst for vibrant, inclusive and resilient local communities and economies.



The [GFC on Equitable Transition](#) co-designed a strategy for its publication, "Making the Green Transition Work for People and the Economy", and identified four high-impact areas to advance an equitable transition: place-based inclusion, socially aware capital allocation, reconciling climate-growth perspectives, and leveraging scenarios to assess uncertainty in climate action assumptions.



Members from the [GFC on Faith in Action](#) developed a framework to strengthen the role and thought leadership of faith actors in key areas of impact, and a toolkit for collaboration highlighting faith-inspired solutions and actionable pathways.



The [GFC on Financial Education](#) launched a [Resources Hub](#) that compiles global best practices, research and proven solutions, and defines core topics for effective and comprehensive financial education. It can be used by policy-makers, businesses and civil society leaders worldwide, ensuring financial well-being and system-wide economic stability.



The [GFC on Forest Economy](#) members outlined the megatrends shaping forest economy pathways, exploring their impacts on rural development, livelihoods and ecosystem resilience.



Constituents from the [GFC on Generative Biology](#) agreed to advance global governance principles and talent strategies for responsible innovation in generative biology, and committed to co-designing a guide to define evolving principles, pathways and accountability mechanisms for its deployment.



Leaders from the [GFC on Geopolitics](#) identified pathways towards strengthening cooperative security mechanisms amid a more uncertain global landscape being reshaped by geopolitical, geoeconomic and technological forces.



Contributors from the [GFC on Good Governance](#) committed to co-developing a future-fit governance framework that embeds integrity, long-term accountability and trust as strategic business imperatives.



The [GFC on GovTech and Digital Public Infrastructure \(DPI\)](#) developed global practices and guiding principles for integrating AI and DPI to enhance governance, trust and inclusion, and committed to finalizing the scope and timelines for key deliverables, including principles, awards and pilot programmes.



Participants from the [GFC on Human Capital Development](#) advanced the development of a framework to assess school-readiness for the Intelligent Age and outlined strategies to strengthen talent competitiveness, address AI-related risks and build inclusive career pathways aligned with future labour market demands.



Members of the [GFC on Human Science of Environment Action](#) established working groups on strategic and technology-informed approaches and provided guidance on board governance, geoengineering, emerging technologies and conservation for the stewardship of forests and clean air.



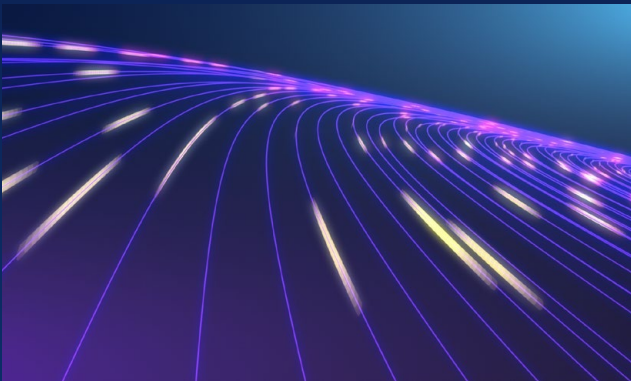
Specialists from the [GFC on Information Integrity](#) committed to delivering the council's report for 2026 by coordinating a drafting team and establishing milestones to publication.



The [GFC on Innovative Financing for Nature and Climate](#) constituents explored strategies to deploy catalytic capital and innovative collaboration to accelerate transformative solutions and identify priority areas for systemic impact.



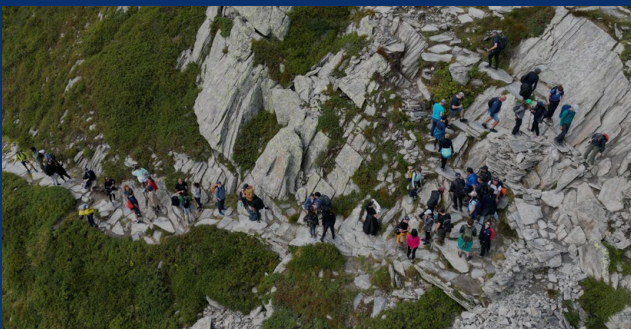
Leaders from the [GFC on International Trade and Investment](#) advanced work on how companies are strengthening geopolitical resilience, how Africa can navigate trade and investment fragmentation, and on emerging trade and industrial policy outlooks for the United States (US), China and Europe.



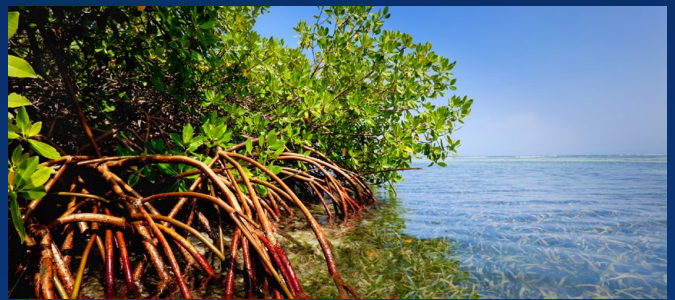
The [GFC on Investing in Gender Parity](#) constituents identified key action pathways for closing gender gaps in financial markets.



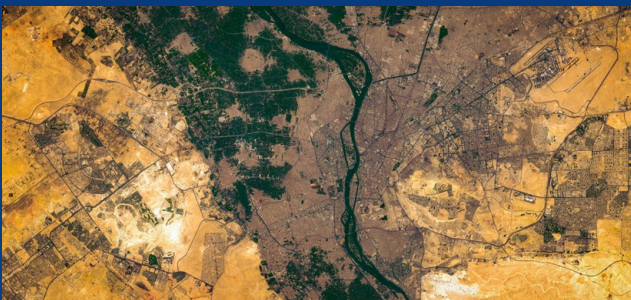
The report, [Jobs of Tomorrow: Technology and the Future of the World's Largest Workforces](#), developed by the [GFC on Jobs and Frontier Technology](#), highlights four technologies (AI, robotics, advanced energy systems and sensor networks) set to transform seven job families: agriculture, manufacturing, construction, wholesale and retail trade, transport and logistics, business and management, and healthcare. These together employ 80% of the global workforce.



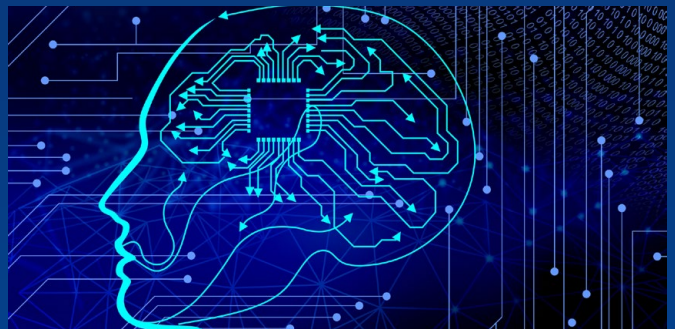
Participants from the [GFC on Leadership](#) agreed to launch a collaborative Leadership Lab to develop new leadership models for a world in flux and to open new pathways to leadership success by rebuilding trust and dialogue across societies.



Constituents of the [GFC on Natural Capital](#) developed an updated roadmap to integrate natural capital into the global economy and proposed mainstreaming macroeconomic-environmental indicators such as gross ecosystem product (GEP) through pilot projects with governments and international coalitions.



Members of the [GFC on Nature and Security](#) developed a concise call to action outlining key policies and actions for global decision-makers to address the link between nature and security, and defined a communications and outreach strategy to amplify the council's impact to further support decision-makers.



The [GFC on Neurotechnology](#) advanced the design of the NeuroTrust Index through an inclusive, multistakeholder process combining scientific rigour with practical impact, and agreed on key implementation steps and a 2026 roadmap for its rollout.



Leaders from the [GFC on Next Generation Computing](#) refined the council's mandate to examine next-generation computing through a technology stack-based lens, spanning hardware, software and algorithms, and aligned on a white paper framework to guide stakeholders.



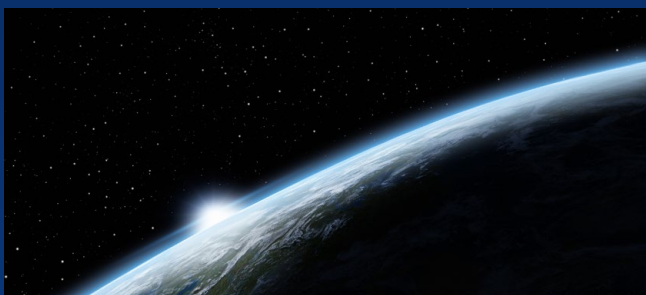
The [GFC on Regenerative Blue Economy](#) defined a shared vision for a regenerative ocean economy grounded in science, equity and resilience. It identified opportunities for key industries to advance through improved governance, finance, technology and capacity. It explored frontier issues ranging from ocean protection and emerging technologies to equity between developed and developing states.



Members from the [GFC on Reimagining Aid](#) agreed to focus on three priority pillars for poverty reduction and sustainable development: finance and access to capital; power, politics and the architecture of international cooperation; and the application of new technologies for development impact; to transform international cooperation.



Participants from the [GFC on Soils](#) reinforced soil health as a catalyst for climate, nature and food security. It committed to advancing a shared roadmap towards the COP17 meeting of the United Nations Conference to Combat Desertification in Mongolia in 2026, including proposals for a Soils Day and a UN Decade on Soils (2030-2040) to scale land restoration and collective action globally.



Specialists from the [GFC on Space Technologies](#) advanced work on space technology convergence briefings and a Transformation Map. They committed to developing 2050 foresight scenarios to explore the critical uncertainties shaping the future space economy.

Live sessions at AMGFC 2025



Council insights

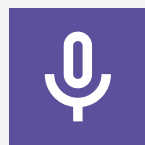
Each of the [37 councils](#) in the GFC Network comprises diverse perspectives from across fields including technology, economics, environment, health and geopolitics. The GFC Network harnesses collective intelligence from more than [700 world-leading experts](#) to address complex challenges that transcend borders. The network also serves as an interdisciplinary and peer-learning space for members, enabling them to stay at the forefront of transformative ideas and approaches.

At the end of 2025, the Global Future Councils in the 2025-2026 term have generated a diverse set of outputs:



12

Reports and deep dives



21

Podcasts



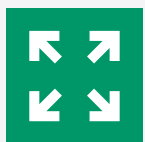
10

Videos



67

Forum stories



1

Transformation Map

Insights on the global economy

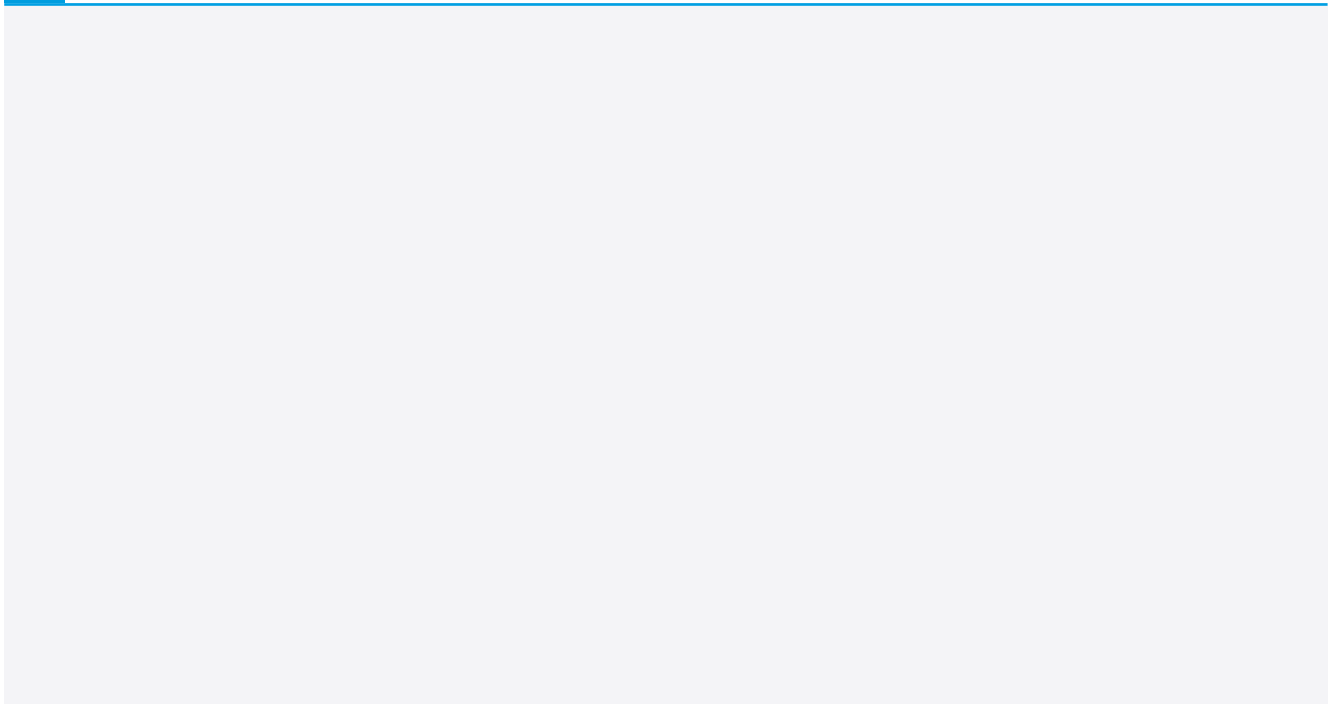


The global economy is entering a new chapter of structural change shaped by geopolitical fragmentation, trade tensions, technological innovation, demographic transitions and climate adaptation. In this context, the Global Future Councils provide insights that help shape a more inclusive and sustainable global economy, one that combines growth with equity and resilience rather than trading one off against the other.

The insights presented below, contributed by active Councils and Members in 2025, offer practical insights for policy-makers, business leaders and civil society to navigate uncertainty, unlock new sources of value and ensure that global economic progress benefits a broader set of people and places.



Reports





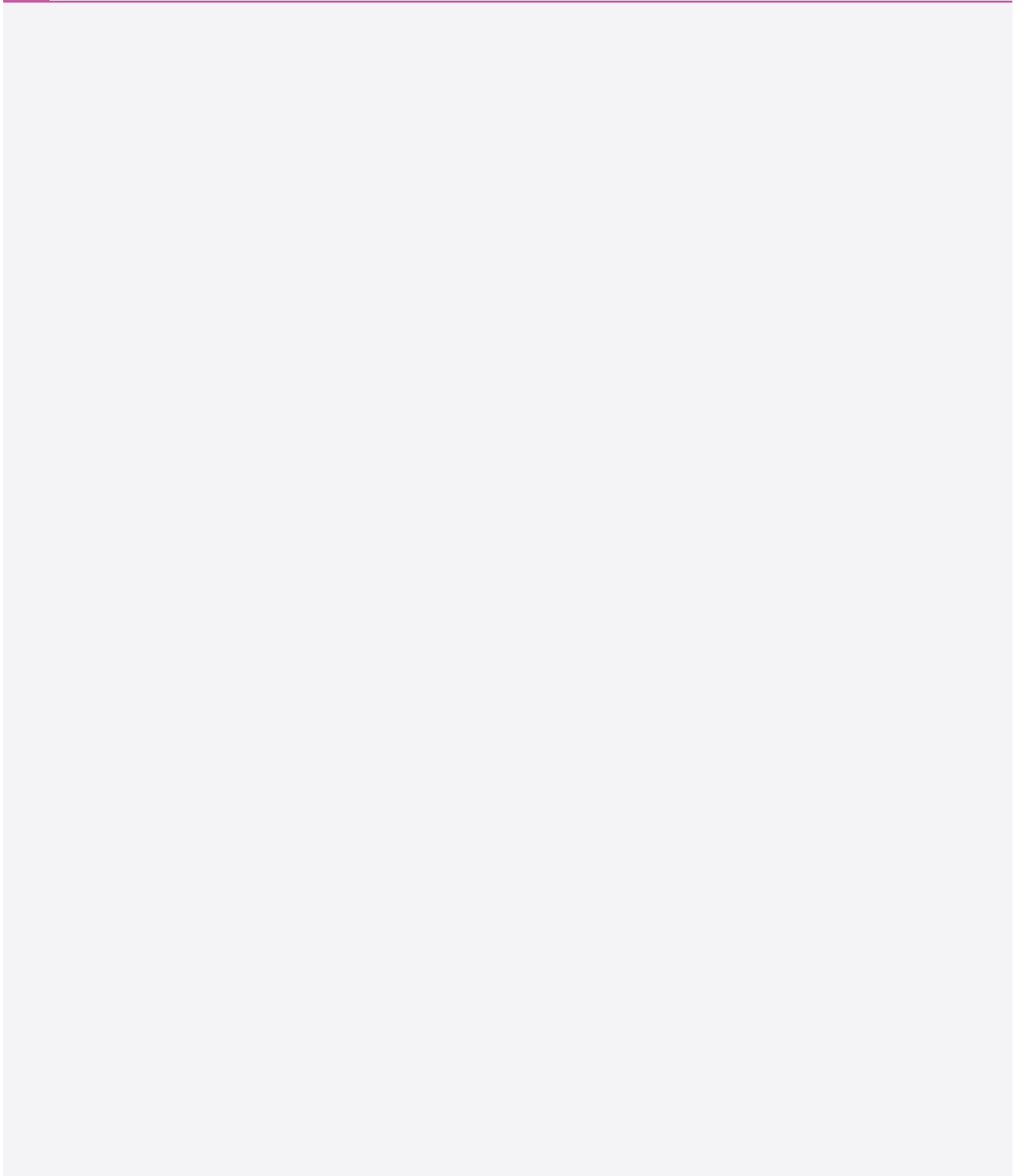
Podcasts



Videos



Forum stories



Insights on technology and digital security



Technological innovation continues to transform societies, reshaping how economies function, services are delivered, and people are connected. Councils across the Network examine the opportunities and risks associated with frontier technologies, with a strong emphasis on governance, trust and equitable access so that the benefits of innovation are

broadly shared and the future can be more inclusive, trusted and resilient. The insights from active Councils and Members in 2025 point to practical ways to harness emerging technologies while strengthening digital security, protecting fundamental rights and reinforcing confidence in the digital systems that underpin the global economy.



Reports

 Podcasts

 Videos

 Forum stories



Forum stories



Transformation Map

Insights on nature and climate

Aligning economic priorities with environmental sustainability, with a focus on resilience, biodiversity and sustainable resource management, is more critical than ever. Nature and climate action are increasingly understood not as constraints on growth but as foundations for long-term prosperity and stability. Councils contribute with insights related to global efforts to restore

ecosystems, accelerate decarbonization, and finance a just transition, helping to demonstrate how innovation, policy and investment can reinforce one another. Insights from active Councils and Members in 2025 highlight emerging solutions and partnerships that can drive nature positive, climate resilient development across regions and sectors.



Reports



Podcasts



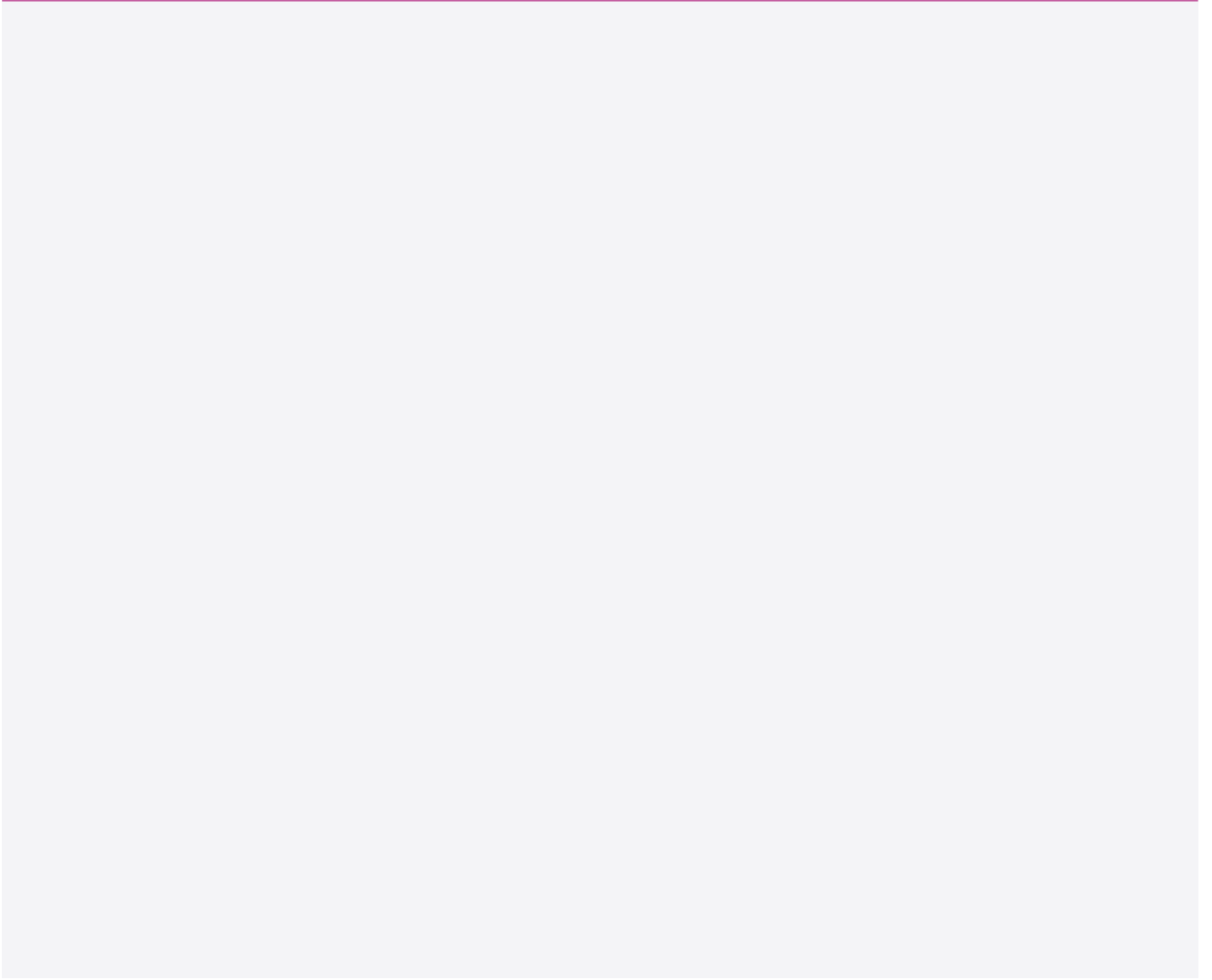
Videos



Forum stories



Forum stories



What's next

Entering 2026, Council Members will continue to generate forward-looking insights within and across their 37 focus areas. These insights will be integrated across the World Economic Forum's [11 Centres](#) to ensure that ideas are translated into meaningful action.

With global challenges becoming increasingly interconnected, collaboration across Councils is essential. Several converging agendas have already emerged as focus areas for

2026. Work on Agentic AI is creating new opportunities for collaboration among members of the Artificial General Intelligence, Data Frontiers, GovTech and Digital Public Infrastructure, and Information Integrity councils. The development of the leadership scorecard, with a specific focus on long-term decision-making, is progressing through joint efforts among the Good Governance, Leadership, and Climate and Nature Governance councils.

The GFC Briefing Series will resume in February 2026. Over the coming year, the agenda will feature cross-council deep-dives on the following topics:

GFC briefing series on highlights from the World Economic Forum Annual Meeting 2026: This session will provide an overview of the themes addressed during the Annual Meeting in Davos-Klosters in January 2026, framed by its central focus on A Spirit of Dialogue and a programme constructed to address five global challenges. Drawing on discussions that span geopolitics, growth, innovation, human capital and climate, the briefing will help councils identify how outcomes from the meeting translate into forward-looking priorities for the GFC network.

It will spotlight potential new opportunities for cross-council collaboration, where cross-cutting issues require deeper insight, and examine how council expertise can inform the Forum's broader strategic agenda.

GFC briefing series on the Global Risks Report 2026: This session will provide an overview and the latest insights from the 2026 edition of the Global Risks Report, which offers

an assessment of the most significant global risks across short-, medium- and long-term horizons. In 2025, all GFC Members were invited to share their insights via the Global Risks Perception Survey, which gathered insights from experts and leaders across sectors worldwide and which underpins the report. The briefing will highlight the report's analysis of cascading risks across systems and discuss how councils can use these insights to strengthen preparedness, inform resilience strategies and support more effective international cooperation.

GFC briefing series on the Global Cooperation Barometer 2026: This session will unpack the latest edition of the Global Cooperation Barometer 2026, the Forum's annual assessment of how international cooperation is evolving across five core pillars: trade and capital, innovation and technology, climate and natural capital, health and wellness, and peace and security. Drawing on quantitative indicators and trend analysis, as

well as a survey shared with all GFC members in 2025, the briefing will explore where cooperation is strengthening, where it is stalling and how geopolitical tensions, economic shocks and technological shifts are reshaping collaboration. It will also highlight how the Barometer serves as a practical tool for leaders seeking to navigate the changing contours of global cooperation and discuss how Councils can use these insights to support more resilient, sustainable and inclusive global systems.

GFC briefing series on storytelling:

This session will explore how structured narratives can help councils convey not only information but meaning. By using context and constructive tension that leads to resolution, storytelling makes complex insights more memorable and emotionally resonant. The briefing will bring together communication experts to show how narrative connects data to values and motivations, helping diverse

audiences understand why an issue matters and what future is possible. It will discuss how Councils can frame complex challenges, build a shared sense of purpose and motivate sustained action, thereby strengthening the impact and uptake of Council outputs.

GFC briefing series on youth action

frameworks: This session will examine why integrating youth perspectives is an essential consideration for agendas that aspire to be future-oriented, inclusive and effective. It will highlight a concrete framework for how young people can help test and translate Council insights into real-world action by identifying practical entry points, challenging assumptions and surfacing emerging trends. The session will also showcase ways in which the Global Shapers Community hubs can carry forward Council outputs, ensuring that insights are grounded in lived experience and informed by the priorities of the next generation.



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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