GLOBAL SHAPERS COMMUNITY

WORLD ECONOMIC FORUM

Global Shapers Community
Annual Report 2024-2025

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Foreword

Natalie Pierce
Head, Global Shapers Community

For more than 50 years, the World Economic Forum has worked to bring together leaders from governments, businesses and civil society to tackle the most pressing challenges of our time. But today, leadership is no longer confined to established institutions, heads of state or top executives. It belongs to everyone – and especially to young people.

The Global Shapers Community was created from this belief.

Established in 2011, the Global Shapers Community is a movement of young people working together to address local, regional and global challenges. In more than 500 cities in over 150 countries and territories – from Accra to Auckland and Zurich to Zagreb – Global Shapers are accelerating climate action, safeguarding mental health, advancing economic equity, driving digital inclusion and more, often where traditional approaches have fallen short.

What makes this community unique is not just the scale or diversity of its 10,000 members but the way it bridges local insight with global systems. Global Shapers engage directly with the Forum's Initiatives, ensuring global priorities translate into tangible local action. Through flagship meetings such as the Annual Meeting in Davos and the Sustainable Development Impact Meetings (SDIM) in New York, Global Shapers contribute grounded perspectives on everything from artificial intelligence (AI) to humanitarian action. They bring urgency, foresight and lived experience to the global agenda – helping shape policies and partnerships that work for all.

This report demonstrates how Global Shapers are translating the Forum's mission – to improve the state of the world – into measurable, people-centred and place-based results. Whether organizing town halls on trust in democracy, creating jobs through apprenticeships and social enterprise, or restoring mangroves and urban spaces to fight climate change, Global Shapers are working not only for their communities, but for the collective future we all share.

This is more than a community. It's a movement. And our momentum is growing.

To our members, partners and supporters across the globe: a sincere thank you. Your passion, collaboration and belief in the power of young people fuel everything we do. Together, we are shaping a world that is more inclusive, sustainable and hopeful for all.

“The great challenges of our time cannot be solved by any single leader, sector or generation. They require collective imagination and shared responsibility. Global Shapers remind us that young people are not only the leaders of tomorrow, but co-creators of solutions today. Their energy, insight and commitment give me greater confidence in our collective ability to improve the state of the world.

Professor Klaus Schwab, Chair, Global Shapers Community; Founder, World Economic Forum

“The Global Shapers Community is not just a network of young leaders; it is a movement that challenges us to reimagine how change happens. By bringing young people’s creativity, urgency and moral clarity into dialogue with established institutions and leaders, the community builds the bridges we need between generations, sectors and cultures. Global Shapers remind us that transformation is not the work of the few, but the responsibility of all – and that the courage to act often begins with the youngest among us.

Sebastian Buckup, Managing Director, World Economic Forum

How we create impact

Young changemakers drive Forum impact by collaborating with centres, stakeholders and at meetings – translating global agendas into local action worldwide.

The Global Shapers Community transforms the Forum's mission into outcomes through three interconnected activities – centres, meetings and stakeholders – ensuring young people are not only in the conversation but shaping decisions and long-term solutions.

“ No generation can shape what's ahead alone. It takes all of us, imagining, building and governing together. That's why we created the Global Shapers Future 50 Initiative – to equip emerging leaders with the capacity to apply intergenerational foresight, both as a tool and a mindset, to real-world governance challenges. We're not here to inherit the future. We're here to co-create it. Transformative change begins when people across generations and geographies share decision-making power, not just seats at the table.

Fatima-Zahra Ma-el-ainin,
Co-Lead of the Future50 Initiative;
Global Shaper, Rabat Hub

Centres: turning ambition into action
At the core of the Forum's work are its 11 centres – platforms that unlock public-private collaboration to tackle today's most complex challenges, from planetary and monetary systems to frontier technologies, urban transformation, and equitable economies and societies. Global Shapers amplify these agendas by translating global priorities into tangible community projects that deliver measurable outcomes in over 500 cities worldwide. In 2024-2025, young leaders delivered more than 830 hub projects aligned with over 20 Forum initiatives.

Meetings: elevating youth voices on the world stage
Global Shapers bring local perspectives into the Forum's flagship summits, including the Annual Meeting in Davos, the Annual Meeting of the New Champions in Tianjin and Dalian, and the Sustainable Development Impact Meetings (SDIM) in New York. By engaging young experts, the Forum gains foresight into emerging trends and grounded insights that enrich dialogue and sharpen global priorities. At the same time, these platforms enable Global Shapers to engage world leaders, showcase innovative solutions and build credibility for youth leadership across sectors. This year, **173 Global Shapers** participated in Forum meetings, with **48 having influential speaking roles** that amplified next-generation perspectives on critical global agendas.

Stakeholders: building bridges across generations
Collaboration is the cornerstone of the Forum's model, and Global Shapers strengthen it by working with a diverse range of partners – from businesses and governments to international organizations, civil society and social innovators. By building bridges across generations, geographies and sectors, Global Shapers help transform dialogue into trust and trust into action. In 2024-2025, partnerships with local and global stakeholders enabled Global Shapers to reach more than **2.2 million** people through campaigns and providing direct support to **134,000** individuals through projects.

The pages that follow show how this movement turns ambition into action – and how youth leadership is shaping outcomes across systems.

> **“ Institutional youth engagement is not symbolic – it is strategic. With 1.2 billion young people representing 16% of the global population, Gen Z's spending power surging to $12 trillion by 2030, and billions of volunteer hours driving community-led innovation, the question isn't whether institutions need to engage youth, but whether young people will wait for institutions that refuse to share power.**

Tariq Al-Olaimy, Co-Founder and Managing Director, 3BL Associates; Foundation Board Member, Global Shapers Community; Global Shaper Alumni, Manama Hub

By the numbers: 2024-2025

Our reach, diversity and measurable outcomes reflect a global movement of young leaders creating change in every sector and region.

This section highlights the reach, engagement and outcomes of the Global Shapers Community. Powered by scale, diversity and measurable action, our numbers reflect both the breadth of the network and the collective results of young people worldwide. But behind every figure is a young member with bold ideas and the determination to shape what's ahead.

Global Shapers are between 18 and 30, with an average age of 26. They do not represent a homogenous group: they come from every region, background and walk of life, with lived experiences shaped by geography, identity and opportunity.

For some, creating change means running for office or shaping policy; for others, it means launching social enterprises, mobilizing communities or innovating outside formal systems.

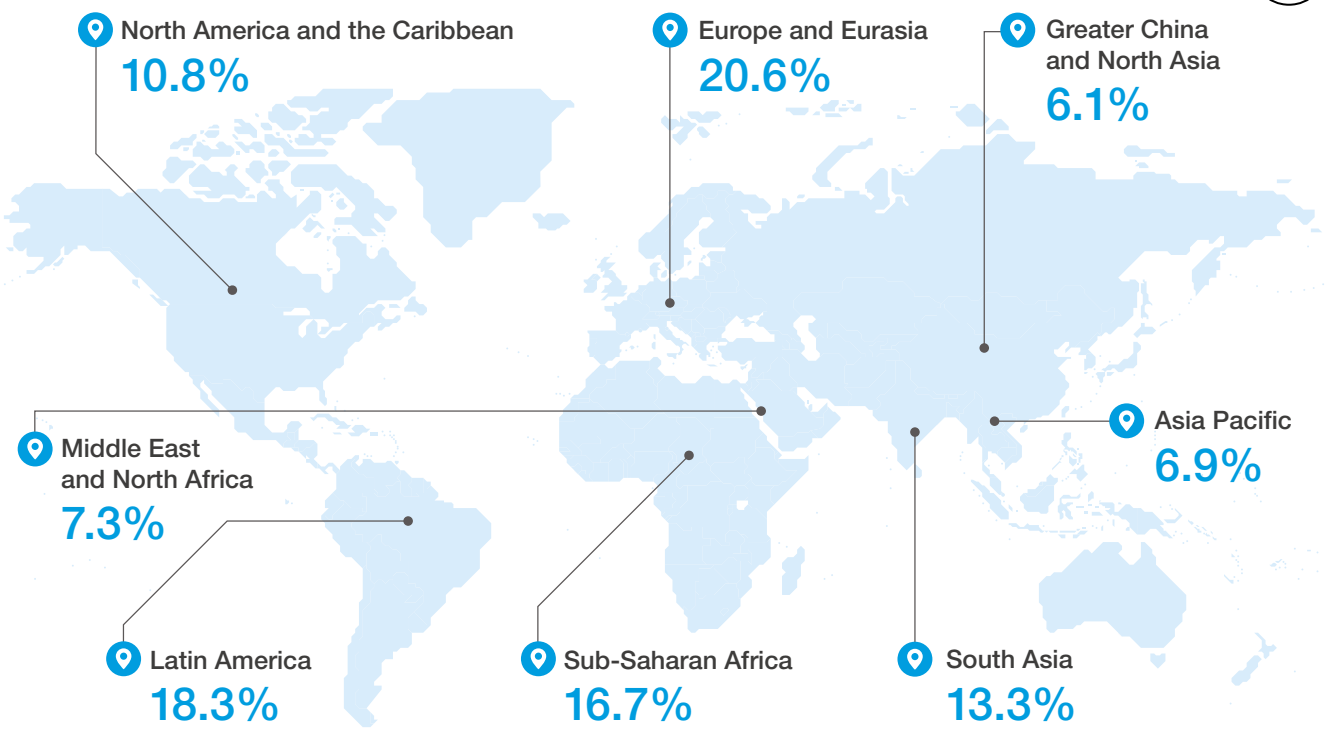
What unites Global Shapers is a shared commitment to driving meaningful change in their local contexts and beyond. Despite persistent stereotypes that young people are disengaged, Global Shapers prove the opposite. They are innovators, entrepreneurs and changemakers who aren't waiting to inherit the future – they're creating it.

Global Shapers' influence spans every sector. They work in international companies such as Accenture, Airbus, EY, JP Morgan, KPMG and Microsoft; in multilateral and non-profit organizations like the United Nations and the United Nations Educational, Scientific and Cultural Organization (UNESCO); and in public service, from local municipalities to national ministries. Many are also founders, pioneering start-ups in fintech, climate tech, ed tech, artificial intelligence (AI) and more. This cross-sector presence brings diverse perspectives to the table, strengthening both dialogue and action.

The following pages illustrate our reach, representation and outcomes at a glance. These numbers matter – they capture the scale of a movement that is global in scope and rooted in local action, while reminding us that behind each data point is an individual story of change.

Who we are

Regional representation



Gender balance

51.9% women

47.8% men

0.3% non-binary/prefer not to say

Age profile

26 years average age

18-30 years range

Sector representation

59.8% private sector (business, start-ups, industry)

12.8% public sector (government, policy, international organizations)

15.5% civil society and non-governmental organizations (NGOs) (social impact, advocacy, grassroots)

8.3% academia and research

Professional and educational background

7.8% interns or apprentices

10.4% employed part time

51.3% employed full time

14% entrepreneurs/founders

68.7% university graduates

21.6% current students

Our impact

Our global network

11,400 Global Shapers

7,760 alumni members

512 hubs

146 countries and territories

Leadership and learning

471
leaders trained at Global Summit (2024)

1,232
changemakers empowered at regional events

15
hubs received leadership coaching (approximately 75-100 members)

95.5%
shapers said hubs are safe spaces for learning and growth

Projects and impact

572 hub projects launched

800+ hub projects executed

20 Forum initiatives advanced

134,000 people supported directly

2,220,865 people reached annually

Amplifying youth voices

571 million
people reached across media platforms

57
youth-authored opinion pieces by 52 unique shapers

17,541
monthly readers

5,906
viewers of the Global Shapers monthly live show

Engagement in Forum platforms

141
Global Shapers at Forum annual meetings

48
speaking roles on global stages

19
Global Shapers on Global Future Councils

Centres

Global Shapers amplify the work of Forum centres by translating global agendas into tangible projects that deliver measurable impact in communities worldwide.

The World Economic Forum's 11 centres advance public-private collaboration to tackle the world's most complex challenges. The Global Shapers Community strengthens this model by bridging strategy with lived experience: offering foresight rooted in community realities, piloting ideas locally and mobilizing youth-led solutions at scale.

In 2024-2025, this partnership delivered results that show what happens when global ambition meets local leadership: Global Shapers equipped young people with better skills through the Reskilling Revolution, mobilized global climate action ahead of COP30, advanced financial resilience through the Longevity Economy, built trust in AI governance and intergenerational foresight through Future50, and reduced healthcare inequality with Health for All.

These examples prove that youth engagement is not symbolic – it is strategic. For the Forum, it means sharper priorities, real-world pilots and extended reach. For Global Shapers, it means recognition, resources and legitimacy for their ideas. For the world, it means global strategies that are grounded in community realities and tested where they matter most.

In a time when trust in institutions is fragile, this model offers a path forward: empower young people to meaningfully contribute and lead, and global priorities become tangible outcomes.

Together, these initiatives illustrate the strength of the partnership between the Forum's centres and the Global Shapers Community. By aligning global ambition with local leadership, young changemakers ensure that the Forum's priorities are translated into tangible, people-centred outcomes. The result is a model of collaboration that not only restores trust in institutions but also accelerates progress towards a more inclusive and sustainable future.

“ Working alongside world-leading experts in the Global Foresight Network and Global Future Councils has expanded my vision for what's possible when we collaborate across generations. Individually, large-scale impact can feel out of reach, but collectively we have the opportunity and responsibility to reshape our global future.

Taylor Hawkins, Co-Lead of the Future50 Initiative; Member of the Global Foresight Network Advisory Board; Member of the Global Future Council on Human Science of Environment Action; Global Shaper, Sydney Hub

Table 1: Turning global ambition into local action

 Equipping 1 million youth with better skills by 2030 Centre for the New Economy and Society	Through the Forum's Reskilling Revolution, Global Shapers have committed to equipping 1 million young people with better skills by 2030. In 2024-2025, **182 hubs** trained **42,000 young people** through skills workshops, trainings and entrepreneurship accelerators. In Yola Hub, Nigeria, Global Shapers boosted literacy by 57% in an internally displaced person (IDP) camp in Adamawa State, reaching thousands of displaced and underserved children with educational materials. In London III Hub, United Kingdom, Global Shapers launched an AI and cybersecurity training for marginalized youth, with the goal of training 15,000 learners. These efforts not only build local opportunity but also shaped global debates, with Global Shapers contributing valuable insights to the Forum's *Global Risks Report 2025 and Future of Jobs Report 2025*.
 Mobilizing global climate action ahead of COP30 Centre for Nature and Climate	In collaboration with the Centre for Nature and Climate, Global Shapers mobilized communities worldwide to advance climate-focused solutions. In 2024-2025, **143 projects** addressed food security, nature restoration, waste reduction and plastic pollution. In Rio de Janeiro Hub, Brazil, Global Shapers created community gardens and greenhouses in favelas, supporting 500 families with climate-resilient food production. In Abuja Hub, Nigeria, Global Shapers recycled 2,000kg of plastic bottles, funding school scholarships for displaced children while reducing waste. To influence global negotiations, Global Shapers also co-developed a *Youth Climate Manifesto* with the COP30 Presidency's Youth Climate Champion and the Forum's Centre for Climate and Nature.
 Advancing financial resilience for all generations Centre for Financial and Monetary Systems	Partnering with the Longevity Economy Initiative, Global Shapers modelled solutions for financial resilience and ageing societies. Together, **24 hub projects** worldwide focused on closing critical gaps in financial literacy while influencing global systems change. In Phnom Penh Hub, Cambodia, Global Shapers trained 4,000 youth aged 10-17 in financial literacy, breaking cultural barriers around money and preparing the next generation for independence. In Ludhiana Hub, India, Global Shapers empowered more than 100 students, 150 women and 200 seniors with practical financial knowledge through workshops and community mentorship networks. At the systems level, the Global Shapers Longevity Economy Taskforce co-authored the *Future-Proofing the Longevity Economy: Innovations and Key Trends* white paper and contributed to expert groups shaping equitable financial futures.
 Building trust in AI from the ground up Centre for the Fourth Industrial Revolution	As AI reshapes society, Global Shapers are working with the Forum to ensure technology remains ethical, inclusive and people-centred. In 2024-2025, **52 hubs in 35 countries** delivered innovative workshops on digital literacy, misinformation and data security. In Jaipur Hub, India, Global Shapers launched rural technology centres, equipping farmers and artisans with AI-powered tools to boost yields and livelihoods. In Johannesburg Hub, South Africa, they helped young female entrepreneurs scale social enterprises with AI solutions. In Geneva Hub, Switzerland, Global Shapers introduced children to robotics through hands-on workshops with mBot2 robots. Insights from these initiatives shaped the Forum's AI governance dialogues and extended into Future50, a joint programme with the Forum's Strategic Intelligence Initiative, preparing 50 young leaders to apply intergenerational foresight to local issues and technologies.
 Tackling health inequities through innovation Centre for Health and Healthcare	Working with the Centre for Health and Healthcare, Global Shapers advanced the Health for All Initiative by addressing systemic barriers to health and well-being. In 2024-2025, **96 hubs** delivered projects to advance health equity, mental health, women's health and more. In the United States, Global Shapers launched Shred the Debt, a cross-hub effort erasing millions in medical debt. Sacramento Hub eliminated $541,641 for 343 people; Chicago Shapers forgave $1.7 million for 1,317 people, with plans to expand to 50 cities. In Ilorin Hub, Nigeria, Global Shapers created Safe Space for Her, reaching 300 girls across three schools with menstrual health education. At the global level, Global Shapers participated in an intergenerational mentorship series through the Global Alliance for Women's Health, linking senior and early-career medical professionals to strengthen women's health in global discourse.

> Global Shapers have committed to equipping 1 million young people with better education and skills as part of the Forum's Reskilling Revolution. With 250,000 already reached, we are well on track. This movement proves that reskilling is not only a global priority but a shared cause – uniting multinational employers with youth-led innovation at the local level.

Ostap Lutsyshyn, Global Shaper, Lviv Hub; Community Champion; Education 4.0 Specialist, World Economic Forum

List of initiatives where young people are actively shaping global agendas

Global Shapers partner with leading Forum and multistakeholder initiatives to amplify intergenerational leadership and translate global priorities into local action. Initiatives engaged include:

- 1t.org (trillion trees community)
- Alliance of CEO Climate Leaders
- Alliance for Clean Air
- Bridging the Cyber Skills Gap initiative
- Chief Sustainability Officers
- Earth Decides
- The Equitable Transition Initiative
- Global Alliance for Women's Health
- Global Foresight Network
- Global Future Councils
- Global Gender Parity Sprint
- Global GovTech Network
- Global Plastic Action Partnership (GPAP)
- Global Risks Initiative
- Health for All Initiative
- Future of Jobs Initiative
- Longevity Economy Initiative
- Reskilling Revolution
- Strategic Intelligence
- Valuable 500

Meetings

At global and regional gatherings, Global Shapers elevate young perspectives, enrich dialogue and co-create solutions with world leaders.

Global Shapers engage in the Forum's flagship meetings to amplify next-generation voices and co-create solutions alongside leaders from business, government and civil society. From the Annual Meeting in Davos to regional summits such as the SDIM in New York, Global Shapers participate not only as contributors but as conveners, bringing grounded insights, challenging assumptions and forging actionable coalitions.

In addition to Forum-hosted gatherings, Global Shapers convene regional SHAPE events – platforms created by youth for youth that reflect local priorities within a global context. SHAPEs advance the Forum's regional agendas while enabling young leaders to connect, exchange best practices and design community-based responses to pressing challenges. These gatherings often involve Forum stakeholders and partners, reinforcing cross-sector collaboration and strengthening the link between local action and global impact.

Whether on the world's largest stages or in regional youth-led events, Global Shapers are ensuring that next-generation perspectives inform today's decisions. Their presence strengthens the Forum's multistakeholder model and helps transform global priorities into inclusive, actionable outcomes.

“ After attending events like the Forum's Annual Meeting of the New Champions and the India Economic Summit, I was able to bring initiatives like 1t.org and Yes Cities to my region. Living in a fragmented world, Global Shapers bring the optimism and ingenuity to devise local solutions for global problems. The Forum has set the gold standard for convening multistakeholder dialogue, and I am proud to help advance this mission of empowering youth and improving the state of the world.

Alok Medikepura Anil, Founding Curator of Mysuru Hub; Member of the Global Future Council on Generative Biology; Young Global Leader 2025 and Technology Pioneer 2023

“ Being part of the Global Shapers Community has allowed young people like me to move from simply engaging out of interest to actively shaping outcomes. After attending the Annual Meeting of the New Champions, I joined the Global Future Council on GovTech and Digital Public Infrastructure, where I now co-create with global experts and bring youth perspectives into real institutional processes.

Valeria Tafoya, Global Shaper from Leon Hub; Member of the Global Future Council on GovTech and Digital Public Infrastructure

Advancing youth priorities on global stages

Annual Meeting in Davos

At the Annual Meeting (AM), 50 Global Shapers from diverse hubs engaged with more than 3,000 world leaders. In total, 15 young people took centre stage as speakers on economic growth, sustainability, AI and inclusion – demonstrating how youth perspectives sharpen global debates. Through intergenerational dialogues, senior executives and Global Shapers co-created strategies to expand economic opportunity and accelerate progress for the next generation. Members of the Global Alliance for YOUth including leaders from Accenture, EY, HCLTech, Nestlé, Publicis Groupe and The Adecco Group met with young changemakers to chart long-term pathways for scaling youth engagement and employment opportunities worldwide.

Annual Meeting of the New Champions in Tianjin

At the Annual Meeting of the New Champions (AMNC) in Tianjin, 60 Global Shapers drove youth-centred conversations on reskilling in the age of AI, sustainability and the growing influence of Gen Z consumption trends. Notably, Eric Tse SY, chief executive officer (CEO) of Sino Biopharmaceutical and a Global Shaper from the Beijing Hub, contributed at the opening press conference, sharing insights on how AI is transforming the biopharmaceutical sector. With more than half the world's population under 30, integrating youth perspectives into economic and technological debates is critical to shaping inclusive and forward-looking outcomes.

Sustainable Development Impact Meetings in New York

At the SDIM, held alongside the UN General Assembly and Climate Week, 90 Global Shapers ensured that the implementation of the 2030 Agenda reflected youth leadership and perspectives. Sessions co-hosted with the UN Assistant Secretary-General for Youth, the UN Youth Office and the #GenerationRestorationYouthHub brought together business leaders, young changemakers and experts to co-design guidance for the private sector. Together, they explored how intergenerational governance can unlock organizational value, accelerate regenerative business models, restore institutional trust and strengthen corporate social responsibility.

Global Shapers Annual Summit in Geneva

The Global Shapers Annual Summit is the community's flagship gathering, convening hundreds of young leaders alongside Forum stakeholders, partners and experts. In 2025, 497 participants from 124 countries joined sessions on climate action, digital inclusion, health equity and the future of work. Through workshops, dialogues and project showcases, Global Shapers exchanged best practices, strengthened leadership skills and contributed fresh perspectives to the Forum's broader agenda. More than a gathering, the summit served as a catalyst for collective action – renewing shared purpose, deepening regional and global connections, and reinforcing the belief that systemic change requires young people at the table as co-creators. The live programme extended the summit's reach to over 12,500 young people, featuring strong participation from leading media voices, top experts and the Forum's managing directors.

Advancing the Forum's regional priorities through SHAPE events

Global Shapers convened seven regional SHAPE events, bringing together more than 1,200 young leaders to exchange ideas, strengthen networks and link local priorities with regional agendas. Hosted by hubs in Adelaide, Addis Ababa, Brussels, Buenos Aires, Jaipur, Khobar and Phoenix, gatherings showcased the diversity and reach of youth-led collaboration. Highlights included SHAPE Africa at the African Union, co-hosted with the Youth Envoy and supported by the Forum's Centre for Regions, Trade and Geopolitics Africa; SHAPE Europe and Eurasia at the European Parliament, which engaged MPs, the former Belgian Prime Minister and the Mayor of Brussels; and SHAPE Latin America, where Global Shapers partnered with the Mayor of Buenos Aires. In the Middle East and South Asia, events deepened ties with the Forum's Centre for the Fourth Industrial Revolution network in Saudi Arabia and India, opening new opportunities for innovation and collaboration with strategic partners. In Adelaide, SHAPE Asia-Pacific connected young changemakers with sustainability leaders whose insights later informed the Forum's First Movers Coalition workshop. Meanwhile, SHAPE North America in Phoenix advanced the objectives of the Centre for Urban Transformation through practical solutions in climate, equity and economic resilience.

Stakeholders

By collaborating with business, government, civil society and academia, Global Shapers build trust, scale innovation and advance systemic change.

The Global Shapers Community reflects the Forum's multistakeholder approach by actively engaging business, government, civil society and academia. Each hub fosters partnerships at the local level, while the global network connects members with Forum stakeholders committed to inclusive and sustainable progress. This interconnected model ensures that youth-led initiatives both contribute to, and are shaped by, broader systems change – strengthening resilience, equity and long-term impact.

In 2024-2025, Global Shapers delivered over 800 projects, directly supporting **more than 134,000 people** and reaching more than **2.2 million through campaigns**. **37% of Global Shapers** collaborated with private-sector partners, **52% with civil society** and **34% with government institutions**.

Together, these efforts demonstrate how, by bridging generations, scaling grassroots innovation and embedding youth voices within global leadership, the Global Shapers Community is redefining what inclusive multistakeholder action looks like. In partnership with diverse collaborators, the community is proving that when young leaders are empowered to co-create solutions, systemic change becomes both possible and lasting.

“ Young people today are coming of age amid overlapping crises, with a front-row seat to disruption and a proven record of driving solutions in their communities. That lived experience offers vital insight into what's needed and what will actually work – making youth indispensable partners in driving systems change.

Dominique Souris, Alumna of the London II Hub; Member of the Global Future Council on Equitable Transition

Table 3: Building bridges across generations

Partnering with business	The Global Alliance for YOUth – a coalition of 25 leading companies – is creating opportunities for the next generation. Together, members have generated more than 40 million development opportunities worldwide in the past four years, spanning training, mentoring, employment and entrepreneurship pathways. Global Shapers engaged executives from across the alliance to define priorities for the future of work, piloting a new model of intergenerational leadership. These dialogues highlighted how collaboration between decision-makers and young leaders can expand equitable employment pathways, empower youth in the workplace and help close generational divides.
Scaling innovation	The Global Shapers Innovation Prize, enabled by Accenture and the Global Alliance for YOUth, connects young changemakers with partner companies to turn bold ideas into transformative impact. In 2024-2025, 12 winning projects tackled urgent challenges ranging from mental health and civic participation to clean water and food security. One standout, the Riohacha Hub's Water Ambassadors initiative, provided water, sanitation and hygiene (WASH) infrastructure for more than 1,000 schoolchildren in rural Colombia. The project was later showcased at the Forum's Water Industry Transformation Workshop in Geneva, illustrating how grassroots innovation can shape global discussions. By combining youth creativity with private-sector support, the Innovation Prize demonstrates how collaboration scales solutions from the community level to the international stage.
Contributing to the Forum ecosystem	Global Shapers deepened their engagement with the Forum's wider ecosystem by serving in leadership and advisory roles. Overall, 14 Shapers contributed to Global Future Councils, contributing insights on climate, cyber, health, inclusion and nature, ensuring foresight was informed by lived realities. A total of 17 Global Shapers joined the 2025 Class of Young Global Leaders, representing 15% of the cohort and reinforcing the network's role as an important pipeline of emerging leadership. Among them were senior government officials, pioneering entrepreneurs, climate defenders, and innovators in technology and the creative economy – each advancing transformative change in their communities and beyond.
Unlocking systemic change	This year, 15 Global Shapers were selected to lead the Youth and Social Innovation Initiative, developed with the Schwab Foundation for Social Entrepreneurship, SAP and Hyundai Motor Group. Over the next three years, the initiative will focus on removing systemic barriers to youth innovation, shifting capital and influence toward youth-led solutions, and building authentic intergenerational partnerships. By linking Shapers with Schwab Foundation Awardees and a coalition of ecosystem partners, the initiative is scaling solutions to urgent global challenges while demonstrating the strategic value of youth-led innovation in advancing systemic change.

"The Forum supports youth-led innovation and structural change by offering a unique platform for leadership development through its community model. By connecting young changemakers across a globally linked, impact-driven network – and coupling that with institutional credibility – it creates unparalleled space for advancing local action with global relevance.

Thales Dantas,
Member of the Global Shapers Foundation Board; Global Shaper, Florianopolis Hub; Member of the #GenerationRestoration Youth Hub

Impact

Behind every project is a story of youth innovation – testing, learning and scaling solutions that create lasting community impact.

Global Shapers are not only delivering local projects and initiatives – they are experimenting, testing and learning. Each solution is a proof point of what happens when young leaders combine creativity with collaboration. This year, their work revealed powerful lessons about driving change: from harnessing technology to scaling community-led solutions, and from meeting basic needs with dignity to showing that inclusivity is the foundation of innovation.

Over the past year, Global Shapers' solutions have delivered measurable impact – reaching thousands of people while breaking barriers for underserved populations. Young changemakers have equipped their communities with practical tools and knowledge to navigate urgent social challenges. From deforestation tracking and water filtration systems to pop-up libraries in relief camps, their work is expanding access to education, equity and opportunity in lasting ways.

"From Global Shaper to Curator, my journey in the Global Shapers Community became an apprenticeship in leadership – listening, co-creating and learning to hold space for others. Those early lessons led me to co-chair the Davos Lab Taskforce, shape the Youth Recovery Plan and later stand beside world leaders to launch the first liquid hydrogen corridor. Today, my path continues in the Global Future Council on the Energy Nexus, bridging systems and shaping integrated solutions for what comes next.

Rumaitha Al Busaidi, Global Shaper Alumni, Muscat Hub; Member of the Global Future Council on Energy Nexus

Stories and data from projects and initiatives

572 hub projects launched

800 hub projects delivered

134,000 people supported directly

2,220,865 people reached globally

Projects per thematic area

12
arts, culture and the creative economy

56
climate action and energy transition

97
democracy and civic engagement

55
digital inclusion and technology

47
education and skills development

66
employment and entrepreneurship

91
equitable and inclusive societies

24
financial inclusion and resilience

11
food security and agripreneurship

15
health equity and healthcare access

16
humanitarian action and response

51
mental health and well-being

6
migration and displacement

30
nature restoration and protection

23
urban transformation and innovation

4
water access and sanitation

Table 5: Key lessons

Local knowledge drives lasting solutions	The most effective ideas come from lived experience. When Global Shapers co-design with their communities, solutions stick. Safe Space for Her (Ilorin Hub, Nigeria) broke the silence around menstrual health in schools through a peer-led model. By grounding the initiative in local realities, Shapers reached 300 girls across three schools, installing WASH facilities, creating pad banks and training "Safe Space Champions." Because it emerged from the voices of girls themselves, the project is now shaping regional conversations on how schools can support students with dignity. Project CHAMP (Thimphu Hub, Bhutan), developed with Save the Children, educated 680 students about constitutional rights and children in conflict with the law. Rooted in young people's lived experience, the initiative not only equipped students with legal knowledge but also sparked national dialogue on youth rights – showing how local voices can strengthen democratic institutions.
Technology is a tool, not the goal	Digital innovation has the greatest impact when rooted in human needs. Shapers are proving that technology is valuable not as an end in itself, but as a pathway to equity and inclusion. Technovation (Nairobi Hub, Kenya) trained over 170 marginalized girls in coding and entrepreneurship, producing 32 mobile apps to tackle local challenges. One standout, Usafiri, alerts fishers to dangerous tides, improving safety and livelihoods – an example of technology designed to serve communities, not just markets. Bauen (San Luis Potosí Hub, Mexico) designed a smart signage system for 60,000 visually impaired residents, integrating Braille, QR codes, near-field communication (NFC) and audio guidance. Piloted in schools and government buildings, the project shows how inclusive design transforms technology from a tool into a catalyst for wider social participation.
Partnerships multiply impact	Youth-led innovation scales fastest when paired with partners who bring reach, expertise and legitimacy. By combining grassroots creativity with institutional support, Global Shapers are turning pilot projects into systemic solutions. Career Counselling for All (Islamabad Hub, Pakistan) collaborated with the Moawin Foundation and S2S Exchange to pioneer a career guidance model in a city where only 16% of adults achieve higher education. The partnership expanded the project's reach – already serving 500 students and training 20 teachers – while laying the groundwork for systemic reform in career readiness. Find Us at the Park (Budaiya Hub, Bahrain) developed an AI-powered platform to map park usage and demographics, but its real strength came from partnerships with ministries and citizens. By blending youth innovation with institutional collaboration, the hub created a prototype for inclusive, data-driven urban planning – a model with potential far beyond public parks.
Innovation must be inclusive to be scalable	Lasting solutions don't just solve problems – they broaden participation in the economy and society. When communities are engaged as co-creators, projects gain legitimacy, ownership and the power to replicate across contexts. Solar Cerrado Agrivoltaics (Brasília Hub, Brazil) installed solar systems powering irrigation, lighting and food processing while training farmers in climate-smart agriculture. By ensuring farmers were active participants, the project created a replicable model of renewable-powered farming that strengthens both livelihoods and resilience. Youths in Aquaponics (Bulawayo Hub, Zimbabwe) introduced solar aquaponics in schools, producing food year-round while using 90% less water. With IoT sensors and Red Cross partnerships, the project empowered students as food producers, linking inclusion to sustainability and inspiring new generations of climate-smart farmers. Water Ambassadors (Riohacha Hub, Colombia) addressed La Guajira's water crisis through a model that combined filtration technology with community education. Because it centred dignity and local participation, the initiative reduced waterborne illnesses by 30%, boosted school attendance by 20% and was scaled to 20 other cities with support from Waves for Water. This demonstrates how inclusive design transforms local interventions into global strategies for resilience.

Across continents and contexts, these projects reveal a unifying truth: youth-led innovation works because it is rooted in lived experience, powered by creativity and strengthened by partnership. From water systems in Colombia to AI-driven planning in Bahrain, Global Shapers are showing that solutions designed with communities can scale across borders and sectors. These aren't isolated stories of impact – they are lessons for the world on how to build more inclusive, resilient and sustainable futures.

Looking forward

Vision and priorities for 2025 and beyond

As 2025-2026 approaches, the Global Shapers Community enters an exciting new chapter – one defined by scaling impact, deepening collaboration and reimagining how intergenerational leadership can shape the future. With the community's **15th anniversary in 2026**, the year ahead will be both a celebration of our journey and a launchpad for greater ambition.

Together, these priorities mark the next chapter of youth leadership – more visibility in our communities, more embedded in global systems, more meaningfully engaged across generations and stronger as a connected network. As we celebrate 15 years of the Global Shapers Community, we accelerate forward with the courage, creativity and collaboration needed to shape a more inclusive and sustainable future for all.

Amplifying our mission

In the spirit of the Forum's multistakeholder model, the Global Shapers Community will mark its 15-year milestone with a global campaign to raise visibility and strengthen local partnerships. From city mayors and business leaders to grassroots organizers and youth networks, hubs will host "meet the leader" dialogues to spotlight the next generation's priorities and pioneer new forms of grassroots organizing.

Scaling our impact

The next chapter will see Global Shapers further embedded in the work of the Forum's centres and initiatives. By prioritizing flagship campaigns – from climate resilience to the future of work, from AI governance to health equity – Global Shapers will continue to deliver youth-led pilots and scalable solutions for the global agenda. At the same time, expanded collaborations with strategic partners will extend the reach of youth innovation.

Advancing intergenerational leadership

The Global Shapers Community will test new models of shared leadership across generations. The community will test more inclusive governance structures by creating opportunities where young experts and experienced stakeholders lead together – not in parallel. This will start at Forum meetings, creating more opportunities for Global Shapers to co-design sessions, lead dialogues and contribute to thought leadership to bring next-generation perspectives into decision-making processes. This is about moving beyond inclusion to meaningful engagement.

Strengthening our network

Finally, we will invest in the long-term strength of the community itself. By reinforcing hub governance, leadership pipelines and peer support, Global Shapers will continue to thrive in safe, inclusive and sustainable spaces. In 2025-2026, this includes launching a body of experts – a platform to elevate community knowledge and scale best practices – and expanding the Community Champions programme, which provides mentorship and continuity across hubs.

Appendix

Table 6: Impact indicators

Area of action	What we aim to measure	Performance indicator	2023-2024	2024-2025
Building youth leaders Our hub model offers young changemakers hands-on experiences to develop skills in organizing and leading social change. Global Shapers discover how to build teams, mobilize stakeholders and drive collective action through local projects and initiatives.	We build diverse teams to bring young changemakers together	1. Number of members	11,111	11,400
		2. Number of alumni	8,360	10,206
		3. Number of countries	152	149
		4. Membership diversity	See last year's report.	See page 8 of this year's report.
		5. Number of hubs	505	512
		6. Number of hubs opened annually	23	26
		7. Number of hubs closed annually	29	19
	We create opportunities for young changemakers to build their skills	8. Number of skills building resources available annually	77	26
		9. Number of learning spaces and sessions available annually	117	218
		10. Number of members who are empowered through learning spaces	1,226	2,067

Table 6: Impact indicators (continued)

Area of action	What we aim to measure	Performance indicator	2023-2024	2024-2025
Building youth leaders (continued)	**Young changemakers acquire new skills to lead and influence positive outcomes**	11. Percentage of members that have improved their skills	See last year's report.	Shapers with improved skills: Confidence: **73.63%** Teamwork: **72.85%** Leadership: **70.92%** Self-awareness: **73.55%** Project management: **65.63%** Impact measurement: **63.31%** Understanding local and global issues: **73.50%** Conflict resolution: **61.26%** Critical thinking: **71.03%**
		12. Percentage of members who have strengthened their ability to create change	See last year's report.	Shapers that gained confidence and abilities to identify opportunities to take action: **71.78%** Shapers that gained confidence and abilities to mobilize actions to solve local challenges: **67.23%** Shapers that gained confidence and abilities to build connections with local actors: **66.79%** Shapers that gained confidence and abilities to take on greater leadership roles: **64.99%** Shapers that gained confidence and abilities to shape local policy and decision-making: **52.23%** Shapers that gained confidence and abilities to create their own non-profit or business: **44.84%**
Advancing youth action From environmental protection to social justice, Global Shapers lead projects to tackle pressing challenges in their communities and the world. These initiatives are designed with the input of diverse stakeholders and have a clearly defined problem statement, collective action solution and measurable outcomes to ensure impactful results.	**Young people self-organize to deliver projects that address local needs**	13. Average number of members per hub	22	22.7
		14. Average age of members per hub	26.6	26.1
		15. Percentage of members who agree hubs are safe spaces	96%	96%
		16. Number of hub new projects annually	478	572
		17. Number of cross-hub initiatives annually	17	20
		18. Number of people supported by projects	80,524	134,284
		19. Number of people reached by projects	11,621,522	2,220,865

Table 6: Impact indicators (continued)

Area of action	What we aim to measure	Performance indicator	2023-2024	2024-2025
Advancing youth action (continued)		20. People supported represent diverse groups	See last year's report.	Young people: **64.4%** Schools and universities: **34.3%** Women and girls: **26.2%** Families and households: **18.7%** Entrepreneurs and start-ups: **14.5%** Jobseekers and unemployed groups: **12.4%** Rural populations: **12%** Minorities and racial groups: **11.1%** Voters and civic organizations: **9.8%** Small- and medium-sized enterprises (SMEs): **8.4%** Informal workers: **7%** People with disabilities: **6.8%** Elderly populations: **6.6%** Indigenous communities: **6.4%** Migrants and refugees: **5%** Large businesses and enterprises: **4.3%** LGBTQIA+ individuals: **3.9%**
		21. Change has been created on diverse topics	See last year's report.	See page 18 of this year's report.
		22. Percentage of hubs who engage local stakeholders in the design, delivery, feedback and continuity of projects	Design: **83%** Delivery: **86%** Evaluate: **76%**	Design: **91%** Delivery: **92%** Feedback: **89%** Continuity after implementation: **87%**
		23. Percentage of hubs who build partnerships across diverse sectors	Civil society organization/ non-profit: **23%** Private sector: **15%** Public sector: **12%**	Civil society organization/ non-profit: **53%** Private sector: **38%** Public sector: **35%** Academia: **30%**
	We support and scale leading youth projects and initiatives globally	24. Number of projects supported via funding	42	32
		25. Amount of funding distributed annually	240,000 CHF (Swiss francs)	146,968 CHF

Table 6: Impact indicators (continued)

Area of action	What we aim to measure	Performance indicator	2023-2024	2024-2025
Amplifying youth voices Exposure to the World Economic Forum's platform of leaders and experts enables young changemakers to have their voices heard and acted upon. Global Shapers work with business, government and civil society leaders on joint initiatives to improve the state of the world and cooperate across generations.	**We support young people to influence local decision-making**	26. Number of members serving in high-level leadership positions	792	1,222
	We enable young people to influence global decision-making	27. Number of members engaged in decision-making events	216	173
		28. Number of members engaged in Forum impact initiatives	113	161
	We amplify young voices globally	29. Number of members provided influential roles	32	48
		30. Number of youth-authored opinion pieces	40	57
		31. Number of members given expert coaching	110	15 teams coached, each with a minimum of five members
		32. Number of online viewers of sessions	10,779	19,402
		33. Number of social media impressions	1,712,067	2,886,255
		34. Number of social media followers	340,000	363,834

Leadership

Foundation board

The Global Shapers Community thanks its foundation board members, who include remarkable individuals from government, business and civil society, for their extraordinary leadership.

Klaus Schwab
Chair, Global Shapers Community; Founder, World Economic Forum

Olajumoke Adekeye
Founder, Young Business Agency; Alumni, Abuja Hub

Tariq Al-Olaimy
Co-Founder, 3BL Associates; Alumni, Manama Hub

Noura Berrouba
Chief of Staff, Daniel Sachs Foundation; Stockholm Hub

Thales Dantas
Project Architect, Pre-Scouter; Florianópolis Hub

Jane Ittogi
Chair, Tasek Jurong

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

Global Shapers Community team

Appreciation goes to the team members who worked during the year to support the hubs and inspire positive change.

Micael Bermudez
Lead, Latin America

Michelle Goyhman
Specialist, Data and Analytics

Katie Hoeflinger
Lead, North America and the Caribbean

Paniz Jamali
Specialist, Asia Pacific

Raissa Kanku
Lead, Sub-Saharan Africa

Albina Krasnodemska
Lead, Europe and Eurasia

Kenza M'Haimdat
Specialist, Middle East and North Africa

Natalie Pierce
Head

Murchana Roychoudhury
Specialist, South Asia

Miao Sun
Lead, Greater China and North Asia

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Acknowledgements

Thank you to our members and partners

The Global Shapers Community owes its impact to its members. To the thousands of Global Shapers and alumni driving change in their cities and countries – thank you. Your commitment powers this movement. Every project delivered, every partnership forged, every voice raised brings us closer to the just and equitable world we are working to build together.

We are especially grateful to our Community Champions and Advisory Council members, who play a vital role in strengthening hub governance, mentoring peers and ensuring continuity across our network. Their dedication and leadership sustain our community's resilience and inspire the next generation of changemakers.

We extend our deepest gratitude to the World Economic Forum for championing youth leadership and creating platforms where young people can shape the global agenda. We also thank Accenture and the Global Alliance for YOUth, whose belief in the power of youth has helped unlock resources, scale innovation and expand opportunity through the Global Shapers Innovation Prize.

We are sincerely grateful to our many local and global stakeholders – from civil society to private sector allies, academic institutions, public officials and philanthropic partners – who walk alongside Global Shapers to co-create inclusive, sustainable solutions. Your partnership strengthens our mission and amplifies our collective reach.

As we look ahead, we warmly invite new partners who share our values to join us in accelerating youth-led action. To young leaders everywhere: if you are driven by purpose and believe in a better future, this is your call to action.

For more information, please contact
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GLOBAL SHAPERS COMMUNITY

The Global Shapers Community is a network of young people committed to driving positive change in their local communities and beyond. At the heart of the community is a belief in the power of local action supported by a global network. Independent, city-based hubs around the world identify and lead projects that reflect the needs and priorities of their communities.

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