

Network of Global Future Councils 2019-2020

ANNUAL REPORT
SEPTEMBER 2020



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Introduction

The world's foremost interdisciplinary knowledge network dedicated to innovative thinking and shaping a more resilient, inclusive and sustainable future



Watch our film
about the Global
Future Councils

[Click here](#)

The World Economic Forum's Network of [Global Future Councils](#) is the world's foremost interdisciplinary knowledge network dedicated to inspiring innovative thinking on the future.

The 2019-2020 term brought together more than 800 experts from academia, government, business and civil society to challenge conventional thinking and develop new insight and perspectives on the key global systems, as well as the impact and governance of emerging technologies through:

- Scoping and monitoring trends and developments
- Contextualizing global shifts within the main regional and/or national frameworks

- Deepening understanding of the drivers and enablers of the Fourth Industrial Revolution and its impact on global systems
- Informing the World Economic Forum's strategic initiatives by providing analysis and feedback on the direction of existing projects as well as new areas of focus
- Highlighting the implications of these dynamics for decision-makers

This report provides an overview of the 38 Global Future Councils in the 2019-2020 term, including council mandates and objectives, achievements and the list of members.

Overview of council outputs in the 2019-2020 term

170+

Over 170 Forum
Agenda blogs

40+

Over 40 white
papers, reports and
community papers

40+

Over 40
virtual meetings
and sessions

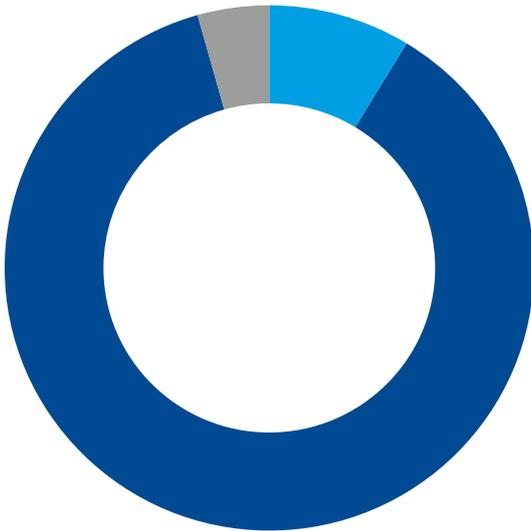


Contribution to
the Forum's
Transformation Maps



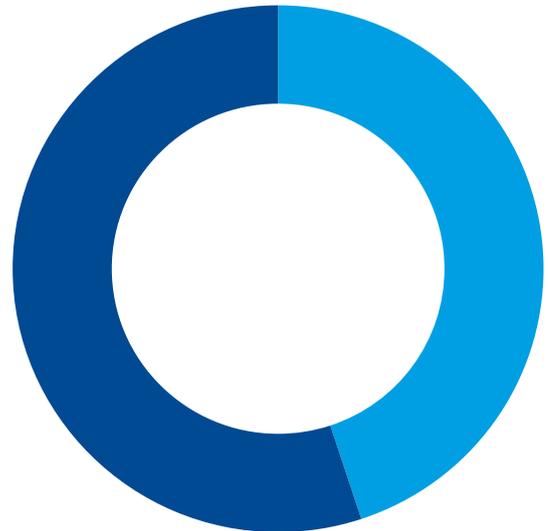
Participation in
World Economic
Forum meetings
and workshops

Membership categories



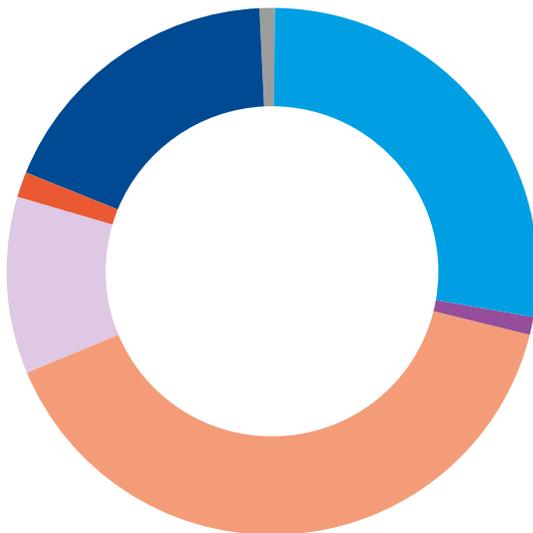
- 73 Co-Chairs
- 748 Members
- 38 Fellows

Gender distribution



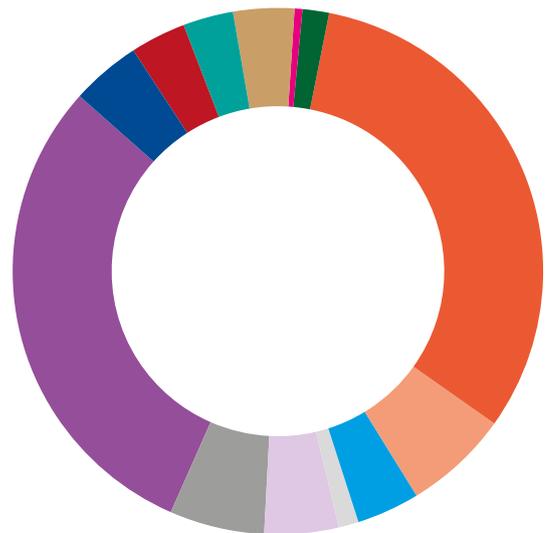
- 55% Male
- 45% Female

Stakeholder groups



- 40% Business
- 28% Academia and Think-Tanks
- 18% Governments and International Organizations
- 11% Civil Society
- 4% Social Entrepreneurs
- 1% Arts, Culture and Sports
- 1% Media

Region distribution by nationality



- 32% Europe
- 30% North America
- 6% Greater China
- 6% Middle East and North Africa
- 5% Latin America
- 4% South Asia
- 4% Japan
- 4% Australasia and Oceania
- 3% Africa
- 3% ASEAN
- 2% Eurasia
- 1% Korea and North Asia
- <1% Caribbean Countries



Annual Meeting of the Global Future Councils 2019

At the beginning of the term, council members met at the Annual Meeting of the Global Future Councils 2019 in Dubai, United Arab Emirates, on 3-4 November, to provide forward-looking thought leadership and promote innovative thinking.

Meeting objectives:

- Enable each council to define its vision, objectives and workstreams, and build a plan to deliver on the council's objectives
- Foster debate and the exchange of views across the entire council network
- Brainstorm ideas and pathways to solutions on cross-cutting issues
- Cross-pollinate thinking and ensure a truly systemic approach to develop solutions and recommendations for global decision-makers

The meeting opened with a [panel discussion about transitioning from thought leadership to systems leadership](#). Ahead of the meeting, the Forum published several pieces on Agenda, which allowed members to imagine what our collective future might look like [if we get things right](#).

These included:

- [It's not the circular economy, it's just the economy](#)
- [Everyday devices that help us to keep tabs on our mental health](#)
- [CO-topia: reusable cups, pedestrian paradise and plant-based meals](#)

Cross-council sessions explored threads running throughout and between councils, including accelerating technology solutions for sustainable development; creating shared value from data; developing an agenda for social mobility; implementing stakeholder capitalism; mapping the gaps in technology governance; mobilizing action on air pollution; and navigating a multipolar, multiconceptual world. For example, one of the two cross-council sessions on accelerating technological solutions for sustainable development raised the transformative opportunity for virtual reality to educate policy-makers on the need for climate action.

More than 100 senior government leaders from the United Arab Emirates participated in special strategic sessions that explored systems leadership in geopolitics and trade, engaging directly with experts from the Network of Global Future Councils on policy recommendations.

The [closing plenary on Stakeholders for a Cohesive and Sustainable World](#) shared a number of wishes for the World Economic Forum Annual Meeting 2020. The panellists asked participants of the Annual Meeting to focus on the “how” of implementation for the sustainable development goals; developing common metrics for benchmarking progress; sharing “test practices” rather than best practices; and on building solid, sustainable relationships that can serve the public good.

Lastly, the World Economic Forum released the white paper [Global Technology Governance: A Multistakeholder Approach](#), which explains cross-cutting issues and barriers to collective action on technology governance, and provides guidance on steps that government, industry and civil society can take to contribute to a multistakeholder approach.

+600

Council members met to provide forward-looking thought leadership and promote innovative thinking





مات السنوية - دولة الإمارات العربية المتحدة 3-4 نوفمبر
دبي، دولة الإمارات العربية المتحدة

The Stakeholder Concept: The narrative for the Forum's development

1971 CORPORATE GOVERNANCE → 2019 GLOBAL GOVERNANCE

MEVON | LAMPE - ONNERUD | ABEYWARDENA | LEE | WITTER

Business
Governments and International Organizations
Arts and Culture
Our Global Future
Media



1

Global Future Council on Advanced Manufacturing and Production



1.1 Mandate and objectives

- Technological advances and innovation in manufacturing are transforming factories and enabling a new generation of partnerships and business models to drive sustainable economic growth. The Global Future Council on Advanced Manufacturing and Production gathered the

foremost experts from around the world to focus on critical business, societal and environmental issues related to the future of manufacturing. It acted as a sounding board that identifies future trends, challenges and related solutions to position leaders at the forefront of ongoing

1.2 Council outputs

- Launched a new effort on new business models enabled by advanced manufacturing, and published a white paper on [Winning the Race for Survival: How New Manufacturing Technologies are Driving Business-Model Innovation](#)
- Kicked off an initiative to drive speed and scale of implementation of Fourth Industrial Revolution technologies, where partners of the Forum's Platform for Shaping the Future of Advanced Manufacturing and Production and members of its Global Lighthouse Network can share solutions, enablers and lessons learned through a digital common space
- Working on a white paper on Rebuilding from COVID: Transforming business and operating models in the manufacturing and production ecosystem to drive new value for all stakeholders (to be published in October 2020)
- Published six World Economic Forum Agenda blogs:
 - [How supply chain transparency can help businesses make the right calls](#); [Here are](#)

[6 myths about the future of sustainable development](#); [Here's how a circular economy could change the world by 2030](#) by Leanne Kemp, Chief Executive Officer, Everledger, United Kingdom

- [A better answer to the ventilator shortage as the pandemic rages on](#) by Torbjørn Netland, Chair of Production and Operations Management, ETH Zurich, Switzerland

- [How China can rebuild global supply chain resilience after COVID-19](#) by Francisco Betti, Head of Shaping the Future of Advanced Manufacturing and Production, World Economic Forum; and Jun Ni, Shien-Ming Wu Collegiate Professor of Manufacturing Science; Honorary Dean, UM-SJTU Joint Institute, University of Michigan, USA

- [Creating a better future for garment manufacturing in Bangladesh](#) by Rubana Huq, Chairperson, Mohammadi Group, Bangladesh, et al.



Winning the Race
for Survival white
paper

May 2020



1.3 Council members

Co-Chairs

Leanne Kemp

Chief Executive Officer, Everledger, United Kingdom

Jagjit Singh Srai

Head, Centre for International Manufacturing, Institute for Manufacturing, University of Cambridge, United Kingdom

Members

Badr Al-Olama

Director of Aerospace, Mubadala Development Company, United Arab Emirates

Sudhi Bangalore

Vice-President, Industry 4.0, Stanley Black & Decker, USA

Jason Berns

Senior Vice-President, Product and Manufacturing Innovation, Ralph Lauren, USA

Sharan Burrow

General Secretary, International Trade Union Confederation (ITUC), Brussels

Dheeraj Chugh

Senior Director, iPhone Operations, Apple, USA

Christiane Eckert

Head, Group Production Strategy and Environment, Volkswagen, Germany

David Fitzsimons

Director, European Remanufacturing Council, Belgium

Kamau Gachigi

Executive Director, Gearbox, Kenya

Frank Gayle

Deputy Director, US Advanced Manufacturing National Program Office, National Institute of Standards and Technology (NIST), USA

Rubana Huq

Chairperson, Mohammadi Group, Bangladesh

Daniel Johns

Visiting Professor, University of Sheffield, United Kingdom

Dimitrios Kyritsis

Professor of Information and Communications Technology (ICT) for Sustainable Manufacturing, Ecole Polytechnique Fédérale de Lausanne (EPFL), Switzerland

Jay Lee

Vice-Chairman, Foxconn Industrial Internet, Hon Hai Precision Industry Co. (Foxconn), Taiwan, China

Ajit Manocha

President and Chief Executive Officer, SEMI, USA

Eric Marchiol

Vice-President, Digital Transformation, Manufacturing and Supply Chain, Groupe Renault, France

Nathalie Marcotte

Senior Vice-President, Industrial Automation Services, Schneider Electric, Canada

Jun Ni

Shien-Ming Wu Collegiate Professor of Manufacturing Science; Honorary Dean, UM-SJTU Joint Institute, University of Michigan, USA

Yasuyuki Nishioka

Professor of Engineering and Design, Hosei University, Japan

Tan Ming Jen

Director, HP-NTU Digital Manufacturing Corporate Lab; Associate Professor, Nanyang Technological University, Singapore

Vijay Vaitheeswaran

US Business Editor, The Economist, USA

Sophia Velastegui

Chief Technology Officer, AI of Operation Apps, Microsoft, USA

Wu Xiaobo

Dean, Faculty of Social Sciences, Zhejiang University, People's Republic of China

Fellow

Torbjørn Netland

Chair of Production and Operations Management, ETH Zurich, Switzerland

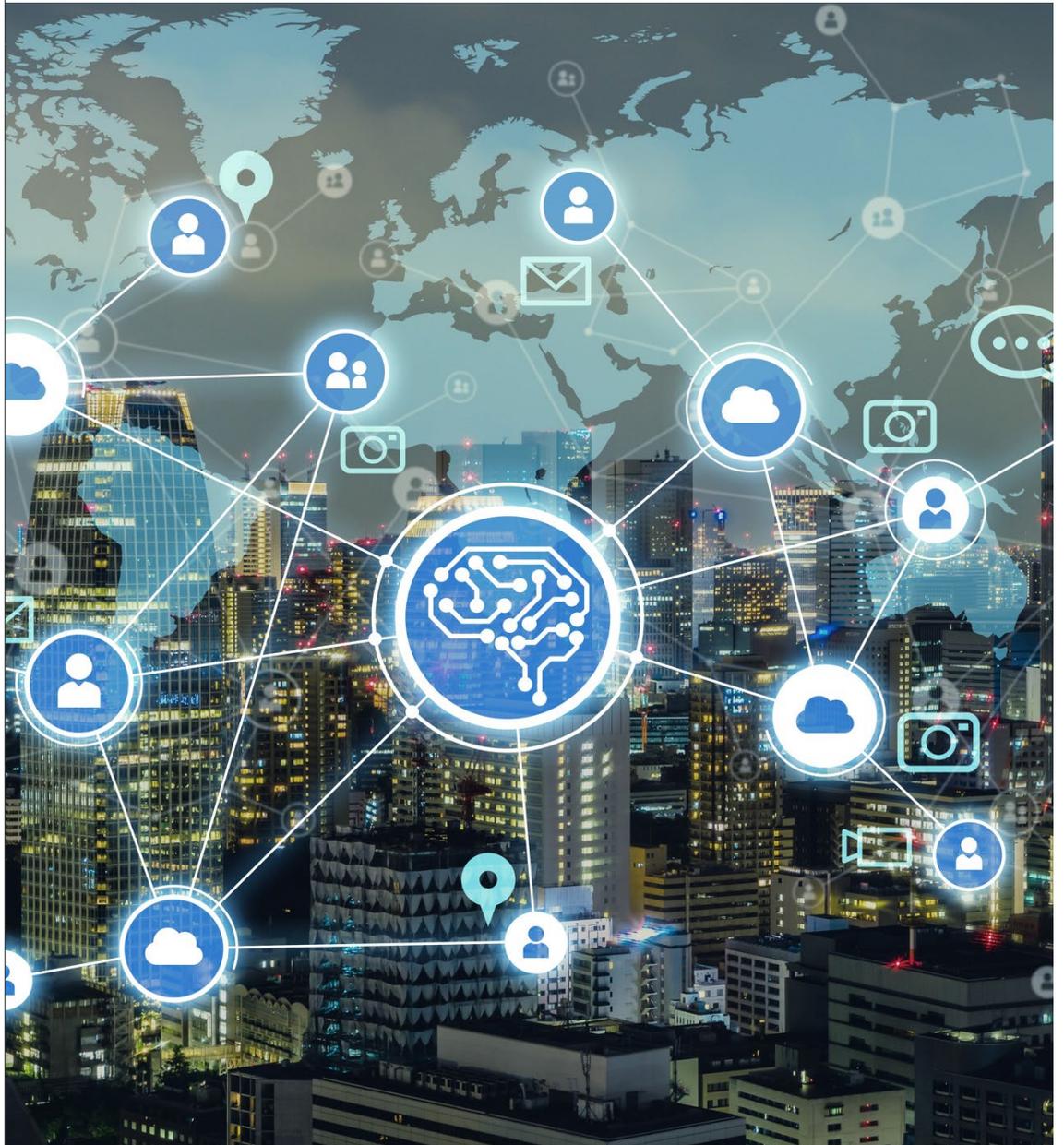
Council Manager

Maria Basso

Research and Analysis Specialist, Shaping the Future of Manufacturing and Production, World Economic Forum

2

Global Future Council on Agile Governance



2.1 Mandate and objectives

To address the speed and impact of the Fourth Industrial Revolution, legislators and regulators increasingly rely on agile and multistakeholder efforts to ensure governance is adaptive, human-centred, inclusive and sustainable. A set of agile governance tools (for example, regulatory sandbox, crowdlaw, industry standards, outcome-based regulation) are quickly becoming elements in the toolbox of policy-makers to maximize the benefits

of science and technology for society. The Global Future Council on Agile Governance in the 2018-2019 term focused on providing guidance on the best agile governance tools for addressing different policy questions. In the 2019-2020 term, the council built on this work and created a platform for communities of practitioners of these agile governance tools to share best practice, expand the use of these tools and push their boundaries.

2.2 Council outputs

“ Agile governance tools are becoming elements in the toolbox of policy-makers to maximize the benefits of science and technology for society.

- Kicked off an initiative to assess the agility of the regulatory system for innovation in select departments in the UK and Japan governments; the methodology for assessing the agility of a regulatory system and a Playbook of Agile Governance Tools for senior policy-makers will be made available in November 2020
- In collaboration with Apolitical, the council is honouring 50 people leading 21st-century governance in its [Agile 50 list](#), which will be published in November 2020
- Facilitated a webinar on [Agile Governance for the Fourth Industrial Revolution](#) for policy-makers in collaboration with the Thunderbird School of Management
- Published two World Economic Forum Agenda blogs:
 - [These 10 tips for tech regulators will drive innovation](#) by Lisa Witter, Co-Founder and Executive Chairperson, Apolitical, Germany; and Jae Samant, Director-General, Market Frameworks, Department for Business, Energy and Industrial Strategy of the United Kingdom
 - [COVID-19: The 4 building blocks of the Great Reset](#) by Hilary Sutcliffe, Director of SocietyInside, United Kingdom



2.3 Council members

Co-Chairs

Jaee Samant

Director-General, Market Frameworks, Department for Business, Energy and Industrial Strategy of the United Kingdom

Lisa Witter

Co-Founder and Executive Chairman, Apolitical, Germany

Members

Huda Al Hashimi

Assistant Director-General, Strategy and Innovation, Office of the Prime Minister of the United Arab Emirates

Saeed Al Matrooshi

Secretary-General, Ajman Executive Council, United Arab Emirates Government

Mohammad Sultan Al Obaidly

Head of Legal Affairs, United Arab Emirates Government

Stephen Almond

Head of Innovation, Better Regulation Executive, Department for Business, Energy and Industrial Strategy of the United Kingdom

Torsten Andersen

Deputy Director, Danish Business Authority, Denmark

Christian Bason

Chief Executive Officer, Danish Design Centre (DDC), Denmark

William Eggers

Executive Director, Deloitte Center for Government Insights, Deloitte, USA

Tina Green

Assistant Secretary for Regulatory Affairs, Treasury Board of Canada

Hiroki Habuka

Deputy Director, Digital Economy Division, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry of Japan

Jason Lange

Executive Director, Office of Best Practice Regulation, Department of the Prime Minister and Cabinet of Australia

Lee Xiaodong

Founder and Chief Executive Officer, Fuxi Institution, People's Republic of China

Axelle Lemaire

Partner, Global Head of Terra Numerata, Roland Berger Holding, France

Nick Malyshev

Head, Regulatory Policy Division, Organisation for Economic Co-operation and Development (OECD), Paris

Aaron Maniam

Deputy Secretary, Industry and Information, Ministry of Communications and Information of Singapore

Caio Megale

Head, Special Advisory for Institutional Relations, Ministry of Economy of Brazil

Zafirir Neuman

Chief Legal Counsel and Head of Legal Department, Israel Innovation Authority, Israel

Keita Nishiyama

Director-General, Commerce and Information Policy Bureau, Ministry of Economy, Trade and Industry of Japan

Diana Paredes

Chief Executive Officer and Co-Founder, Suade, United Kingdom

Jayesh Ranjan

Principal Secretary, Industries and Commerce, Government of Telangana, India

Marietje Schaake

Director, International Policy, Cyber Policy Center, Stanford University, USA

David Moinina Sengeh

Minister of Basic and Senior Secondary Education of Sierra Leone

Mark Steel

Director, Regulatory Systems, Ministry of Business, Innovation and Employment of New Zealand

Hilary Sutcliffe

Director, SocietyInside, United Kingdom

Kuek Yu Chuang

Vice-President, International Business, iQIYI, Singapore

Fellow

Coco Dijia Du

Research Associate, Institute for Public Policy, The Hong Kong University of Science and Technology, Hong Kong SAR, China

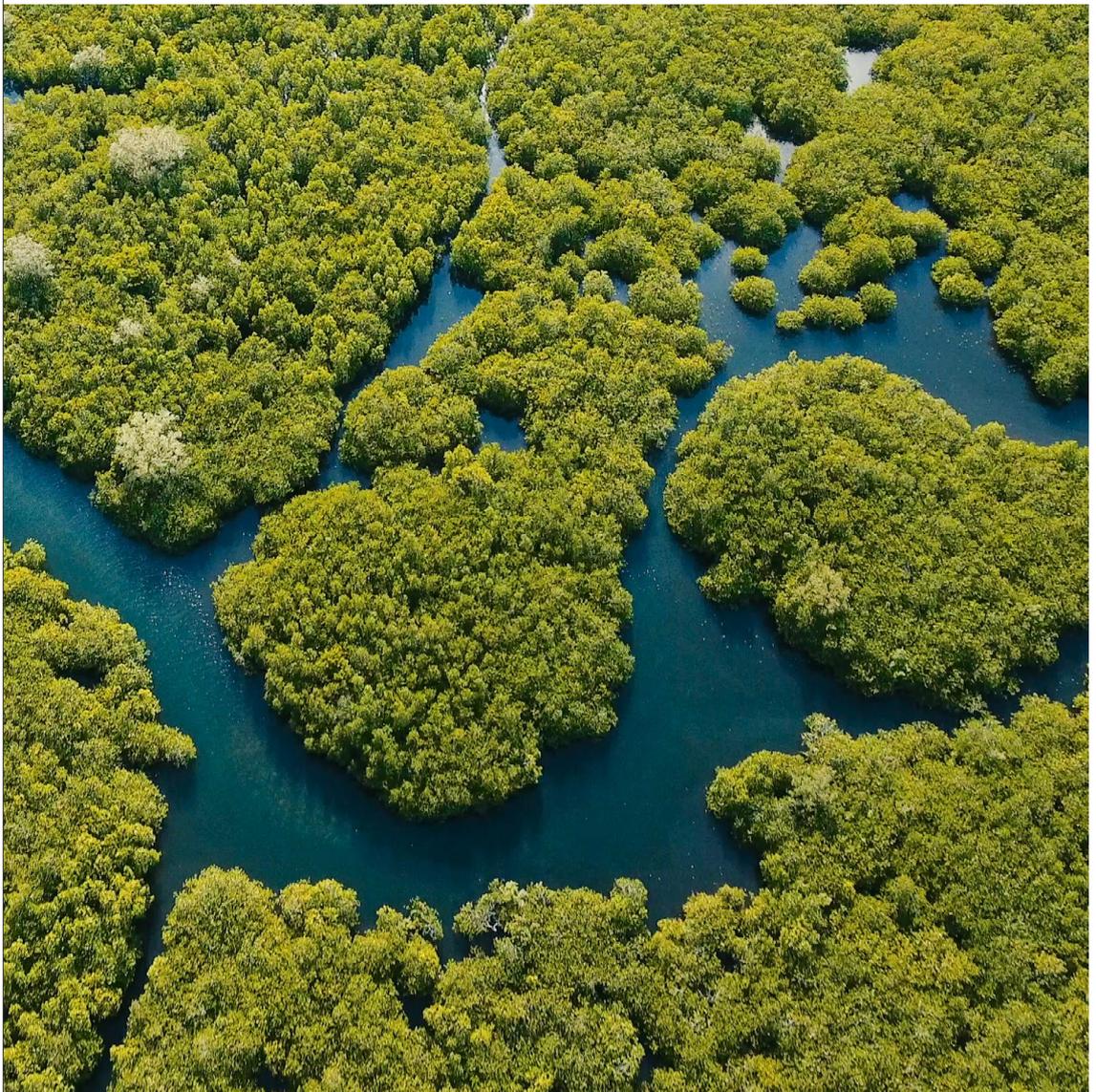
Council Manager

Kris Broekaert

C4IR Government Affairs Lead, World Economic Forum

3

Global Future Council on the Biodiversity Action Agenda



3.1 Mandate and objectives

A new agenda for the Future of Nature is taking shape ahead of the 15th Conference of the Parties (COP) of the UN Convention on Biological Diversity in Beijing in 2020, where international targets for protecting nature and biodiversity will be established. Ahead of the Beijing COP, a multistakeholder effort is required to identify related

risks and illustrate opportunities. The Global Future Council on the Biodiversity Action Agenda engaged an influential group of experts and leaders to explore these issues, catalyse a biodiversity action agenda, and join the advisory cloud for the World Economic Forum's *New Nature Economy* report.

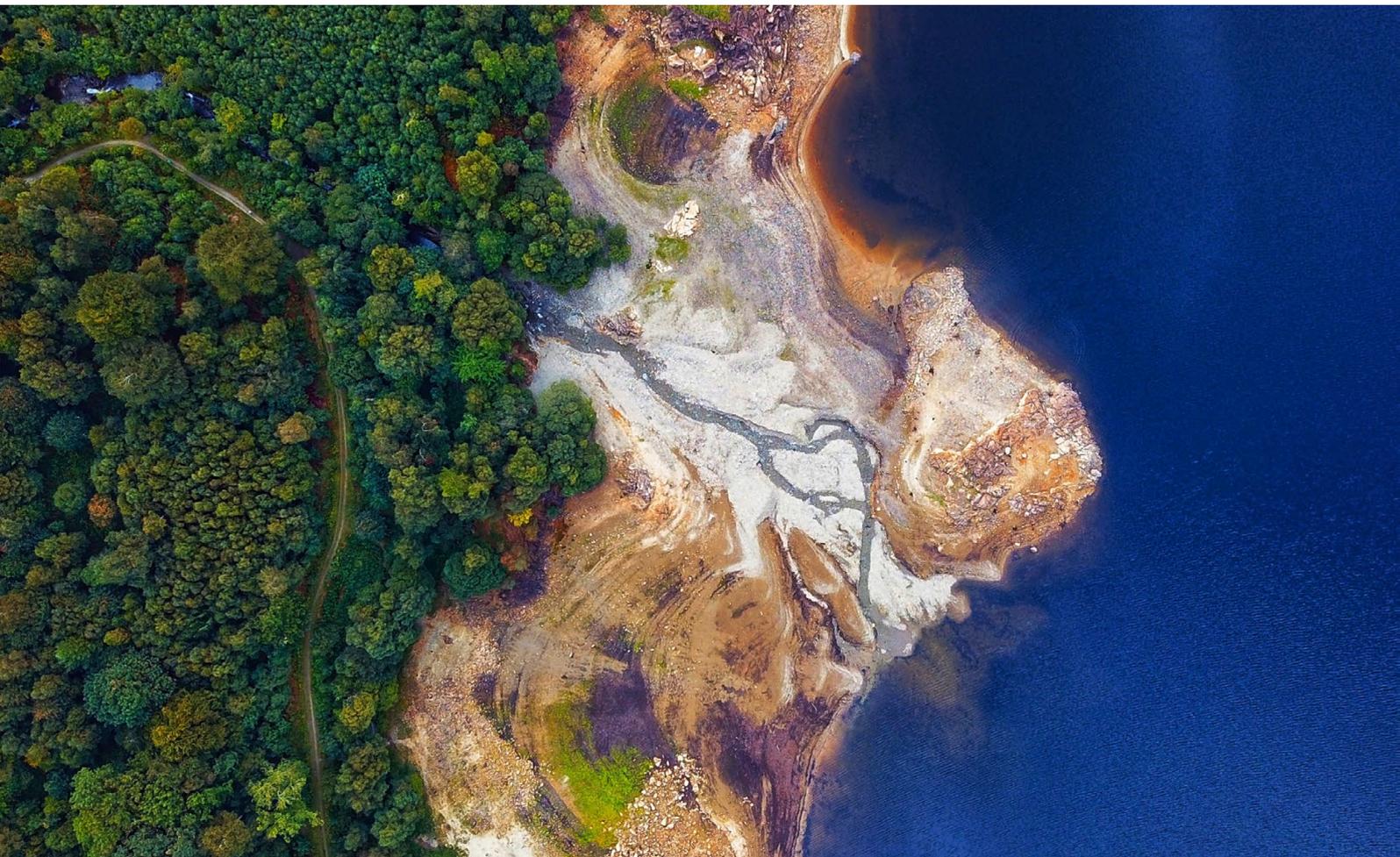
3.2 Council outputs

- Published a significant thought piece in [Nature magazine](#) on the use of carbon tax to protect tropical forests in an equitable way, bringing key insights from country experience in Costa Rica and Colombia, with ministers of both countries as co-authors
- Contributed to two of the three reports in the World Economic Forum's [New Nature Economy Report series](#):
 - [Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy](#)
 - [The Future of Nature and Business](#)
- Contributed two World Economic Forum Agenda blogs:
 - [Here's how to deliver a green recovery for the G20 economies](#) by Edward Barbier, University Distinguished Professor, Department of Economics, Colorado State University, USA
 - [The COVID-19 pandemic is not a break for nature – let's make sure there is one after the crisis](#) by Sebastian Troeng, Executive Vice-President, Field Delivery, Conservation International, Colombia; Edward Barbier, University Distinguished Professor, Department of Economics, Colorado State University, USA; and Carlos Manuel Rodriguez, Minister of Environment and Energy of Costa Rica (2018-2020)



Contributed to two reports in the New Nature Economy series

[Read here](#)



3.3 Council members

Co-Chairs

Carlos Manuel Rodríguez Echandi
Minister of Environment and Energy of Costa Rica
(2018-2020)

Members

Sheikha Salem Al Dhaheri
Secretary-General, Abu Dhabi Environment Agency,
United Arab Emirates

Seema Arora
Deputy Director-General, Confederation of Indian
Industry (CII), India

Edward Barbier
University Distinguished Professor, Department of
Economics, Colorado State University, USA

Helen Crowley
Fellow and Senior Adviser Resilient Supply Chains,
Conservation International, Australia

Dimitri de Boer
Chief Representative, China, Client Earth,
Netherlands

Fang Li
Chief Representative, China, World Resources
Institute, People's Republic of China

Cameron Hepburn
Director and Professor of Environmental Economics,
Smith School of Enterprise and the Environment
(SSEE), United Kingdom

Diane Banino Holdorf
Managing Director, Food and Nature, World
Business Council for Sustainable Development
(WBCSD), USA

Li Lin
Director
Global Policy and Advocacy, WWF International,
Netherlands

Carlos Afonso Nobre
Senior Researcher, Institute of Advanced Studies,
University of São Paulo, Brazil

Per Fredrik Ilsaas Pharo
Director, International Climate and Forest Initiative,
Norway Government, Norway

Corli Pretorius
Deputy Director, World Conservation Monitoring
Centre, UNEP United Kingdom, South Africa

Guido Schmidt-Traub
Executive Director, UN Sustainable Development
Solutions Network, Germany

Sebastian Troeng
Executive Vice-President Global Conservation,
Conservation International, Sweden

Fellow

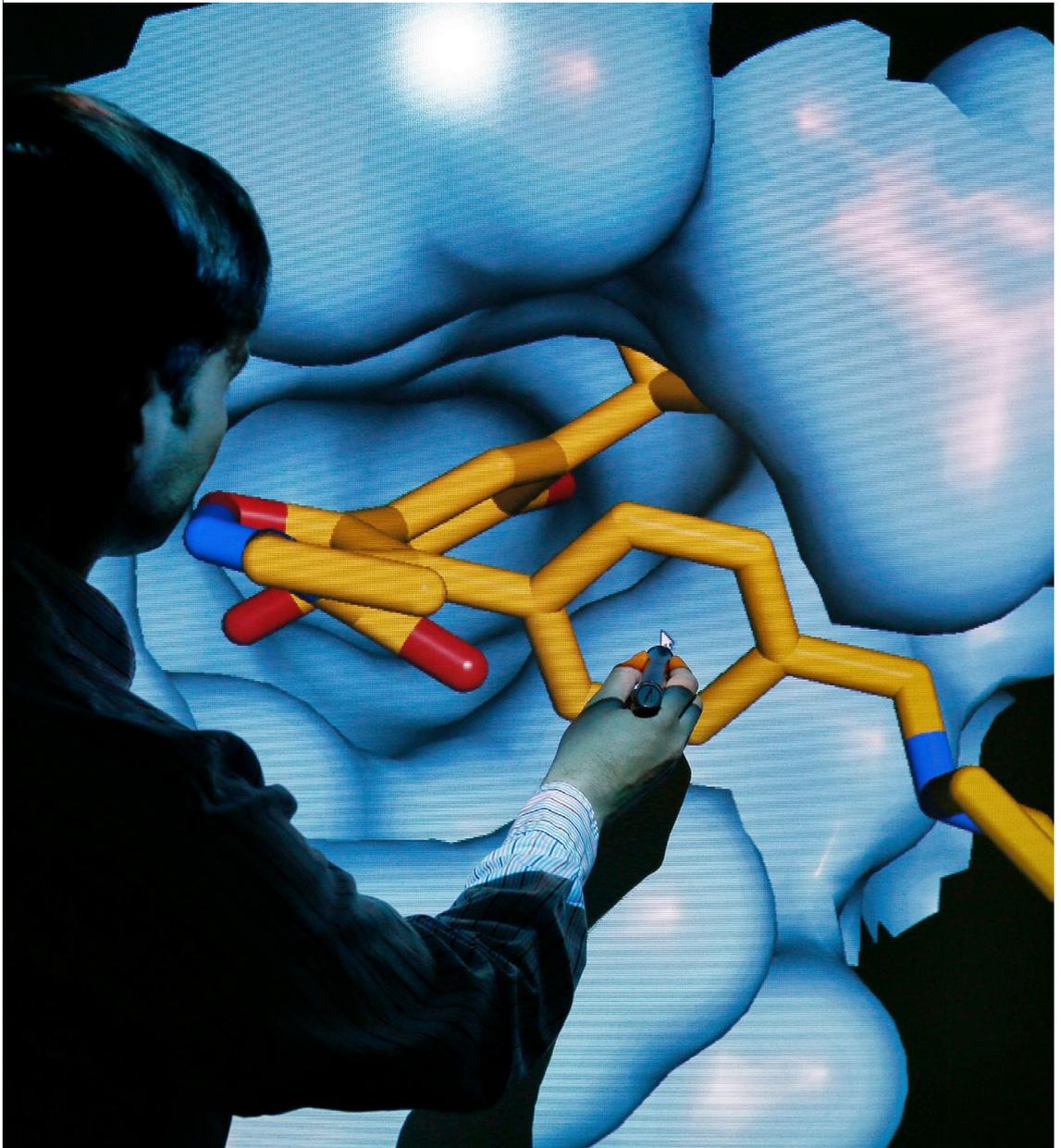
Aoife Bennett
Extraordinary Research Scholar, Universidad
Nacional Intercultural de la Amazonía, Peru

Council Manager

Akanksha Khatri
Head, Centre Strategy and Management, Centre for
Global Public Goods, World Economic Forum

4

Global Future Council on Biotechnology



4.1 Mandate and objectives

As the evolution of medical biotechnology accelerates, the scope of discussion about ethical and safety issues is migrating from the scientific community into wider society. Consumers in developed economies are increasingly active in their healthcare choices and solicited for genetically based products. Consumers in emerging economies may be sceptical of new biotechnology-

based diagnostics and treatments, given the history of medical research and economically disadvantaged populations. In this context, the Global Future Council on Biotechnology aimed to identify policy opportunities capable of accelerating new biotechnological discovery and application while guiding the dialogue with consumers about their implications.

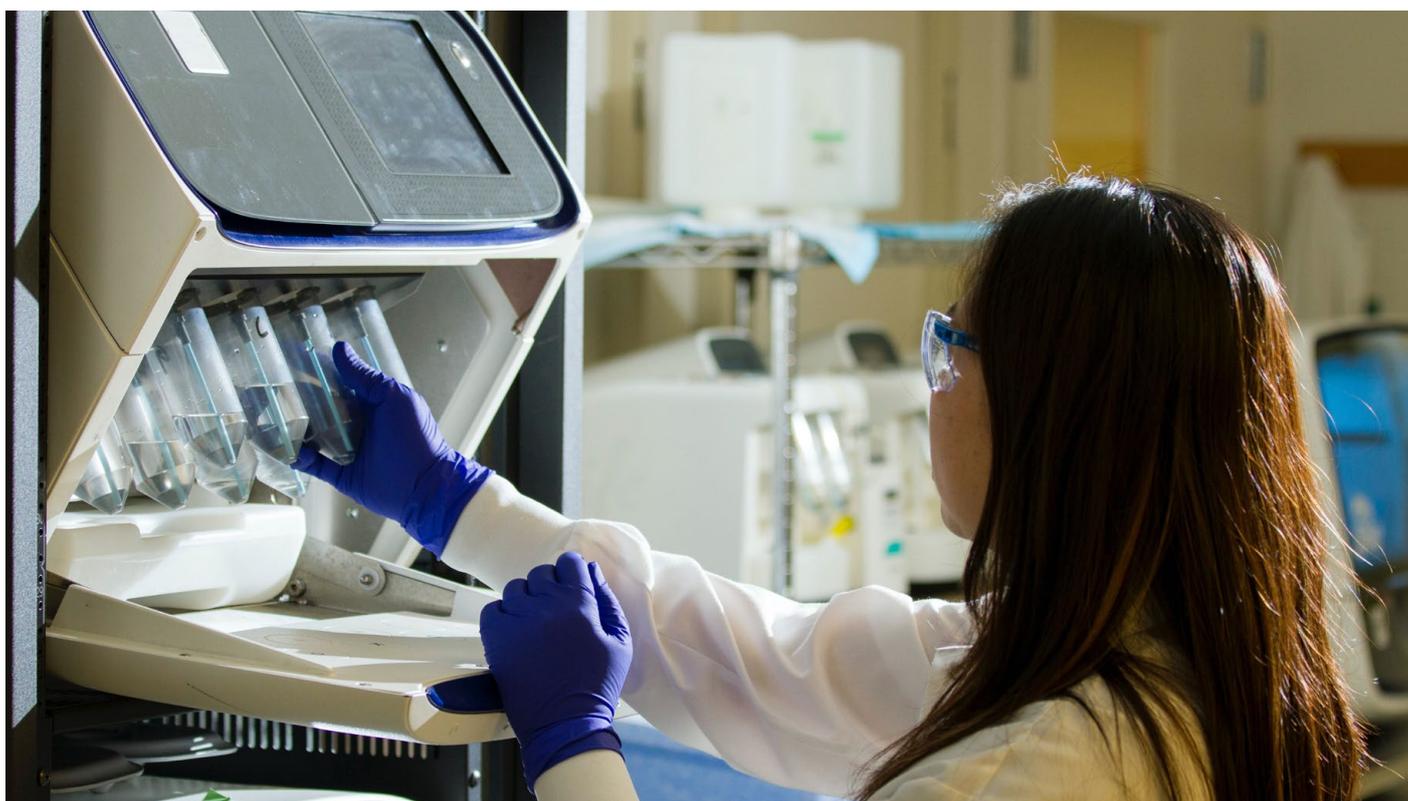
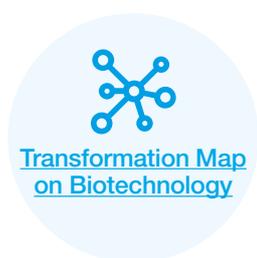
4.2 Council outputs

– Published five World Economic Forum Agenda blogs:

- [We need to talk about big data and genomics. Here's why – and how](#) and [Why it's time to bring genomics into the mainstream](#) by Anna Middleton, Professor and Head, Society and Ethics Research Group, University of Cambridge, United Kingdom; Mavis Machirori, Research Associate, Policy, Ethics and Life Sciences, Newcastle University, United Kingdom; Jenniffer Mabuka-Maroa, Consultant, The African Academy of Sciences; and Tiffany Boughtwood, Manager, Australian Genomics Health Alliance, Australia
- [These 'biofoundries' use DNA to make natural products we need](#) by Lee Sang-

Yup, Distinguished Professor and Dean, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea, et al.

- [Backcasting from a future health dystopia: 3 ways to prevent it](#) by Vaseeharan Sathiyamoorthy, Infectious Diseases Physician, Immunologist and Product Developer, Office of the Chief Scientist, World Health Organization (WHO), Geneva
- [How studying genetics and lifestyle can shape a healthier MENA region](#) by Habiba Al Alsafar, Associate Professor, Department of Biomedical Engineering, Khalifa University of Science, Technology and Research (KUSTAR), United Arab Emirates



4.3 Council members

Co-Chairs

Lee Sang-Yup

Distinguished Professor and Dean, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea

Elizabeth O'Day

Founder and Chief Executive Officer, Olaris Therapeutics, USA

Members

Habiba Al Alsafar

Associate Professor, Department of Biomedical Engineering, Khalifa University of Science, Technology and Research (KUSTAR), United Arab Emirates

Elizabeth Baca

Specialist Leader, Deloitte, USA

Tiffany Boughtwood

Manager, Australian Genomics Health Alliance, Australia

Jennifer Buechel

Director, D-Rev, USA

Arnaub Chatterjee

Senior Vice-President, Product and Ecosystem, Acorn AI, Medidata Solutions, USA

Daniel de Boer

Chief Executive Officer, ProQR Therapeutics, Netherlands

Mark Kendall

Founder and Chief Executive Officer, WearOptimo, Australia

Jennifer Kerubo Maroa

Programme Manager; Clinical Professor, Department of Global Health, University of Washington, USA

Li Zhizhong

Founder, Shiyu Children Foundation, People's Republic of China

Mavis Machiori

Research Associate, Policy, Ethics and Life Sciences, Newcastle University, United Kingdom

Anna Middleton

Professor and Head, Society and Ethics Research Group, University of Cambridge, United Kingdom

Jennifer Miller

Founder and President, Bioethics International, USA

Pam Randhawa

Chief Executive Officer and Founder, Empiriko Corporation, USA

Vaseeharan Sathiyamoorthy

Infectious Diseases Physician, Immunologist and Product Developer, Office of the Chief Scientist, World Health Organization (WHO), Geneva

Taka-Aki Sato

Director, Research and Development, Center for Precision Medicine, University of Tsukuba, Japan

Xu Xun

President, Research, BGI, People's Republic of China

Zhang Ji

Senior Vice-President, Global Head of R&D Operations (retired), Global Research, USA

Fellow

Elena Kuzmin

Postdoctoral Fellow, McGill University, Canada

Council Manager

Elissa Pritchep

Project Lead, Precision Medicine, Shaping the Future of Health and Healthcare, World Economic Forum

5

Global Future Council on China



5.1 Mandate and objectives



China will play an increasingly active role in reshaping the existing international system of trade, governance and economic development while simultaneously grappling with the local implications of the Fourth Industrial Revolution. The Global Future Council on China explored emerging models of Chinese leadership adapted to a new era of globalization. It developed case studies to illustrate how business

leaders inside and outside China can navigate this changing landscape to bring an entrepreneurial approach to solving global challenges. It also made recommendations for building trust between stakeholders – based on mutual respect and shared interest – in pursuing strategic cooperation in areas such as health research, sustainable technologies and urban development.

5.2 Council outputs



- Council member Liu Qian, Managing Director, Greater China, The Economist Group, People's Republic of China, contributed and facilitated the session Strategic Intelligence Briefing: Chinese Economy at the World Economic Forum Annual Meeting 2020: Rebalancing China's economy, developing cutting-edge products and services, and promoting local companies on the international stage are all goals included in the Chinese government's 13th Five-Year Plan; this session explored how to promote greater understanding of the Chinese economy beyond international headlines
- Pioneered and held the World Economic Forum's Beijing Office first virtual meeting in February 2020 to discuss the challenges that China faces due to COVID-19
- Held a workshop on Public Policies Handling COVID-19 with guests from Tsinghua University and the Ministry of Health of Singapore

- Contributed two World Economic Forum Agenda blogs:
 - [Everything you need to know about the coronavirus](#) by Lan Xue, Professor and Dean, Schwarzman College, Tsinghua University; Xin Li Xin, Managing Director, Caixin Global, Caixin Media; Longmei Zhang, Deputy Resident Representative for China, IMF; Han Jian, Associate Professor of Management and Co-Director, Centre on Digital Economy and Smart Enterprise and Centre on China Innovation, China Europe International Business School (CEIBS); and Qian Liu, Managing Director, Greater China, The Economist Group
 - [Coronavirus in China – insights on the impacts and opportunities for change](#) by Edward Tse, Founder and Chief Executive Officer, Gao Feng Advisory Company; Xin Li Xin, Managing Director, Caixin Global, Caixin Media, et al.



5.3 Council members

Co-Chairs

Xue Lan

Professor; Dean, Schwarzman College, Tsinghua University, People's Republic of China

Xin Li Xin

Managing Director, Caixin Global, Caixin Media, People's Republic of China

Members

Ali Obaid Al Dhaheri

Ambassador of the United Arab Emirates to the People's Republic of China

Chen Chunhua

Professor; Dean, Beijing International MBA (BiMBA), National School of Development, Peking University, People's Republic of China

Chen Yangqiu

President, Hitachi (China) Research & Development Corporation, People's Republic of China

Fan Ling

Founder and Chief Executive Officer, Tezign, People's Republic of China

Gao Hao

Director, National Institute of Financial Research (NIFR) Global Family Business Research Center, Tsinghua University, People's Republic of China

Han Jian

Professor of Management; Co-Director, Centre on Digital Economy and Smart Enterprise and Centre on China Innovation, China Europe International Business School (CEIBS), People's Republic of China

Hao Jingfang

Founder, Fangjing Culture Studio (Beijing), People's Republic of China

Charles Hayes

Executive Managing Director, Asia; Partner, IDEO, People's Republic of China

Jon Liao Jianwen

Chief Strategy Officer, JD.COM, USA

Liu Qian

Managing Director, Greater China, The Economist Group, People's Republic of China

Liu Xiao

Chief Partner, Beijing Vanke Co., People's Republic of China

Liu Ying

Associate Professor, Peking University, People's Republic of China

Annabelle Yu Long

Chief Executive Officer, Bertelsmann China Corporate Center, People's Republic of China

Ma Jun

Director, Institute of Public and Environmental Affairs, People's Republic of China

Kishore Mahbubani

Distinguished Fellow, Asia Research Institute, National University of Singapore, Singapore

Tian Wei

Host, World Insight with Tian Wei, China Global Television Network, People's Republic of China

Edward Tse

Founder and Chief Executive Officer, Gao Feng Advisory Company, Hong Kong SAR, China

Xu Lin

Counsellor to the State Council, Counsellors' Office of the State Council, People's Republic of China

Smilla Yuan

Chief Executive Officer, Greater China, Willis Towers Watson, People's Republic of China

Yuan Jiakai

Vice-President and Chief Representative, China, United Way Worldwide, People's Republic of China

Zeng Yi

Professor; Deputy Director, Research Center for Brain Inspired Intelligence, Chinese Academy of Sciences, People's Republic of China

Zhang Longmei

Deputy Resident Representative for China, International Monetary Fund, People's Republic of China

Fellow

Lucy Tong

Global Shaper, Beijing Hub, People's Republic of China

Council Manager

Yajun Zhang

Head of Programming, China and East Asia, World Economic Forum

6

Global Future Council on Cities and Urbanization



6.1 Mandate and objectives

“ Enabled cities, business and civil society to work together to rethink the future of cities and the global trends resulting from COVID-19

The Global Future Council on Cities and Urbanization is dedicated to promoting innovative thinking to shape a sustainable and inclusive future for cities around the world. The council has been seeking to assist cities to become low carbon by 2050 by identifying best practice solutions that cities can employ to create low-carbon cities, but also with added co-benefits in terms of health and inclusion.

Since the onset of the COVID-19 crisis, the council expanded their work to having weekly meetings to enable cities to share the current situation in their

city, the response, the progress, the struggles, where help is sought, and their strategy to ease lockdown and post COVID-19. It also enabled businesses, international organizations and civil society to advise of the initiatives they have developed to assist cities. In addition, it has now enabled cities, business and civil society to work together to rethink the future of cities and the global trends resulting from COVID-19 that will require cities to transform and adapt. They also opened these sessions up to guest city presenters and guest observers.

6.2 Council outputs

- Council Co-Chair Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA, contributed and facilitated the session Strategic Intelligence Briefing: Low-Carbon Cities at the World Economic Forum Annual Meeting 2020: More than 100 cities have committed to reducing their greenhouse gas emissions from urban buildings, materials, transport and waste by around 90% by 2050; this session explored how innovation and technology can help cities achieve their low-carbon targets
- Hosted two webinars:
 - The [Helsinki Energy Challenge](#) that featured Jan Vapaavuori, Mayor of Helsinki, Finland, discussing the global €1 million challenge competition to decarbonise the heating of Helsinki using as little biomass as possible
 - The [Connected Units for Respiratory Ailments \(CURA\)](#) that featured Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA, discussed CURA, an open source design for emergency COVID-19 hospitals; it uses repurposed shipping containers to create plug-in intensive-care units (ICU) with biocontainment through negative pressure; each pod acts as an autonomous unit that can be shipped globally, capable of instant installation in multiple configurations
- Since March 2020 the council hosted 15 weekly calls to enable [cities to share their experiences in relation to COVID-19 and understand the supports being offered by international organizations, business, academia and civil society](#); in addition, the council worked together to rethink cities post-COVID-19. The following

council members and invited guests presented at the weekly calls:

- Robert Adams, Director, City Design and Projects, City of Melbourne, Australia, et al., provided an overview of [global trends impacting cities, the 6 trends Melbourne believes will impact their city](#), and the scenarios they are testing to determine how to transform and adapt their city
- Greg Clark, Senior Adviser Future Cities & New Industries, HSBC Holdings, United Kingdom, reviewed [HSBC's analysis of the impact of COVID-19 on industrial sectors and public finances](#) and explored seven imperatives from the pandemic that could have far-reaching impacts on cities and urban economics
- Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC, presented the [World Bank's COVID-19 response and the Future of Cities](#), with a focus on city resilience
- Marvin Rees, Mayor of Bristol, United Kingdom, provided a presentation on [Rebuilding a more inclusive, sustainable and green city](#)
- Ger Baron, Chief Technology Officer, City of Amsterdam, Netherlands, provided a presentation on [The Digital City Post Coronavirus](#)
- Amit Midha, President, Asia-Pacific and Japan, Dell Technologies, Singapore, provided a presentation on [Accelerating the Cities of the Future](#)



Hosted 15 weekly calls to enable cities to share their COVID-19 experiences

28

World Economic
Forum agenda
blogs published

- Fernando Straface, Secretary-General, City of Buenos Aires, Argentina, presented their [COVID-19 response and urban challenges ahead](#)
- Maimunah Mohd Sharif, Undersecretary-General of the United Nations; Executive Director, UN Habitat, Nairobi, on [The Future State of Cities in a World with Pandemics](#)
- Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA, provided a presentation on [Reimagining the Office](#)
- Chris Marlin, President, Lennar International, Lennar Corporation, USA, provided a presentation on [The Future of Real Estate](#), with a focus on residential development
- Jeremy Kelly, Lead Director, Global Cities Research, JLL, United Kingdom, provided a presentation on [City Futures and the Real Estate](#)
- David Miller, Director of International Diplomacy, C40 Cities Climate Leadership Group, United Kingdom, and Mayor of Toronto (2003-2010), provided an overview of the [C40 Mayors Agenda for a Green and Just Recovery](#)
- Jose Siri, Senior Lead, Our Planet, Our Health (OPOH), Wellcome Trust, United Kingdom, provided an overview on their [One Planet One Health programme](#) in cities
- Published a community paper on 25 examples of smart city projects titled [Smart at Scale: Cities to Watch](#)
- Published 28 World Economic Forum Agenda blogs:
 - [Why the cities of the future are 'cellular'](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
 - [Why your next car is a bike](#) by Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA and Ida Auken, Member of Parliament of Denmark (Folketinget)
 - [Inclusión radical: un nuevo paradigma urbano](#) by Victor Pineda, President, World Enabled, USA, et al.
 - [Face à la montée des risques climatiques et de catastrophes, nous devons redoubler d'efforts pour déployer des infrastructures résilientes](#) by Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC, et al.
 - [Cities must show 'environmental resilience' to attract investment in real estate](#) by Jeremy Kelly, Research Director, JLL, United Kingdom, et al.
 - [This is the ever-changing state of the world's top cities](#) by Jeremy Kelly, Research Director, JLL, United Kingdom
 - [Look to cities, not nation-states, to solve our biggest challenges](#) by Robert Muggah, Director, Igarapé Institute, Brazil
 - [Here's how technology is tackling inclusion issues in smart cities and COVID-19: How we can build back sustainable and healthier cities](#) by Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC
 - [How reducing inequality will make our cities safer](#) by Robert Muggah, Director, Igarapé Institute, Brazil; and Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC
 - [Coronavirus hasn't killed the city. Here's why](#) by Robert Muggah, Director, Igarapé Institute, Brazil; and Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC, et al.
 - [How cities around the world are handling COVID-19 - and why we need to measure their preparedness](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
 - [Cooperation is the key to improving urban transportation - just ask Amsterdam](#) by Ger Baron Chief Technology Officer, Government of Amsterdam, et al.
 - [We urgently need major cooperation on global security in the COVID-19 era](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
 - [Migrants and mayors are the unsung heroes of COVID-19. Here's why](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
 - [Cities are especially vulnerable to COVID-19. These organizations are leading the urban response](#) by Alice Charles, Project Lead, Cities, Infrastructure and Urban Services Platform, World Economic Forum; and Joseph Losavio, Community Specialist, Infrastructure and Development Initiatives, World Economic Forum



Transformation Map on Cities and Urbanization

- [What Helsinki can teach the world's cities about dealing with the coronavirus crisis](#) by Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC; and Jan Vapaavuori, Mayor of Helsinki, Finland
- [The World Bank predicts areas most at risk to coronavirus](#) by Sameh Wahba, Global Director, Urban, Disaster Risk Management, Resilience and Land, World Bank Group, Washington DC, et al.
- [This is how cities in the Global South can fight COVID-19 most effectively](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
- [COVID-19 will hit the developing world's cities hardest. Here's why](#) by Robert Muggah, Director, Igarapé Institute, Brazil, et al.
- [The heating challenge cities must solve to fight global warming](#) by Jan Vapaavuori, Mayor of Helsinki, Finland
- [New York's plan to become a fairer city after COVID-19](#) by Penny Abeywardena, Commissioner for International Affairs, Mayor's Office, City of New York, USA
- [How COVID-19 will change the way we design our homes](#) by Chris Marlin, President, Lennar International, Lennar Corporation, USA
- [Réinventer le bureau](#) by Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA
- [Why it's crucial we redefine the workplace in the wake of the pandemic](#) by Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA
- [The COVID-19 recovery can be the vaccine for climate change](#) by Jose Siri, Senior Lead, Our Planet, Our Health (OPOH), Wellcome Trust, United Kingdom, et al.
- [COVID-19: How open data can help us beat the pandemic](#) by Fernando Straface, Secretary-General, City of Buenos Aires, Argentina
- [We need more urban innovation projects like the 'Google City'. This is why](#) by Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA



6.3 Council members

Co-Chairs

Penny Abeywardena

Commissioner for International Affairs, Mayor's Office, City of New York, USA

Carlo Ratti

Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA

Members

Reuben Abraham

Chief Executive Officer and Senior Fellow, IDFC Institute, India

Robert Adams

Director, City Design and Projects, City of Melbourne, Australia

Yvonne Aki-Sawyerr

Mayor of Freetown, Sierra Leone

Dawood Abdulrahman AlHajiri

Director-General, Dubai Municipality, United Arab Emirates

James Anderson

Head of Government Innovation, Bloomberg Philanthropies, USA

Ger Baron

Chief Technology Officer, Government of Amsterdam, Netherlands

Eugenie Ladner Birch

Nussdorf Professor and Co-Director, Penn Institute for Urban Research, University of Pennsylvania, USA

Chan Heng Chee

Chairman, Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology and Design, Singapore

Greg Clark

Senior Adviser Future Cities & New Industries, HSBC Holdings, United Kingdom

Hazem Galal

Global Leader, Cities and Local Government, PwC, United Arab Emirates

Tatiana Gallego-Lizon

Division Chief, Housing and Urban Development, The Inter-American Development Bank, Washington DC

Miguel Gamiño

Executive Vice-President, Global Cities, Mastercard, USA

Susan Goeransson

Director, Infrastructure Europe, Sustainable Infrastructure Group, European Bank for Reconstruction and Development (EBRD), London

Diane Hoskins

Co-Chief Executive Officer, Gensler, USA

Lamia Kamal-Chaoui

Director, OECD Centre for Entrepreneurship, SMEs, Regions and Cities, Organisation for Economic Co-operation and Development (OECD), Paris

Jeremy Kelly

Director, Global Research, JLL, United Kingdom

Chris Marlin

President, Lennar International, Lennar Corporation, USA

Amit Midha

President, Asia-Pacific and Japan, Dell Technologies, Singapore

David Miller

Director International Diplomacy, C40 Cities Climate Leadership Group, United Kingdom

Maimunah Mohd Sharif

Undersecretary-General of the United Nations; Executive Director, UN Habitat, Nairobi

Robert Muggah

Director, Igarapé Institute, Brazil

Amadou Oumarou

Director, Infrastructure and Urban Development, African Development Bank (AfDB), Côte d'Ivoire

Victor Pineda

President, World Enabled, USA

Jose Siri

Senior Lead, Our Planet, Our Health (OPOH), Wellcome Trust, United Kingdom

Fernando Straface

Secretary-General, City of Buenos Aires, Argentina

Soichiro Takashima

Mayor of Fukuoka, Japan

Jan Vapaavuori

Mayor of Helsinki, Finland

Dagmar Vogel

Head, Infrastructure Financing Division, State Secretariat for Economic Affairs (SECO), Switzerland

Sameh Wahba

Global Director, Urban, Disaster Risk Management,
Resilience and Land, World Bank Group,
Washington DC

Zhang Yongsheng

Deputy Director-General, Development Research
Center of the State Council (DRC), People's
Republic of China

Fellow**Filip Biljecki**

Assistant Professor, Geographical Information
Science, National University of Singapore

Council Manager**Alice Charles**

Project Lead, Cities, Infrastructure and Urban
Services Platform, World Economic Forum



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Global Future Council on Consumption



7.1 | Mandate and objectives



[Transformation Map on the Future of Consumption](#)

The 2019-2020 Global Future Council on Consumption focused on the role of consumer data in shaping the opportunities and risks that lie ahead for the future of consumption. The council focused on developing a deeper understanding of the role of consumer data as an enabler in the creation of new models of responsible consumption that are more sustainable, equitable and trustworthy. The council

explored public-private consumer data collaboration for the common good, leveraging the principles shared in the World Economic Forum's Data Collaboration for the Common Good report as well as data-sharing thought leadership from consumer data standards organizations, government regulators and the private sector.

7.2 | Council outputs

- Published two World Economic Forum Agenda blogs:
 - [COVID-19: It's time to rethink where, how and why we work](#) by Oliver Wright, Managing Director, Strategy, Consumer Goods and Services, Accenture, United Kingdom, and Zara Ingilizian, Head of

Shaping the Future of Consumption;
Member of the Executive Committee, World Economic Forum

- [Closing the trust gap: how responsible data use can accelerate a sustainable society](#) by JoAnn Stonier, Chief Data Officer, Mastercard, USA



7.3 Council members

Co-Chairs

Paul Hunyor

Partner; Managing Director; Head, Digital Ventures, Asia, BCG Digital Ventures, Australia

Amie Stepanovich

Executive Director, Silicon Flatirons, University of Colorado, Boulder, USA

Members

Joe Abi Akl

Chief Corporate Development Officer, Majid Al Futtaim Holding, United Arab Emirates

Ahmad Al Falasi

Executive Director, Group Operations, Emaar Properties, United Arab Emirates

Ahmad Hassan Al Zaabi

Director, Consumer Protection, Dubai Economy, Government of Dubai, United Arab Emirates

Miguel Burger-Calderon

Co-Founder and President, Ethyca, USA

Alan Butler

Senior Counsel, Electronic Privacy Information Center (EPIC); Adjunct Professor, Georgetown University Law Center, USA

Sean Flaherty

Vice-President, Global Retail and e-Commerce Strategy, UPS, USA

Stephan Gans

Chief Insights and Analytics Officer, PepsiCo, USA

Robb Henzi

Vice-President; Head of Growth Strategy, Sparks and Honey, Omnicom Group, USA

Lucie Krahlcova

Asia Policy Analyst, Access Now, Australia

Faiza Lahlou

Vice-President, Communications, Europe, Procter & Gamble Europe, Switzerland

Barbara Martin Coppola

Chief Digital Officer, Ingka Group (IKEA), Netherlands

David Mattin

Global Head, Trends and Insights, TrendWatching, United Kingdom

Ali Mostashari

Chief Executive Officer and Co-Founder, LifeNome, USA

Kristina Rogers

Leader, Global Consumer Industries; Partner, EY, USA

JoAnn Stonier

Chief Data Officer, Mastercard, USA

Jeni Tennison

Chief Executive Officer, Open Data Institute, United Kingdom

Stefaan Verhulst

Chief Research and Development Officer, The Governance Lab at NYU, USA

Oliver Wright

Managing Director, Strategy, Consumer Goods and Services, Accenture, United Kingdom

Fellow

Anne Scherer

Assistant Professor of Quantitative Marketing, University of Zurich, Switzerland

Council Manager

Andrew Moose

Head of Retail, Consumer, and Lifestyle Industries, World Economic Forum

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Global Future Council on Cybersecurity



8.1 Mandate and objectives

Digital transformation plays an instrumental role in enabling innovation and prosperity globally in the Fourth Industrial Revolution. A major obstacle to society's continued path to development are the ever-increasing cyberattacks carried out by malicious actors taking advantage of a borderless playing field, and the challenges to digital trust that this represents. Enhancing collaboration between public- and private-sector partners, civil

society and academia is of paramount importance to counterbalance the trend. The Global Future Council on Cybersecurity drew a comprehensive picture of the cybersecurity and digital trust landscape, developed cybersecurity and resilience as a key element of executive decision-making, and provided expert input to the World Economic Forum's Platform for Shaping the Future of Cybersecurity and Digital Trust.

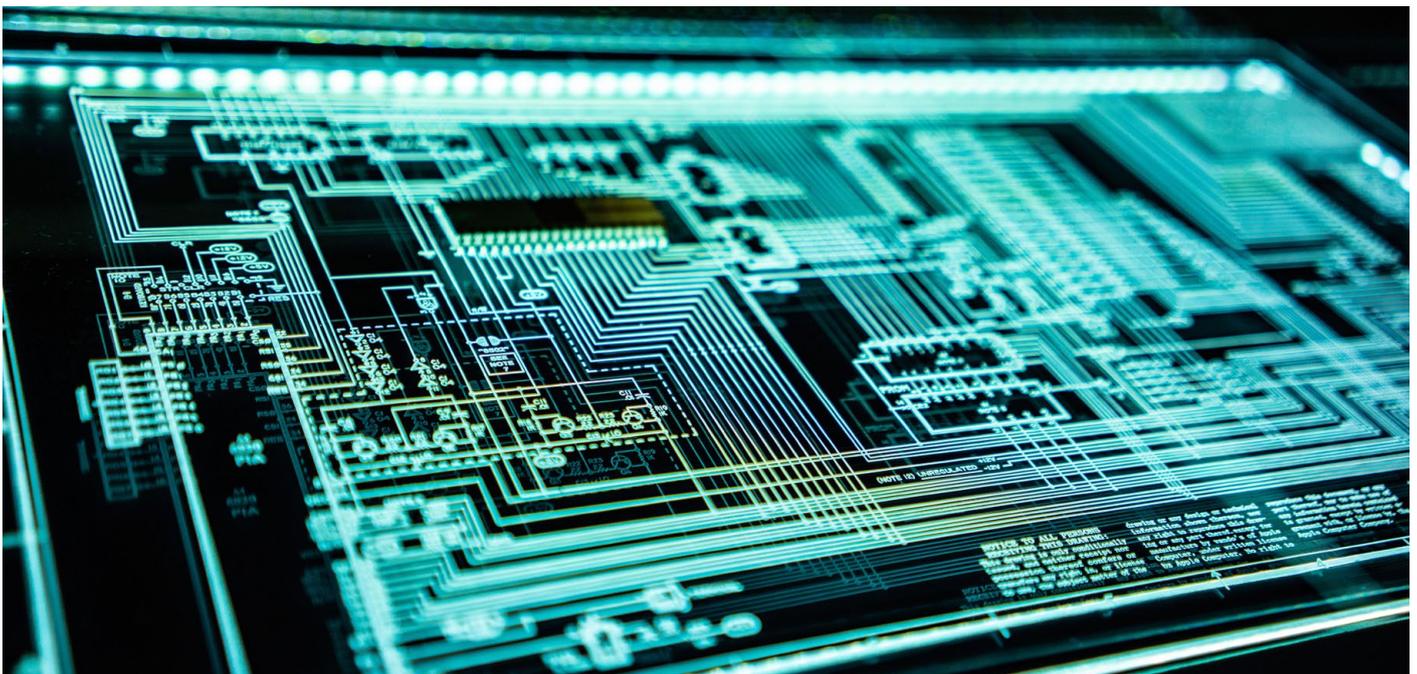
8.2 Council outputs



Published one community report on [Cybersecurity and Information Sharing 2.0](#)

[Read here](#)

- Published one community report on [Cybersecurity and Information Sharing 2.0](#) on identifying barriers and challenges to cybersecurity information-sharing and making key recommendations for action by the security community leveraging next-generation technologies, including artificial intelligence and privacy-enhancing technology.
- Contributed four World Economic Forum Agenda blogs:
 - [Cyber resilience is critical for organizations' survival. Thoughtful reporting can help build it](#) by Maya Bundt, Head, Cyber and Digital Solutions, Swiss Reinsurance Company, Switzerland, et al.
 - [How do we beat COVID-19 cybercrime? By working together](#) by Amy Hogan-Burney, General Manager, Digital Crimes Unit; Associate General Counsel, Microsoft, USA, et al.
 - [3 ways governments can address cybersecurity in the post-pandemic world](#) by Belisario Contreras, Manager, Cyber Security Programme, Organization of American States (OAS), Washington DC
 - [COVID-19 has disrupted cybersecurity, too – here's how businesses can decrease their risk](#) by Maninder Singh Narang, Corporate Vice-President, HCL Technologies, India, et al.
- Co-Chair Laura Deaner, Global Chief Information Security Officer, S&P Global, USA, participated as a panellist in two official sessions of the World Economic Forum Annual Meeting 2020 on [Global Cybersecurity Outlook](#) and [Digital Safety for Youth](#)



8.3 Council members

Co-Chairs

Belisario Contreras

Manager, Cyber Security Programme, Organization of American States (OAS), Washington DC

Laura Deaner

Global Chief Information Security Officer, S&P Global, USA

Members

Izabela Albrycht

Chair, Kosciuszko Institute, Poland

Mohammad Hamad AlKuwaiti

Executive Director, National Electronic Security Authority, Dubai Electricity and Water Authority (DEWA), United Arab Emirates

Walter Bohmayr

Global Head, Cybersecurity and Information Technology Risk Management; Managing Director and Senior Partner, Boston Consulting Group, Austria

Maya Bundt

Head, Cyber and Digital Solutions, Swiss Reinsurance Company, Switzerland

Gabi Dreo Rodosek

Executive Director, Research Institute CODE, Bundeswehr Universität München, Germany

Jamil Farshchi

Chief Information Security Officer, Equifax, USA

Amy Hogan-Burney

General Manager, Digital Crimes Unit; Associate General Counsel, Microsoft, USA

Andrew Howard

Senior Vice-President; Chief Executive Officer, Kudelski Security, USA

Paula Ingabire

Minister of Information Communication Technology and Innovation of Rwanda

Elizabeth Joyce

Senior Vice-President and Chief Information Security Officer, Hewlett Packard Enterprise, USA

Lang Ping

Deputy Head, Department of International Politics, Chinese Academy of Social Sciences (CASS), People's Republic of China

Jason Mallinder

Deputy Chief Information Security Officer; Global Head, Information Security, Credit Suisse, United Kingdom

John Nai

Chief Information Security Officer, PayPal, USA

Maninder Singh Narang

Corporate Vice-President, HCL Technologies, India

Neal Pollard

Chief Information Security Officer, UBS, Switzerland

Seamus Tuohy

Director, Information Security, Human Rights Watch, USA

Elly van den Heuvel

Director, Netherlands Cyber Security Council (CSR), Ministry of Security and Justice of the Netherlands

Fellow

Giulia Fanti

Assistant Professor of Electrical and Computer Engineering, Carnegie Mellon University, USA

Council Managers

Nayia Barmaliou

Head of Public Policy and Initiatives, Centre for Cybersecurity, World Economic Forum

William Dixon

Head of Future Networks and Technology, Centre for Cybersecurity, World Economic Forum

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Global Future Council on Development Finance



9.1 Mandate and objectives

\$2.5T



Annual estimated investment requirement in global development financing

The gap in global development financing is significant, with an annual estimated investment requirement of \$2.5 trillion. In particular, traditional bilateral and multilateral government-to-government sources of development finance alone cannot meet the financing needs of the UN Sustainable Development Goals (SDGs). The financing gap is most acute for small and vulnerable states, which have the most difficulty attracting commercial investment and remain most reliant on government-financed development assistance. This is illustrated by the fact that between 2012 and 2015, only 7% of the \$81 billion in private finance mobilized for development went to least developed countries (LDCs).

The opportunity to mobilize private finance to support the SDGs in developing countries exists, but investors and conventional development partners lack the tools and coordination to cooperate effectively at scale. A pivot from “funding” to “financing” to mobilize capital for the SDGs is necessary. This entails a transition from heavily relying on ODA and public funds when investing in sustainable development to systematically consider

all the sources of capital that could be deployed – a mix of public, private, domestic and international finance to strategically enable a high-impact pipeline of projects that advance the SDGs at a national level. However, in a global context of trade tensions, skyrocketing levels of debt and declining economic growth forecasts, collective action across the private and public sectors will be needed to unlock the capital necessary to achieve the 2030 Agenda.

The Global Future Council on Development Finance explored a strategy to help close the SDG funding gap based on three pillars:

- Supply-side measures to create more effective financing platforms to attract private investors
- Demand-side initiatives such as Country Financing Roadmaps to create the conditions for capital to flow
- The connection between supply and demand by working with intermediaries to address market failures

9.2 Council outputs

- Held a Strategic Intelligence Webinar on [Development Finance During COVID-19](#). It featured Charlotte Petri Gornitzka, Deputy Executive Director, UNICEF, New York; and Gavin E.R. Wilson, Commissioner, Business and Sustainable Development Commission, United Kingdom, to describe how the international community mobilizes to support developing countries during COVID-19 and address the negative impact of the pandemic on the development finance ecosystem
- Informed the activities of the Sustainable Development Investment Partnership (SDIP) by:
 - Promoting thought leadership by engaging in the Country Financing Roadmap initiative in Saint Lucia and Ghana, to identify the key bottlenecks preventing the countries from mobilizing capital for the SDGs, exacerbated in the context of the pandemic
 - Contributing to shaping the narrative on the Great Reset of Development Finance by collaborating with members of SDIP at its Annual Meeting
- Published three World Economic Forum Agenda blogs:
 - [Charting the course for SDG financing in the decade of delivery](#) by Charlotte Petri Gornitzka, Deputy Executive Director, United Nations Children’s Fund (UNICEF), New York; and Gavin E.R. Wilson Commissioner, Business and Sustainable Development Commission, United Kingdom
 - [What small island nations – like Saint Lucia – need to survive and thrive in the post-pandemic world](#) by Thierry Déau, Chief Executive Officer, Meridiam, France, et al.
 - [Why sustainable infrastructure is a key part of rebuilding the post-COVID economy](#) by Thierry Déau, Chief Executive Officer, Meridiam, France

9.3 Council members

Co-Chairs

Charlotte Petri Gornitzka

Deputy Executive Director, United Nations Children's Fund (UNICEF), New York

Gavin E.R. Wilson

Commissioner, Business and Sustainable Development Commission, United Kingdom

Members

Runa Alam

Chief Executive Officer and Co-Founder, Development Partners International, United Kingdom

Caroline Anstey

President and Chief Executive Officer, Pact, USA

Marc-André Blanchard

Ambassador and Permanent Representative of Canada to the United Nations

Thierry Déau

Chief Executive Officer, Meridiam, France

Christian O. Deseglise

Global Co-Sponsor, Sustainable Finance; Global Head, Central Banks, HSBC Holdings, USA

Karin Finkelston

Vice-President, Partnerships, Communications and Outreach, International Finance Corporation (IFC), Washington DC

Elliott Harris

Assistant Secretary-General for Economic Development; Chief Economist, Department of Economic and Social Affairs (DESA), United Nations, New York

Martin Bille Hermann

Ambassador, Permanent Representative of Denmark to the United Nations, New York

Donald Perry Kanak

Chairman, Eastspring Investments, Hong Kong SAR, China

Paul Lamontagne

Managing Director, FinDev Canada

Nancy Lee

Senior Policy Fellow, Center for Global Development, USA

Li Daokui

Director-General and Chief Economist, New Development Bank, People's Republic of China

Kimberly Louis

First Secretary, Permanent Mission of Saint Lucia (NY), USA

Astrid Manroth

Director Finance Strategy, European Climate Foundation, Netherlands

Susanna Moorehead

Chair, Development Assistance Committee, Organisation for Economic Co-operation and Development, Paris

Cherie Nursalim

Vice-Chairman, Giti Group, People's Republic of China

Ramesh Subramaniam

Director-General, South-East Asia Department, Asian Development Bank, Manila

Mohan Vivekanandan

Group Executive, Origination and Client Coverage, Development Bank of Southern Africa, South Africa

Joachim von Amsberg

Vice-President, Policy and Strategy, Asian Infrastructure Investment Bank (AIIB), People's Republic of China

Wendy Woods

Vice-Chairman, Social Impact; Managing Director and Senior Partner, Boston Consulting Group, USA

Fellows

Fatima Al Naqbi

Chief Innovation Officer, Ministry of Finance of the United Arab Emirates

Austin Strange

PhD Candidate in Government, Harvard University, USA

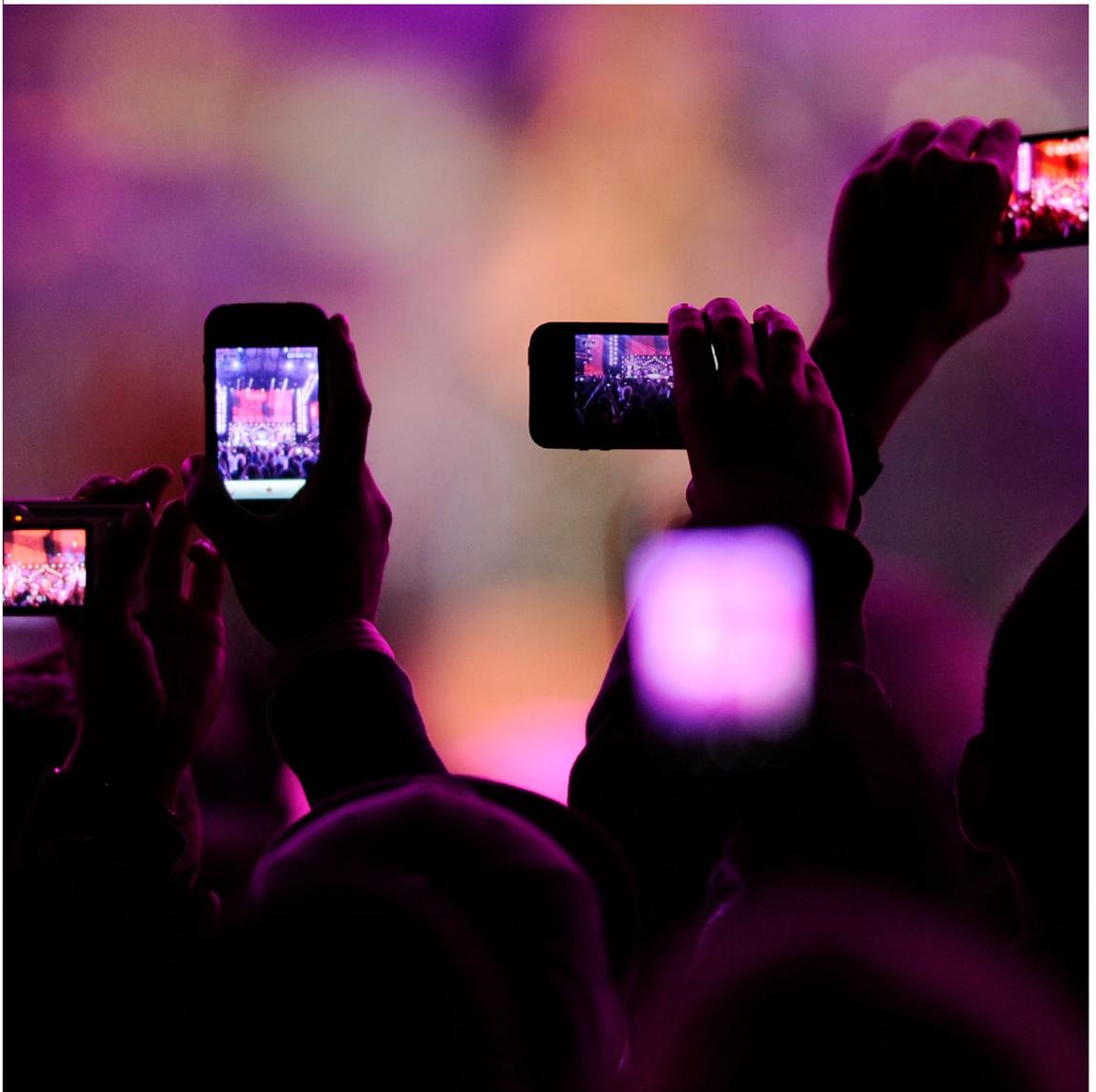
Council Manager

Manuela Stefania Fulga

Sustainable Development Investment Partnership (SDIP) Specialist, World Economic Forum

10

Global Future Council on Digital Economy and New Value Creation



10.1 Mandate and objectives

“ An estimated 60-70% of new value created in the economy over the next decade will be based on digitally enabled platforms.

The Fourth Industrial Revolution is driving transformational disruption at all levels of society. An estimated 60-70% of new value created in the economy over the next decade will be based on digitally enabled platforms. About 50% of the world's population does not participate in the digital economy at all – and growth in internet adoption is slowing. Companies need to reimagine how to create, distribute and capture value in this new environment. Closing digital divides is not only conducive to economic growth for all sectors, but also critical for social and political stability in the decade ahead.

The Forum's platform on Digital Economy and New Value Creation works with over 1,000 executives, experts, policy-makers, civil society

leaders and academics to create new frameworks for disrupting traditional business, investment and innovation models, and to create sustainable value for an inclusive economy. Themes include digital stewardship, shaping new value pools and emergent industries, rethinking business models and business fundamentals, building new ecosystems, creating sustainable value from data, investing for digital inclusion and assessing the disruptive impact of new technologies such as 5G and AI.

The Global Future Council acted as an advisory body for the platform, helped identify key trends and future topics and supported its efforts to drive collaboration among key players.

10.2 Council outputs

- Contributed to the World Economic Forum's report [Digital Transformation: Powering the Great Reset](#)
 - Contributed to the World Economic Forum's report [New Paradigm for Business of Data](#)
 - Contributed to the World Economic Forum's report [Reimagining Digital Identity: A Strategic Imperative](#)
 - Supported the design of digital identity collaborative pilots to be advanced by Smart Africa in 2020-2021
 - Contributed to the Forum's Transformation Maps [Digital Economy and New Value Creation](#) and [The Digital Transformation of Business](#)
 - Contributed to sessions on data, digital business transformation, digital inclusion, digital identity and digital-enabled COVID response at Forum meetings (such as the Annual Meeting 2020 and the Industry Strategy Meeting 2020) and five stand-alone thematic workshops
- Published three World Economic Forum Agenda blogs:
 - [How privacy tech is redefining the data economy](#) by CV Madhukar, Investment Partner, Omidyar Network, India
 - [How digital innovations helped banks adapt during COVID-19](#) by Karin Oertli, Chief Operating Officer, Personal and Corporate Banking and Switzerland, UBS, Switzerland
 - [How next-generation information technologies tackled COVID-19 in China](#) by Qi Xiaoxia, Director-General, Bureau of International Cooperation, Cyberspace Administration of China

10.3 Council members

Co-Chairs

Richard “Dick” Daniels

Executive Vice-President; Chief Information Officer, Kaiser Permanente, USA

Karin Oertli

Chief Operating Officer, Personal and Corporate Banking and Switzerland, UBS, Switzerland

Members

Titi Akinsanmi

Lead, Government Affairs and Public Policy, West and Francophone Africa, Google, Nigeria

Deemah Al Yahya

Founder and Chief Executive Officer, Almatad Consulting, Saudi Arabia

Azeem Azhar

Chief, Exponential View, United Kingdom

Khalfan Belhouli

Chief Executive Officer, Dubai Future Foundation, United Arab Emirates

James Chin Moody

Chief Executive Officer, Sendle, Australia

Eileen Donahoe

Executive Director, Global Digital Policy Incubator, USA

Victoria A. Espinel

President and Chief Executive Officer, BSA - The Software Alliance, USA

Elena Fedotova

Vice-President, Secure Power Division, Schneider Electric, France

Rajan Kohli

President, Wipro Digital, Wipro, USA

Lacina Koné

Director-General, Smart Africa Secretariat, Rwanda

CV Madhukar

Investment Partner, Omidyar Network, India

Iván Antonio Mantilla Gaviria

Deputy Minister of Connectivity and Digitalization, Ministry of Information and Communications Technologies of Colombia

Qi Xiaoxia

Director-General, Bureau of International Cooperation, Cyberspace Administration of China, People's Republic of China

Tushar Singhvi

Director, CE-Ventures, Crescent Enterprises, United Arab Emirates

Stephanie von Friedeburg

Chief Operating Officer, International Finance Corporation (IFC), Washington DC

Islam Zekry

Chief Data Officer, Commercial International Bank (CIB), Egypt

Fellow

Mohammad Amir Anwar

Researcher, Information and Communication Technologies, University of Oxford, United Kingdom

Council Managers

Manju George

Head of Strategy, Digital Economy and New Value Creation, World Economic Forum

Mark Spelman

Head of Thought Leadership, Digital Economy and New Value Creation, World Economic Forum

11

Global Future Council on Energy



11.1 | Mandate and objectives

A major energy transition is under way, creating opportunities while increasing uncertainty and developing the need to ensure sustainability, affordability, inclusiveness and security. The Global

Future Council on Energy delivered a vision of the future of energy, helped define potential action to positively shape related developments, and contributed to incubating relevant projects.

11.2 | Council outputs

- Published the community paper [Energy Policy Lighthouses - The little green book](#), which offers a sample of sound policy experiences in the domain of energy and climate policy – policy Lighthouses – that can guide countries and markets in their transition pathways
- Developed the community paper [The A-Z of the Energy transition: the knowns and unknowns](#), which is a short and crisp publication in the accessible format of an alphabet; it aims at providing policy-makers and a broader audience with the facts on some areas of certainty and areas of uncertainty when it comes to tackling the energy transition
- Issued the community paper [Accelerating access to sustainable energy: A key priority in energy transition](#), which identifies four levers that global governments and private-sector actors can pull to accelerate clean energy access
- Held a webinar called [The Bigger Picture on Energy Access](#); this webinar featured Milagros Rivas Saiz, Global Head, Cross Industry Advisory at the International Finance Corporation, Washington DC, and Hela Cheikhrouhou, Chairman and Chief Executive Officer of Nithio, USA; it focused on four accelerators that can be activated to achieve [universal access to energy](#), showcased two approaches that can go a long way in delivering sustainable energy for all in Africa, and discussed how COVID-19 can impact energy access
- Hosted a webinar called Energy Transition – What Next? to discuss knowns and unknowns of the energy transition, whether COVID-19 will derail the transition, and how stakeholders are reacting to these disruptions
- Published a series of World Economic Forum Agenda blogs:
 - [How to clear the finance and policy hurdles on the way to a clean energy future](#) by Ayla Majid, Managing Director, Financial Advisory Services, Khalid Majid Rehman, Pakistan
 - [A new approach to finance could unlock access to energy for 600 million Africans](#) by Andrew Herscovitz, Coordinator, Power Africa, USA; Hela Cheikhrouhou Chairman and Chief Executive Officer, Nithio, USA; and Milagros Rivas Saiz, Global Head, Cross Industry Advisory at the International Finance Corporation, Washington DC
 - [Here's what we know and don't know about the energy transition](#) by Jules Kortenhorst, Chief Executive Officer, Rocky Mountain Institute, USA
 - [A new approach to scaling-up renewable power in emerging markets](#) by Milagros Rivas Saiz, Global Head, Cross Industry Advisory at the International Finance Corporation, Washington DC



Published the community paper
The A-Z of the Energy transition

[Read here](#)



11.3 Council members

Co-Chairs

Hela Cheikhrouhou

Chairman and Chief Executive Officer, Nithio, USA

Jules Kortenhorst

Chief Executive Officer, Rocky Mountain Institute, USA

Members

Nawal Al-Hosany

Permanent Representative of the United Arab Emirates to the International Renewable Energy Agency (IRENA), United Arab Emirates

Musaab Almulla

Director, Global Analysis, Saudi Aramco, Saudi Arabia

John Kornerup Bang

Director; Head, Sustainability Strategy; Chief Adviser, Climate Change, A.P. Møller-Maersk, Denmark

Jeremy Bentham

Vice-President, Global Business Environment, Royal Dutch Shell, Netherlands

Kingsmill Bond

Energy Strategist, Carbon Tracker Initiative, United Kingdom

Harry Boyd-Carpenter

Director; Head, Energy, Europe, Middle East and Africa, European Bank for Reconstruction and Development (EBRD), London

Jane Burston

Executive Director, Clean Air Fund, United Kingdom

Brian Dames

Chief Executive Officer, African Rainbow Energy and Power, South Africa

Samah El-Shahat

Vice-President, China-i, People's Republic of China

Arunabha Ghosh

Chief Executive Officer, Council on Energy, Environment and Water (CEEW), India

David Giordano

Managing Director, BlackRock Alternative Investors (BAI), BlackRock, USA

Andrew Herscowitz

Coordinator, Power Africa, USA

Clarissa Lins

Founding Partner, Catavento, Brazil

Ayla Majid

Managing Director, Financial Advisory Services, Khalid Majid Rehman, Pakistan

Lourdes Melgar Palacios

Research Affiliate, Massachusetts Institute of Technology (MIT), USA

Jon Moore

Chief Executive Officer, Bloomberg New Energy Finance, United Kingdom

Milagros Rivas Saiz

Global Head of Strategy, International Finance Corporation (IFC), Washington DC

Joisa Saraiva

Professor, Fundação Getulio Vargas, Brazil

David G. Victor

Professor, University of California, San Diego (UCSD), USA

Vivienne Yeda

Director-General, East African Development Bank (EADB), Kampala

Nan Zhou

Leader, China Energy Group, Lawrence Berkeley National Laboratory, USA

Fellow

Scott Burger

Research Associate and MIT Energy Fellow, Massachusetts Institute of Technology (MIT), USA

Council managers

Espen Mehlum

Head of Knowledge Management and Integration, Future of Energy System Initiative, World Economic Forum

Dominique Hischier

Research and Analysis Specialist, Shaping the Future of Energy, World Economic Forum

12

Global Future Council on Energy Technologies



12.1 | Mandate and objectives

Energy technologies play a critical role in emissions reduction. The Global Future Council on Energy Technologies focused on boosting clean energy and providing thought leadership on energy optimization

for a net-zero carbon future. The council sought to make an impact by disseminating facts, inspiration and recommendations for action to accelerate the energy transition.

12.2 | Council outputs

- Hosted a webinar entitled “Li-ion Takes the Lion Share” to explore how and why lithium-ion batteries have risen to power and are now a necessity of daily life, the opportunities they create for a cleaner future and the many misconceptions associated to their life cycle and production
- Published a community report [Energy Technologies 2030 – Wind and Solar PV will keep taking the lead](#), and released a social media [video](#) to illustrate it
- Published a community report on [Decarbonizing Heating](#)
- Published nine World Economic Forum Agenda blogs:
 - [Nuclear power has a big role to play in the energy transition. Here's why](#) by Marcello Losasso, Senior Applied Physicist, Knowledge Transfer Group, European Organization for Nuclear Research (CERN), Geneva
 - [The future looks bright for solar energy](#) by Gerard Reid, Founder and Partner, Alexa Capital, United Kingdom
 - [Zero carbon buildings are possible following these four steps](#) by Clay Nesler, Vice-President, Global Sustainability and Regulatory Affairs, Johnson Controls, USA
 - [Can electricity decarbonize the energy sector?](#) by Nancy Vandycke, Founder and Manager, Sustainable Mobility for All Initiative, World Bank, Washington DC
 - [COVID-19 will accelerate the revolution in energy systems and 3 ways to keep ourselves cool more sustainably](#) by Claudia Vergueiro Massei, Chief Executive Officer, Siemens, Oman
 - [Could electric vehicles pose a threat to our power systems?](#) by Gerhard Salge, Global Head, Technology Power Grids, ABB, Switzerland
 - [Factory workers face a major COVID-19 risk. Here's how AI can help keep them safe](#) by Tejpreet Singh Chopra, Founder and Chief Executive Officer, Bharat Light & Power (BLP), India
 - [8 steps towards a sustainable economic recovery](#) by Gerard Reid, Founder and Partner, Alexa Capital, United Kingdom; Clay Nesler, Vice-President, Global Sustainability and Regulatory Affairs, Johnson Controls, USA; Christina Lampe-Onnerud Founder and Chief Executive Officer, Cadenza Innovation, USA; Claudia Vergueiro Massei Chief Executive Officer, Siemens, Oman; and Atul Arya, Senior Vice-President and Chief Energy Strategist, IHS Markit, USA



Released a social media video to illustrate the community report's findings

[Click here](#)

12.3 Council members

Co-Chairs

Tejpreet Singh Chopra

Founder and Chief Executive Officer, Bharat Light & Power (BLP), India

Christina Lampe-Onnerud

Founder and Chief Executive Officer, Cadenza Innovation, USA

Members

Atul Arya

Senior Vice-President and Chief Energy Strategist, IHS Markit, USA

Chen Wei Nee

Chief Strategic Officer, Sustainable Energy Development Authority of Malaysia

Fiona Cousins

Member of the Board; Digital Executive, Arup Group, USA

Agustin Delgado

Chief Innovation and Sustainability Officer, Iberdrola, Spain

Heriberto Diarte

Senior Vice-President, External Innovation and Corporate Ventures, Schneider Electric, USA

Khee Poh Lam

Dean, School of Design and Environment, National University of Singapore, Singapore

Marcello Losasso

Senior Applied Physicist, Knowledge Transfer Group, European Organization for Nuclear Research (CERN), Geneva

Clay Nesler

Vice-President, Global Sustainability and Regulatory Affairs, Johnson Controls, USA

Philip New

Chief Executive Officer, Energy Systems Catapult, United Kingdom

Emily Reichert

Chief Executive Officer, Greentown Labs, USA

Gerard Reid

Founder and Partner, Alexa Capital, United Kingdom

Gerhard Salge

Global Head, Technology Power Grids, ABB, Switzerland

Nancy Vandycke

Founder and Manager, Sustainable Mobility for All Initiative, World Bank, Washington DC

Claudia Vergueiro Massei

Chief Executive Officer, Siemens, Oman

Wu Changhua

Chief Executive Officer, Beijing Future Innovation Center, People's Republic of China

Fellow

Simon Engelke

PhD Candidate in Battery Research, University of Cambridge, United Kingdom

Council Managers

Kristen Panerali

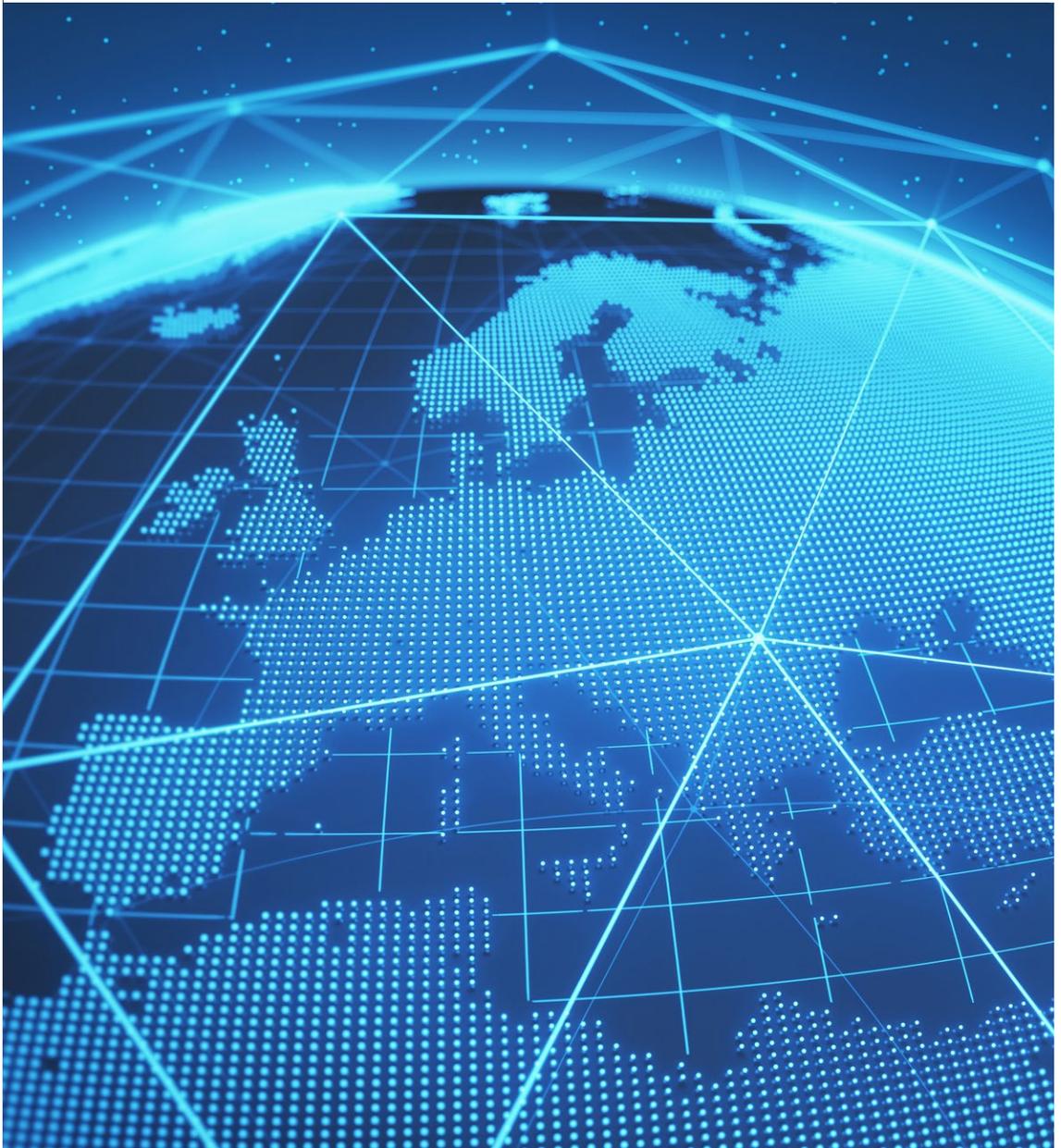
Head of Electricity Industry, World Economic Forum

Philip Lake

Research and Analysis Specialist, Shaping the Future of Energy, World Economic Forum

13

Global Future Council on Europe



13.1 | Mandate and objectives



Europe carries a special responsibility to embody and advocate a rules-based, values-driven, democratic and collaborative world order. The Global Future Council on Europe comprises leading thinkers, experts, government ministers, business leaders, international organizations and civil society interested in contributing to the debate on the

future of Europe. The council examined how Europe could drive necessary reforms and help European decision-makers develop a positive narrative for the region, including a long-term macroeconomic vision that allows the region to best leverage its many assets in the Fourth Industrial Revolution.

13.2 | Council outputs

- Produced a briefing paper, [New Ambitions for Europe](#), which was presented and discussed in a session at the World Economic Forum Annual Meeting 2020
- Contributed one World Economic Forum Agenda blog:
- [Discovering the real impact of COVID-19 on entrepreneurship](#) by Lien De Cuyper, Postdoctoral Researcher, Chair of Entrepreneurship, ETH Zurich, Switzerland, et al.



13.3 Council members

Co-Chairs

Miroslav Lajčák

EU Special Representative for the Belgrade-Pristina Dialogue, European Commission, Brussels

Beatrice Weder di Mauro

President, Centre for Economic Policy Research (CEPR), United Kingdom

Members

Mohamed Issa Abushahab

Ambassador of the United Arab Emirates to the Kingdom of Belgium and Head of Mission to the EU

Ann-Kristin Achleitner

Professor, Technical University of Munich, Germany

Rashid Abdulkareem AlBalooshi

Undersecretary, Abu Dhabi Department of Economic Development, United Arab Emirates

Elsa Amouzgar

Vice-President; General Manager, Global Sales, ManpowerGroup, France

Roberto Balzaretto

State Secretary, Federal Department of Foreign Affairs of Switzerland

James Bell

Vice-President, Global Strategy, Pew Research Center, USA

Agnes Benassy-Quéré

Professor, Paris School of Economics (PSE), France

Elmar Brok

Special Adviser to the President of the European Commission, Brussels

Arne Cartridge

Special Adviser, Strategy and Business Development, Yara International ASA, Norway

Pablo Casado Blanco

President, Partido Popular; Member of the Congress of Deputies of Spain

Karen Donfried

President, The German Marshall Fund of the US (GMF), USA

Thomas Gomart

Director, Institut Français des Relations Internationales (IFRI), France

Ivan Krastev

Chairman, Centre for Liberal Strategies, Bulgaria

Mark Leonard

Director, European Council on Foreign Relations (ECFR), United Kingdom

Olivier Marchal

Partner; Chairman, Bain & Company, France

Eva Maydell

Member of the European Parliament, Brussels

Gavin Patterson

President and Chief Revenue Officer, Salesforce, USA

Peter Seidel

Author, Germany

Timo Soini

Minister of Foreign Affairs of Finland (2015-2019)

Alexander Stubb

Director, School of Transnational Governance, European University Institute, Italy

Péter Szijjártó

Minister of Foreign Affairs and Trade of Hungary

Adam Tooze

Director, European Institute, Columbia University, USA

Fellow

Lien De Cuyper

Postdoctoral Researcher, Chair of Entrepreneurship, ETH Zurich, Switzerland

Council Manager

Pim Valdre

Community Lead, Regional and Geopolitical Affairs, Europe, World Economic Forum

14

Global Future Council on Financial and Monetary Systems



14.1 Mandate and objectives

A number of factors are dramatically affecting global financial and monetary systems, including the ability of regulation to keep up with the development of new technologies, questions about the appropriate use of data, and the emerging threat of barriers to the free global flow of money and capital as well as to the data fuelling the delivery of financial services.

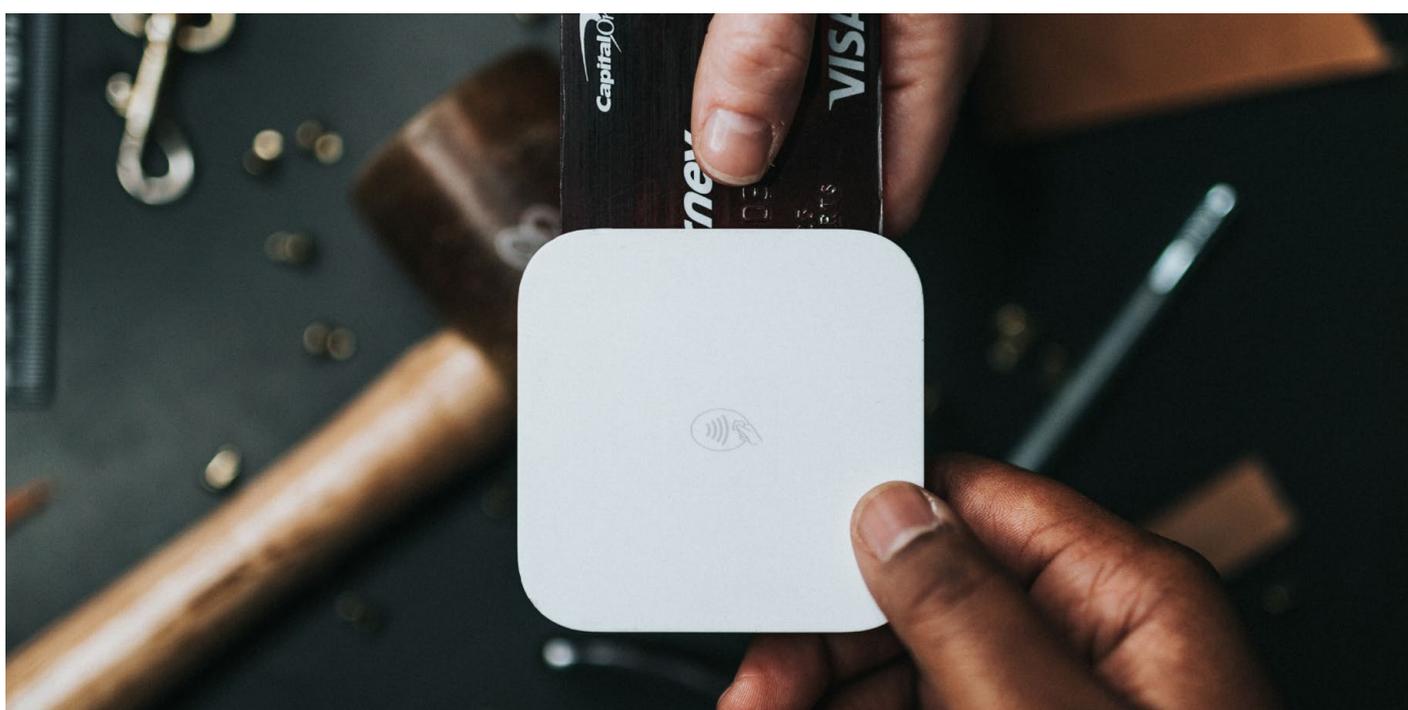
The Global Future Council on Financial and Monetary Systems explored these developments, and assessed not only the emergence of new players, technologies and innovation, but also the risks they pose to society. In addition, the council looked at ways to strengthen links between financial system stability and economic growth.

14.2 Council outputs



Published a community paper on [Innovation in Payments and Fintech: A comparison of the Chinese and Indian ecosystems](#)

- Published a community paper on [Innovation in Payments and Fintech: A comparison of the Chinese and Indian ecosystems](#) and hosted a webinar entitled Payment ecosystem evolution: A comparison of China and India 2020
- Published a white paper on [The Post-COVID-19 Financial System](#)
- Contributed a series of World Economic Forum Agenda blogs:
 - [It's time for a great reset of Africa's e-health systems. Here's how](#) by Cornelius Kalenzi, Postdoctoral Researcher, Korea Policy Center for the Fourth Industrial Revolution, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea, et al.
 - [Who will be the winners in a post-pandemic economy?](#) by Mohit Joshi, President; Head, Financial Services, Insurance, Healthcare and Life Sciences, Infosys, United Kingdom
 - [Telemedicine can be a COVID-19 game-changer. Here's how](#) by Cornelius Kalenzi, Postdoctoral Researcher, Korea Policy Center for the Fourth Industrial Revolution, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea
 - ['Phygital': a banking strategy for the new isolation economy](#) by Mohit Joshi, President; Head, Financial Services, Insurance, Healthcare and Life Sciences, Infosys, United Kingdom
 - [Are we at risk of a financial crisis? Our new report takes a look](#) by Guy Miller, Managing Director; Chief Market Strategist; Head, Macroeconomics, Zurich Insurance Company, Switzerland
 - [How a different kind of investment could transform Latin America](#) by Eric Parrado, Chief Economist; General Manager, Research Department, Inter-American Development Bank, Washington DC



14.3 Council members

Co-Chairs

Bridget Fawcett

Global Head, Strategy, Banking, Capital Markets and Advisory (BCMA), Citi, USA

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Members

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Chief Operating Officer, Dubai Financial Services Authority (DFSA), United Arab Emirates

Noora Al Shahaby

Acting Head, Conventional Retail Banking Inspection Directorate, Central Bank of Bahrain (CBB)

Sheila Alrowaily

Chief Executive Officer, Wisayah Global Investments, Saudi Aramco, Saudi Arabia

Elizabeth Crain

Chief Operating Officer, Moelis & Company, USA

Santiago Fernández de Lis

Head of Financial Systems and Regulation, BBVA, Spain

Leena Im

Head of Payments Policy, Facebook, USA

Arif Ismail

Head, Financial Technology (FinTech), South African Reserve Bank (SARB), South Africa

Natalie Payida Jabangwe

Chief Executive Officer, EcoCash, Zimbabwe

Mohit Joshi

President; Head, Financial Services, Insurance, Healthcare and Life Sciences, Infosys, United Kingdom

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Chief Economist and Head of Risk Analysis, European Securities and Markets Authority, France

Alice Law Shing-Mui

Deputy Chairman and Managing Director, Hong Kong Mandatory Provident Fund Schemes Authority, Hong Kong SAR, China

Laurent Le Moal

Chief Executive Officer, PayU, Naspers, Netherlands

Jim Magats

Senior Vice-President, Global Payment Product and Engineering, PayPal, USA

Guy Miller

Managing Director; Chief Market Strategist; Head, Macroeconomics, Zurich Insurance Company, Switzerland

Aditya Narain

Deputy Director, Monetary and Capital Markets Department, International Monetary Fund (IMF), Washington DC

Claire Sunderland Hay

Chief of Staff to the Chief Executive Officer, Europe, Visa, United Kingdom

Keiko Tashiro

Deputy President, Corporate Executive Officer and Member of the Board, Daiwa Securities Group, Japan

Huw van Steenis

Senior Advisor to the Chief Executive Officer, UBS, Switzerland

Chris Yao

Vice-President; General Manager, Strategy and Overseas Business, JD Digits, JD.COM, People's Republic of China

Markos Zachariadis

Professor; Chair in Financial Technology (FinTech) and Information Systems, University of Manchester, United Kingdom

Sarah Zhang Jiachen

Founder and Chief Executive Officer, Guangzhishu Technology, People's Republic of China

Wan Zhe

Chief Economist, China National Gold Group, People's Republic of China

Fellow

Cornelius Kalenzi

Postdoctoral Researcher, Korea Policy Center for the Fourth Industrial Revolution, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea

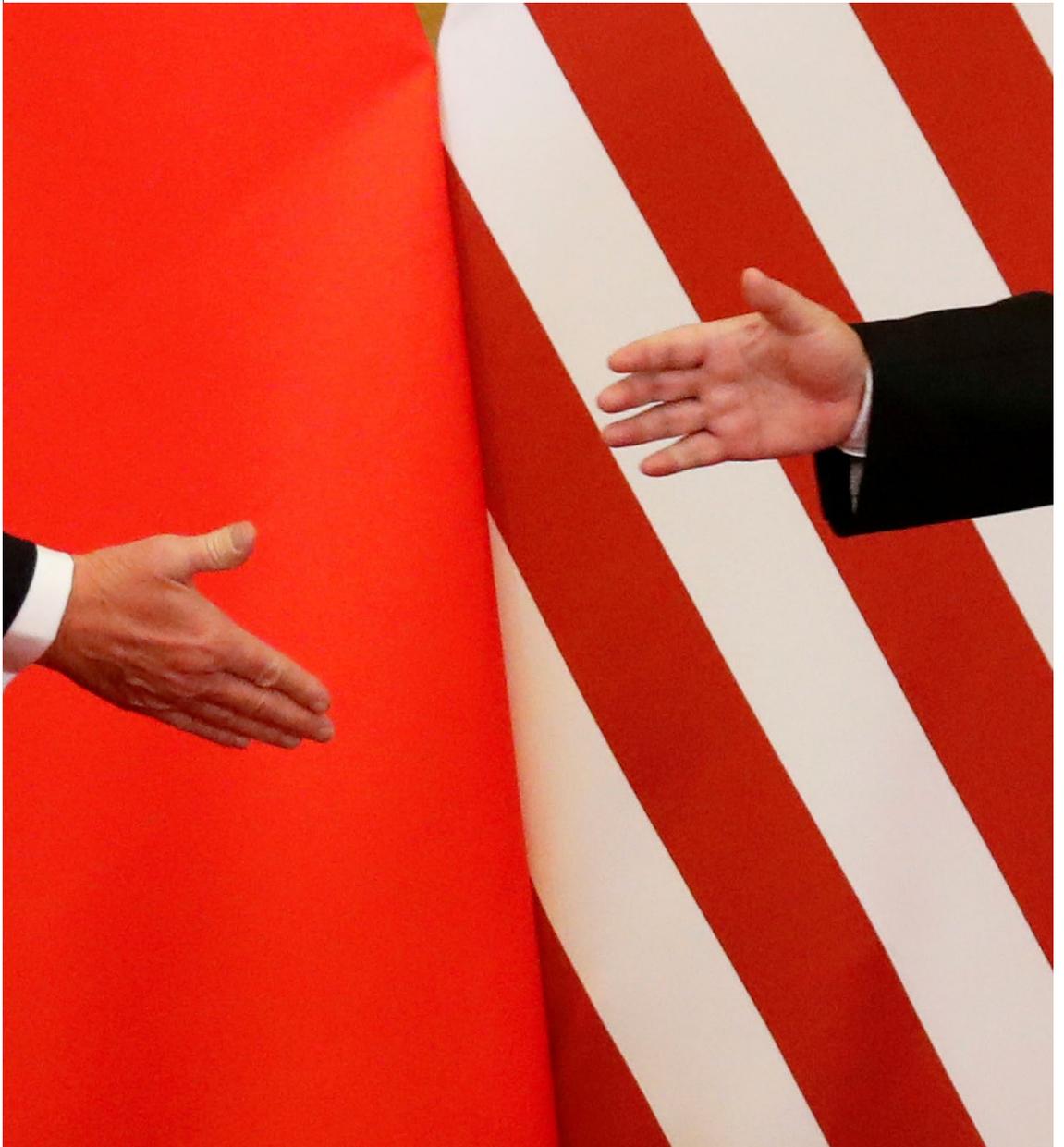
Council Manager

Kai Keller

Platform Curator, The Future of Financial Services in China, Shaping the Future of Financial and Monetary Systems, World Economic Forum

15

Global Future Council on Geopolitics



15.1 | Mandate and objectives

The world is experiencing accelerating and intensifying geopolitical and geo-economic change, becoming not only multipolar but also multiconceptual. The Global Future Council on Geopolitics provided intellectual guidance to the Forum's work in this area, and shaped a number of Forum workstreams including the Global Risks Report. Areas of focus for the council included deciphering an increasingly multiconceptual world, in which intranational and international differences

on key norms and values appear to be widening and hardening; examining pressures on existing institutions, agreements and alliances with a view to shaping an agenda for multilateral reform and renewal; and developing a systems view of the geopolitical landscape, with particular attention paid to the intersection of geopolitics with other fields – notably economics, technology, society and the environment.

15.2 | Council outputs



- Published two World Economic Forum Agenda blogs:
 - [4 views on the shape of global cooperation in the time of COVID-19](#) by Karin von Hippel, Director-General, Royal United Services Institute for Defence and Security Studies, United Kingdom; Lynn Kuok, Shangri-La Dialogue Senior Fellow for Asia-Pacific Security, Singapore; Fyodor Lukyanov, Director, Research, Valdai

Discussion Club, Russian Federation; and Susana Malcorra, Dean, IE School of Global and Public Affairs, Spain

- Bridging the gap: geopolitics and infrastructure investment in emerging markets after COVID-19 (forthcoming) by Alexis Crow, Global Head, Geopolitical Investing, PwC, USA; and Samir Saran, President, Observer Research Foundation (ORF), India



15.3 Council members

Co-Chairs

Paula J. Dobriansky

Senior Fellow, Future of Diplomacy Project, Belfer Center for Science and International Affairs, Harvard Kennedy School of Government, USA

Robin Niblett

Director, Chatham House, United Kingdom

Members

Khalid Belhoul Al Falasi

Undersecretary of Foreign Affairs and International Cooperation of the United Arab Emirates

Khalifa Shaheen Khalifa Almarar

Assistant Minister of Political Affairs of the United Arab Emirates

Alexis Crow

Global Head, Geopolitical Investing, PwC, USA

Dalia Dassa Kaye

Director, Center for Middle East Public Policy, RAND Corporation, USA

Antonio de Aguiar Patriota

Ambassador of Brazil to Arab Republic of Egypt

Tom Fletcher

Author, United Kingdom

Bruce Jones

Vice-President and Director, Foreign Policy, The Brookings Institution, USA

Lynn Kuok

Shangri-La Dialogue Senior Fellow for Asia-Pacific Security, International Institute for Strategic Studies (IISS-Asia), Singapore

Fyodor Lukyanov

Research Director, Valdai Discussion Club, Russian Federation

Susana Malcorra

Dean of IE School of Global and Public Affairs, Spain

Giampiero Massolo

President, Italian Institute for International Political Studies (ISPI), Italy

Jeanine Plasschaert

Special Representative of the Secretary-General for Iraq and Head of the United Nations Assistance Mission for Iraq, United Nations, New York

Danny Quah

Dean and Li Ka Shing Professor in Economics, Lee Kuan Yew School of Public Policy, National University of Singapore

Samir Saran

President, Observer Research Foundation (ORF), India

Daniela Schwarzer

Director, Deutsche Gesellschaft für Auswärtige Politik (DGAP), Germany

Jiří Šedivý

Chief Executive, European Defence Agency (EDA), Belgium

Karin von Hippel

Director-General, Royal United Services Institute for Defence and Security Studies, United Kingdom

Wang Yong

Director, Center for International Political Economy, Peking University, People's Republic of China

Fellow

Thomas Hale

Associate Professor of Public Policy, Blavatnik School of Government, University of Oxford, United Kingdom

Council Manager

Ariel Kastner

Lead, Geopolitical Communications and Agenda, World Economic Forum

16

Global Future Council on Global Public Goods in the Fourth Industrial Revolution



16.1 Mandate and objectives

“ The world needs less business-as-usual and more radical and unconventional ideas

Already reshaping areas like healthcare, mobility and finance, the Fourth Industrial Revolution presents an exciting opportunity to change the way in which global public goods – from forest, ocean, land and air – are managed to ensure that societies equitably benefit from the value and services that these goods provide. This is critical if the world is to foster a prosperous, sustainable and inclusive future for all, as articulated through the Sustainable Development Goals. Currently, this aspiration is not on track. The world needs less business-as-usual and more radical and unconventional ideas that can

fundamentally change the unsustainable system that was created to govern global public goods during the 20th century. The Global Future Council on Global Public Goods in the Fourth Industrial Revolution shaped a bold and ambitious vision for how to harness and shape the Fourth Industrial Revolution to protect, promote and expand global public goods in service of humanity. The council, through its thought and action leadership, informed and shaped the Forum’s Centre for Global Public Goods’ strategy in this domain.

16.2 Council outputs

- Co-created and advised the development of the new 2030Vision initiative
- Contributed to the World Economic Forum’s report [Unlocking Technology for the Global Goals](#)
- Published two World Economic Forum Agenda blogs:
 - [Illegal fishing plagues the Pacific Ocean. Here’s how to end it](#) by Jim Leape, William

and Eva Price Senior Fellow, Woods Institute; Co-Director, Center for Ocean Solutions, Stanford University, USA

- [Why your next car is a bike](#) by Carlo Ratti, Director, SENSEable City Laboratory, MIT - Department of Urban Studies and Planning, USA; and Ida Auken, Member of Parliament of Denmark (Folketinget)



16.3 Council members

Co-Chairs

Joseph D'Cruz

Senior Adviser, Strategy and Planning, United Nations Development Programme (UNDP), New York

Angel Hsu

Assistant Professor, Yale-NUS College, Singapore

Members

Laila Mostafa Abdullatif

Director-General of Emirates Nature, EWS-WWF - Emirates Wildlife Society, United Arab Emirates

Thani Ahmed Al Zeyoudi

Minister of State for Foreign Trade of the United Arab Emirates

Victoria Alonsoperez

Founder and Chief Executive Officer, Chipsafer, Uruguay

Ida Auken

Member of Parliament of Denmark (Folketinget)

Cathleen Berger

Lead, Global Governance and Policy Strategy, Mozilla Corporation, Germany

Juan Pablo Bonilla

Manager, Climate Change and Sustainable Development Sector, The Inter-American Development Bank, Colombia

Juan Carlos Castilla-Rubio

Chairman, Space Time Ventures, Peru

Amandeep Singh Gill

Project Lead, International Digital Health and AI Research, The Graduate Institute of International and Development Studies, Switzerland

Marieme Eve Jamme

Founder and Chief Executive Officer, iamtheCODE, France

Lauren Kahn

Global Head of Digital Impact & Sustainability at BT, United Kingdom

Bogolo Joy Kenewendo

Specially Elected Member of Parliament, The National Assembly of the Republic of Botswana

Zoe Knight

Group Head, HSBC Centre of Sustainable Finance; Managing Director, HSBC Holdings, United Kingdom

Jim Leape

William and Eva Price Senior Fellow, Woods Institute; Co-Director, Center for Ocean Solutions, Stanford University, USA

Rebecca Marmot

Chief Sustainability Officer, Unilever, United Kingdom

Benno Ndulu

Academic Director, Pathways for Prosperity Commission, Tanzania

Santiago Siri

Founder, Democracy Earth Foundation, Argentina

Dhananjayan Sriskandarajah

Chief Executive Officer, Oxfam GB, United Kingdom

Wendy Tan White

Vice-President, X, Alphabet, United Kingdom

Philip Thigo

Senior Adviser, Data, Innovation and Open Government, Office of the Deputy President of Kenya

Fellow

Sudhir Rama Murthy

Research Fellow, Saïd Business School, University of Oxford, United Kingdom

Council Managers

Antonia Gawel

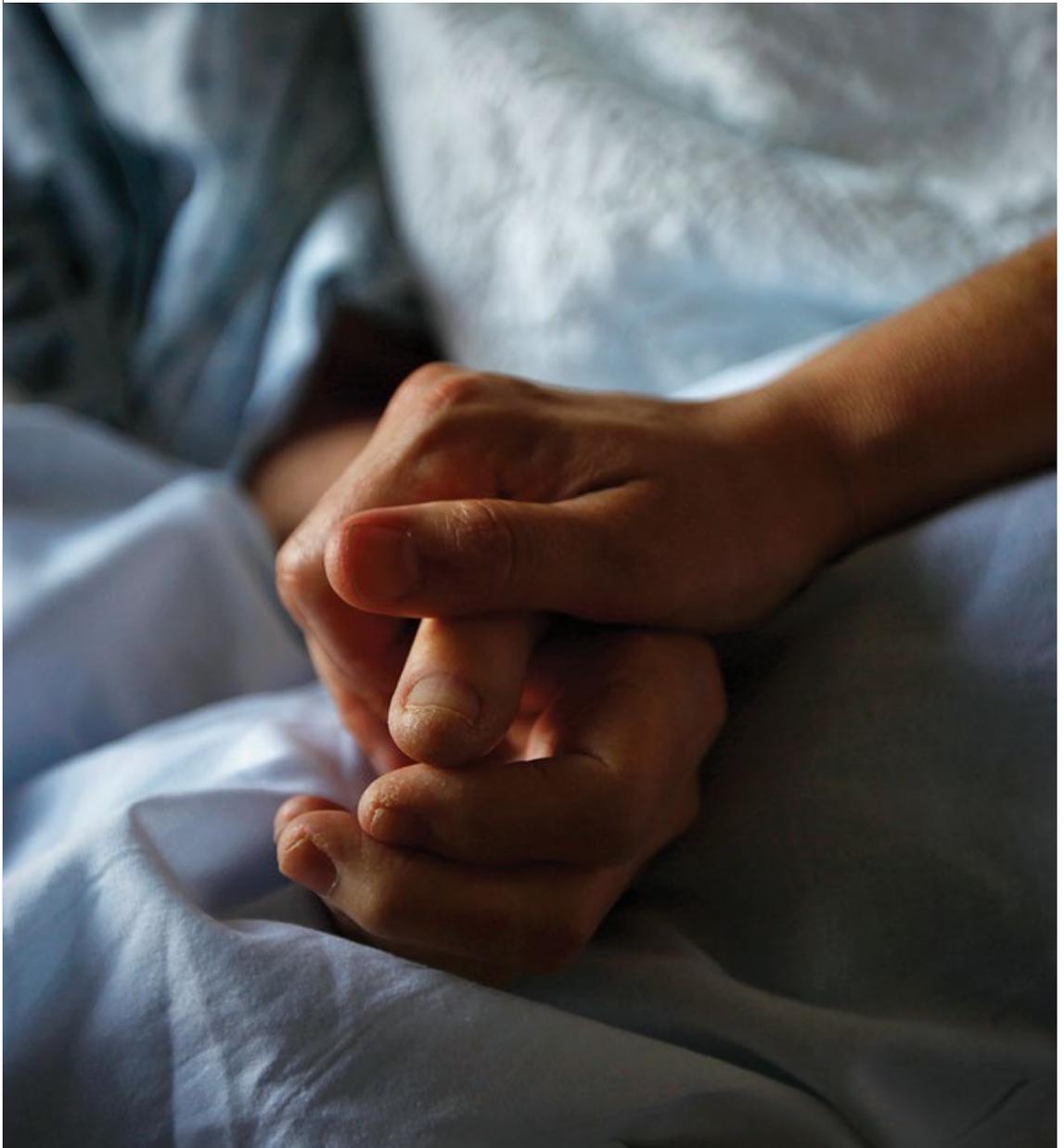
Head of Circular Economy Initiative, World Economic Forum

Anne Marie Engtoft Larsen

Lead, Fourth Industrial Revolution for Sustainable Development, World Economic Forum

17

Global Future Council on Health and Healthcare



17.1 Mandate and objectives

“ How can the world deliver affordable and quality healthcare?”

The world will be home to nearly 9.7 billion people by 2050, putting unprecedented stress on healthcare resources. How can the world deliver affordable and quality healthcare? The Global Future Council on Health and Healthcare explored

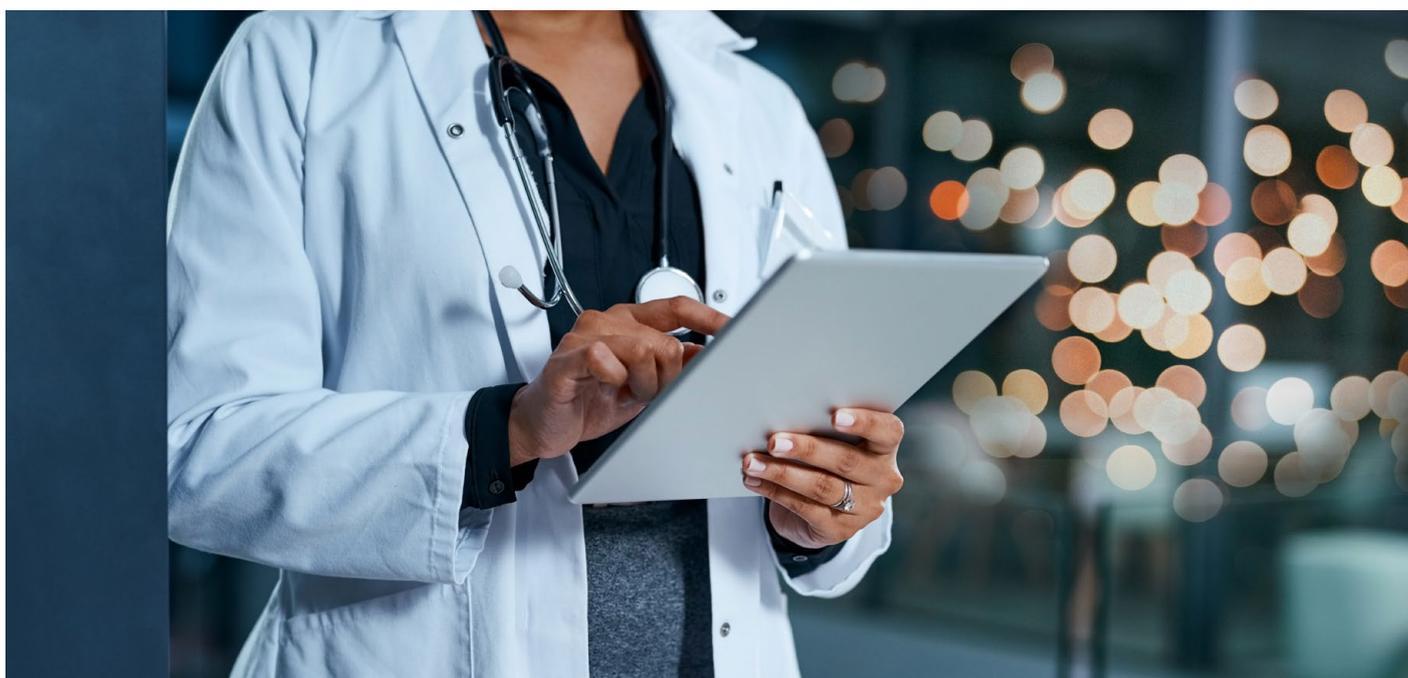
new health and healthcare paradigms that can revolutionize health systems, and explored what transformations are needed along the continuum of care to enable people to lead healthier lives and access the care they need to fulfil their potential.

17.2 Council outputs



[Transformation Map on the Future of Health and Healthcare](#)

- Council Co-Chairs contributed to and facilitated the session Strategic Intelligence Briefing: The Future of Health and Healthcare at the World Economic Forum Annual Meeting 2020. Healthcare costs are increasing twice as fast as global GDP growth, creating inequality in healthcare access that will be further exacerbated by demographic shifts, climate change and humanitarian emergencies. This session explored the necessary transformations to create sustainable, people-centred health systems aligned with a growing commitment to the universal right to healthcare.
- Published seven World Economic Forum Agenda blogs:
 - [Sex education can prevent rapes, unsafe abortions and save lives](#) and [How can we protect the world's poor from coronavirus and its economic effects?](#) by Helen E. Clark, Prime Minister of New Zealand (1999-2008)
 - [To bring universal healthcare to Africa, the private sector must get involved](#) by Pascal Frohlicher, Primary Care Innovation Scholar, Harvard Medical School, USA, et al.
 - [COVID-19: Using cash payments to protect the poor in Pakistan](#) and [COVID-19 and the pursuit of financial inclusion in Pakistan](#) by Sania Nishtar, Special Assistant to the Prime Minister of Pakistan on Poverty Alleviation and Social Protection to the Prime Minister of Pakistan
 - [More, not less, multilateralism is needed to fight the coronavirus pandemic](#) by David Duong, Director, Program in Global Primary Care and Social Change, Harvard Medical School, USA; Helen E. Clark, Prime Minister of New Zealand (1999-2008); Francesca Colombo, Head, Health Division, Organisation for Economic Co-operation and Development (OECD), Paris; and Lucas Scherdel, Project Lead, Global Coalition for Value in Healthcare, World Economic Forum
 - [Overdue yet within reach: sustainable health systems that put people first](#) by Helen E. Clark, Prime Minister of New Zealand (1999-2008) and Francesca Colombo, Head, Health Division, Organisation for Economic Co-operation and Development (OECD), Paris



17.3 Council members

Co-Chairs

Helen E. Clark
Prime Minister of New Zealand (1999-2008)

Francesca Colombo
Head, Health Division, Organisation for Economic Co-operation and Development (OECD), Paris

Members

Yousif Alserkal
Assistant Undersecretary for the Hospitals Sector, Ministry of Health of the United Arab Emirates

John Ataguba
Associate Professor and Director of Health Economics Unit, University of Cape Town, South Africa

Nicola Bedlington
Special Adviser, European Patients' Forum, United Kingdom

Holly Benson
President and Chief Executive Officer, Health Care Enterprises, Centene Corporation, USA

Donald Berwick
President Emeritus and Senior Fellow, Institute for Healthcare Improvement, USA

Flavia Bustreo
Member of the Board, Botnar Foundation, Italy

Sean Duffy
Co-Founder and Chief Executive Officer, Omada Health, USA

David Duong
Director, Program in Global Primary Care and Social Change, Harvard Medical School, USA

Pascal Fröhlicher
Primary Care Innovation Scholar, Harvard Medical School, USA

Andre Goy
Chairman and Executive Director; Chief of Lymphoma, John Theurer Cancer Center, Hackensack University Medical Center, USA

Matthew Guilford
Co-Founder and Chief Executive Officer, Common Health, USA

Maliha Hashmi
Executive Director, Health and Well-Being, Biotech, NEOM, Saudi Arabia

Jan Kimpen
Chief Medical Officer, Royal Philips, Netherlands

Harpal Kumar
Head, Innovation, Europe, Middle East and Africa, Johnson & Johnson, United Kingdom

Helena Legido-Quigley
Associate Professor, Saw Swee Hock School of Public Health, National University of Singapore

Paul Murray
Head, Life and Health Products, Swiss Reinsurance Company, United Kingdom

Sania Nishtar
Special Assistant on Poverty Alleviation and Social Protection to the Prime Minister of Pakistan

Stefan Oelrich
President, Bayer Pharmaceuticals, Switzerland

Kyu Rhee
Vice-President and Chief Health Officer, IBM, USA

Vivian Tan
Vice-President, Strategy and Transformation, Kaiser Permanente, USA

Ninie Y. Wang
Founder and Chief Executive Officer, Pinetree Care Group, People's Republic of China

Ian Wijaya
Managing Director, Lazard, USA

Fellow

Sarah Ziegler
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Community Lead, Global Health and Healthcare Industries, World Economic Forum

Lucas Scherdel
Project Lead, Global Coalition for Value in Healthcare, World Economic Forum

18

Global Future Council on Human Rights and the Fourth Industrial Revolution



18.1 | Mandate and objectives

“ Human rights organizations need to invest in renewed capacity and strategic intelligence of the emerging technologies’ context

The evolutionary gap between technical progress and human rights promotion is expanding as quickly as the emergence of new technologies, with human rights organizations struggling to keep up as upcoming technologies and novel applications are redesigning the human rights landscape. Human rights organizations need to invest in renewed capacity and strategic intelligence of the emerging technologies’ context to put themselves ahead of the curve and foresee the advent of potentially disruptive technologies with major human rights

implications. The Global Future Council on Human Rights and the Fourth Industrial Revolution worked in this direction, providing foresight on the potential of novel frontier technologies and their application to individuals’ human rights. It also provided recommendations to technology developers and human rights actors on intervention areas and opportunities to influence the development and application of these technologies for better human rights outcomes.

18.2 | Council outputs

- Published one World Economic Forum Agenda blog:
 - [4 rules to stop governments misusing COVID-19 tech after the crisis](#) by Wafa Ben-Hassine, Human Rights Lawyer, Tunisia; and Philip Dawson, Lead, Public Policy, Element AI, Canada
- Will publish a report with recommendations for companies, governments and individuals on enhancing personal (user) agency online



18.3 Council members

Co-Chairs

Michael H. Posner

Jerome Kohlberg Professor of Ethics and Finance; Director, Center for Business and Human Rights, Stern School of Business, New York University, USA

Wafa Ben-Hassine

Human Rights Lawyer, Tunisia

Members

Puruesh Majid Chaudhary

Founder and President of AGAHI, Pakistan

Michèle Coninx

Assistant Secretary-General; Executive Director, Counter-Terrorism Committee Executive Directorate, United Nations Security Council, New York

Steven Crown

Vice-President and Deputy General Counsel, Microsoft, USA

Philip Dawson

Lead, Public Policy, Element AI, Canada

Thomas Ermacora

Urbanist, Technologist and Futurist, Machines Room, Denmark

Marina Gorbis

Executive Director, Institute for the Future (ITF), USA

Peggy Hicks

Director, Thematic Engagement, Special Procedures, and Right to Development Division, Office of the High Commissioner for Human Rights (OHCHR), Geneva

Alexa Koenig

Executive Director, Human Rights Center, Berkeley Law, University of California, USA

Sushant Kumar

Principal, Beneficial Technology Investments, Omidyar Network, India

Enrique Piraces

Human Rights Technology Programme Manager, Carnegie Mellon University, USA

Ari Popper

Founder and Chief Executive Officer, SciFutures, USA

Edward Santow

Commissioner for Human Rights, Australian Human Rights Commission, Australia

Rinat Tuhvatshin

Co-Founder; Manager, Development, Kloop Media Foundation, Kyrgyz Republic

Amy Webb

Professor, NYU Stern School of Business, USA

Fellow

Nicolas Bueno

SNSF-Ambizione Senior Lecturer and Researcher, University of Zurich, Switzerland

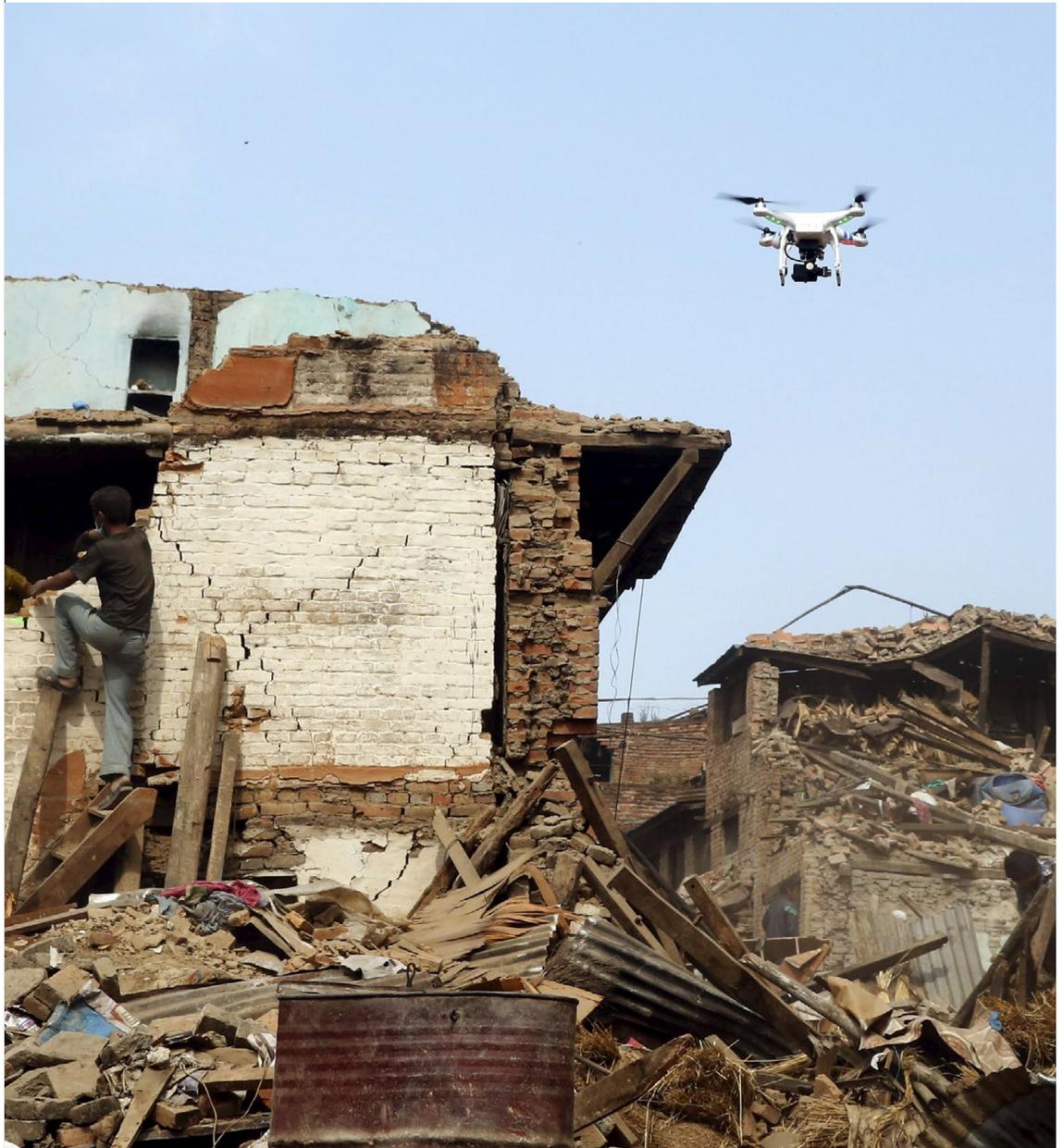
Council Manager

Berit Gleixner

Community Lead, Civil Society, World Economic Forum

19

Global Future Council on the Humanitarian System



19.1 Mandate and objectives

The combination of rising geopolitical tensions and conflict, climate change, demographic pressures and food insecurity continues to accelerate stress factors that produce humanitarian needs. With the gap between needs and response widening, traditional relief must be accompanied by new solutions with new partners that build independence and support income generation for

the most vulnerable communities. The Global Future Council on the Humanitarian System endeavoured to strengthen inclusive local markets and livelihood opportunities in fragile contexts by accelerating capital investment into humanitarian areas, better leveraging digital technology and empowering the private sector to collaborate more readily.

19.2 Council outputs



Co-developed the Humanitarian Agenda at the Annual Meeting 2020 in Davos-Klosters

- Co-developed the [Humanitarian Agenda at the Annual Meeting 2020](#) in Davos-Klosters, with more than 20 related sessions, including a [discussion on the humanitarian system](#)
- Identified several new or existing projects in the Middle East and sub-Saharan Africa to help develop a blended financing model to reach scale (ongoing work)
- Created a series of World Economic Forum Agenda blogs:
 - [Millennials fear catastrophic war: it's time for the world to act on their concerns](#) and

[COVID-19 poses a dramatic threat to life in conflict zones](#) by Peter Maurer, President, International Committee of the Red Cross (ICRC), Geneva

- [Four ways governments can leverage 4IR to achieve the SDGs](#) by Sara Pantuliano, Chief Executive, Overseas Development Institute, United Kingdom

- [Five pathways to a better future after COVID-19](#) by Per Heggnes, Chief Executive Officer, IKEA Foundation, Netherlands



19.3 Council members

Co-Chairs

Tara Nathan

Executive Vice-President, Public-Private Partnerships, Mastercard, USA

Peter Maurer

President, International Committee of the Red Cross (ICRC), Geneva

Members

Tariq Al Gurg

Chief Executive Officer, Dubai Cares, United Arab Emirates

Heba Aly

Director, The New Humanitarian, Canada

Nesreen Barakat

Founding Partner, To-Excel Consulting, Jordan

Donna Berber

Chief Executive Officer, Glimmer of Hope, USA

Valerie Guarnieri

Assistant Executive Director, Programme and Policy Development, United Nations World Food Programme (WFP), New York

Heike Harmgart

Managing Director, Southern and Eastern Mediterranean (SEMED) Region, European Bank for Reconstruction and Development (EBRD), United Kingdom

Per Heggnes

Chief Executive Officer, IKEA Foundation, Netherlands

Louise James

Managing Director, Accenture Development Partnerships, United Kingdom

Ruba Jaradat

Regional Director, Arab States, International Labour Organization (ILO), Beirut

Robert Karanja

Lead, Africa, The B Team, USA

Netta Korin

Co-Founder, Orbs, USA

Khalid Koser

Executive Director, Global Community Engagement and Resilience Fund (GCERF), United Kingdom

David Miliband

President, International Rescue Committee, USA

Mary Nazzal-Batayneh

Founder and Chief Executive Officer, 17 Ventures, Jordan

Sara Pantuliano

Chief Executive, Overseas Development Institute, United Kingdom

Victoria Sabula

Chief Executive Officer, Africa Enterprise Challenge Fund (AECF), Kenya

Allan Waititu

Director, Special Projects, Equity Bank, Kenya

Fellow

Kristen O'Connell

Partnership and Governance Officer; Lead Researcher, Private Sector Involvement, Global Community Engagement and Resilience Fund (GCERF), Switzerland

Council Manager

Andrej Kirm

Head of International Organizations and Humanitarian Agenda, World Economic Forum

20

Global Future Council on Infrastructure



20.1 Mandate and objectives

\$15T

gap in global
infrastructure
investment by
2040

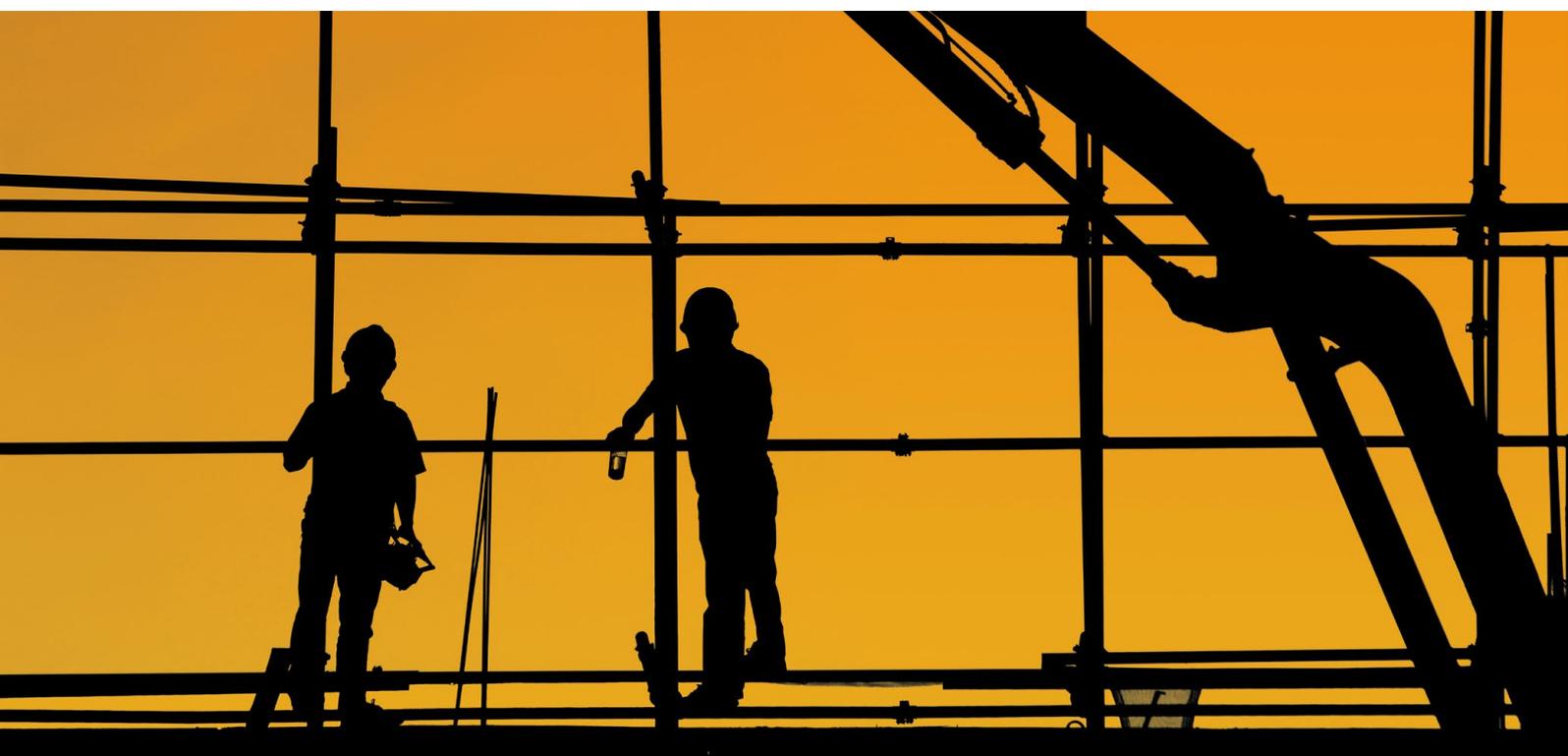
If the infrastructure investment status quo continues unaddressed, by 2040 the world will be facing a [\\$15 trillion infrastructure investment gap](#). Delivering high-quality sustainable infrastructure will be crucial for building an inclusively prosperous future. However, confusion about the definition of sustainable infrastructure, the efficacy of myriad available benchmarking standards and the difficulty of providing avenues for investment have prevented

increased sustainable infrastructure development. Building on its past work examining the role of private finance in infrastructure development and improved technology adoption in infrastructure throughout the project lifecycle, the Global Future Council on Infrastructure explored strategies to increase the flow of capital into sustainable infrastructure projects and systems.

20.2 Council outputs

- Published two community papers:
 - [Six Qualities of Sustainable Infrastructure](#)
 - [A Call for Infrastructure Development through Unsolicited Proposals : Tapping into private-sector innovation to improve infrastructure delivery](#)
- Created a mini-site of case studies to display the effectiveness of the Six Sustainable Infrastructure Qualities (still in production)
- Held a webinar for infrastructure development professionals to discuss unsolicited project proposals
- Published a World Economic Forum Agenda blog:
 - [Want to build back better? Let innovators come to you](#) by Anita Marangoly George, Executive Vice-President, Growth Markets, Caisse de dépôt et placement du Québec, Canada; Pierre Guislain, Vice-President

for Private Sector, Infrastructure and Industrialisation (2016-2020), African Development Bank Group, Côte d'Ivoire; Rashad-Rudolf Kaldany, Partner; Chief Investment Officer, Blue like an Orange Capital, USA; Usha Rao-Monari, Senior Adviser, Blackstone, USA; Richard Threlfall, Global Head, Infrastructure, KPMG International Cooperative, United Kingdom; Joseph Losavio, Community Specialist, Infrastructure and Development Initiatives, Centre for Global Industries, World Economic Forum; Alain Ebobisse, Chief Executive Officer, Africa50, Cameroon; Jean Innes, Director, Transformation and Strategy, Faculty, United Kingdom; Jean-Patrick Marquet, Lead Expert, Working Group on SDG Project Evaluation, United Nations Economic Commission for Europe (UNECE), Geneva; Paul Newfield, Chief Investment Officer, H.R.L. Morrison & Co., New Zealand; and Clemente del Valle, Director, Center for Sustainable Finance, Universidad de los Andes, Colombia



20.3 Council members

Co-Chairs

Anita Marangoly George

Executive Vice-President, Growth Markets,
Caisse de dépôt et placement du Québec, Canada

Rashad-Rudolf Kaldany

Partner; Chief Investment Officer, Blue like an
Orange Capital, USA

Members

Sue Barrett

Director, Head of Infrastructure for Turkey,
Middle East & Africa at EBRD, United Kingdom

Sylvia Coutinho

Head, Wealth Management Latin America,
and Country Head, UBS Group, Brazil

Clemente del Valle

Director, Center for Sustainable Finance,
Universidad de los Andes, Colombia

Alain Ebobisse

Chief Executive Officer, Africa50, Cameroon

Prasad Gadkari

Head, Investment Strategy and Policy,
National Investment and Infrastructure Fund, India

Pierre Guislain

Vice-President for Private Sector, Infrastructure and
Industrialization (2016-2020), African Development
Bank Group, Abidjan

Jean Innes

Director, Transformation and Strategy, Faculty,
United Kingdom

Vicky D. Kefalas

Head, Investments and Development Projects
Group, Strategic Planning and Investments,
Consolidated Contractors Company (CCC), USA

Mounia Khelifi Touhami

Senior Adviser, Bentall Green Oak,
United Arab Emirates

Marie Lam-Frendo

Chief Executive Officer, Global Infrastructure Hub,
Australia

Jean-Patrick Marquet

Lead Expert, Working Group on SDG Project
Evaluation, United Nations Economic Commission
for Europe (UNECE), Geneva

Meaghan McGrath

Global Head, Syndications, International Finance
Corporation (IFC), Washington DC

Alfredo Moreno Charme

Minister of Public Works, Ministry of Public Works
of Chile

Joel Moser

Professor of International and Public Affairs,
Columbia University, USA

Emmanuelle Nasse Bridier

Head of Urban Resilient Infrastructure, Meridiam,
France

Paul Newfield

Chief Investment Officer, H.R.L. Morrison & Co.,
New Zealand

Lara Poloni

Chief Executive, Europe, Middle East and Africa,
AECOM, United Kingdom

Annalisa Prizzon

Senior Research Fellow, Overseas Development
Institute, United Kingdom

Usha Rao-Monari

Senior Adviser, Blackstone, USA

Ali Sharafi

Director, Federal Budget, Ministry of Finance of the
United Arab Emirates

Richard Threlfall

Global Head, Infrastructure, KPMG International
Cooperative, United Kingdom

Daniel Wiener

Managing Director, Global Infrastructure Basel
Foundation, Switzerland

Fellow

Clemens Kielhauser

Postdoctoral Researcher; Lecturer, Infrastructure
Management, ETH Zurich, Switzerland

Council Manager

Joseph Losavio

Community Specialist, Infrastructure and
Development Initiatives, Centre for Global
Industries, World Economic Forum

21

Global Future Council on International Trade and Investment



21.1 | Mandate and objectives

Trade tensions continue to shape markets, even as many citizens feel left behind by technology and globalization. The Global Future Council on International Trade and Investment steered reflection on policy responses under several

potential future scenarios. It sought to move beyond the status quo, to examine new avenues for policy coordination and aimed at improved outcomes from the interoperability of economic systems worldwide.

21.2 | Council outputs



Improving access to trade enabled more women to contribute to labour markets, potentially adding \$28 billion to global GDP by 2025

- Council Co-Chair Penelope Naas contributed to the session, Strategic Intelligence Briefing: Trade and Gender, at the World Economic Forum Annual Meeting 2020. This session explored concrete ways to facilitate women’s economic participation. It highlighted that improving access to trade enabled more women to contribute to labour markets, potentially adding \$28 billion to global GDP by 2025.
- Wrote three briefing papers:
 - Strategic Brief on [The Future of Trade and Investment: A Call to Prevent Economic Fragmentation](#)
 - [International Investment in the Age of Geopolitical Competition, Technological Change and Trade Confrontation](#)
 - [How Can Trade Rules Support Environmental Action?](#)
- Held a webinar on The Bigger Picture: Trade Dispute Settlement, featuring Anabel Gonzalez, Non-Resident Senior Fellow, Peterson Institute for International Economics, USA, to explore the crisis the World Trade Organization’s Dispute Settlement System finds itself in and what may lie ahead, and another on International Investment, with Ana Novik, Head, Investment, Organisation for Economic Co-operation and Development (OECD), Paris, and Mark Wu, Vice-Dean and Stimson Professor of Law, Harvard Law School, USA, to examine the forces affecting global FDI flows and discuss the briefing paper mentioned above
- Organized a Trade and Environment Virtual Roundtable on 23 April 2020 to discuss the highlights of the briefing paper on this topic with business, government and academia; council members supported and contributed to the Trade Platform’s new [Trade, Climate Change and Sustainability](#) project
- Contributed to sessions at the Trade and Global Economic Interdependence Platform’s 8 July 2020 virtual event, [Trade Multistakeholder Conversation 2020](#) (MC2020), including a session on [Society, Trade and COVID-19](#) with council Co-Chair Penelope Naas
- Contributed to sessions on Accelerating Digital Investment and Trade and Fast-Tracking Progress on Plastic Pollution at the World Economic Forum Sustainable Development Impact Summit 2020
- Council Member Janet Whittaker, Senior Counsel, Clifford Chance, United Kingdom, contributed to a Forum-organized session on Industrial Policy, COVID-19 and the WTO on 1 October at Geneva Trade Week 2020
- Council members are providing input for *The Great Reset: Revitalizing Industries report*
- Published two World Economic Forum Agenda blogs:
 - [Is corporation tax good or bad for growth?](#) by Jane McCormick, Partner; Global Head, Tax, KPMG International Cooperative, United Kingdom; and Christopher Morgan, Head of Global Tax Policy, KPMG International Cooperative, United Kingdom
 - [This is why keeping global supply chains moving is key to overcoming COVID-19](#) by Anabel Gonzalez, Non-Resident Senior Fellow, Peterson Institute for International Economics, USA

21.3 Council members

Chair

Penelope Naas

Senior Vice-President, International Public Affairs and Sustainability, UPS, Belgium

Members

Luz María De la Mora

Undersecretary for Foreign Trade, Secretariat of Economy of Mexico

Victor do Prado

Director, Council and Trade Negotiations Committee, World Trade Organization (WTO), Geneva

Deborah Elms

Founder and Executive Director, Asian Trade Centre, USA

Rana Foroohar

Global Business Columnist and Associate Editor, The Financial Times, USA

Anabel González

Non-Resident Senior Fellow, Peterson Institute for International Economics, USA

Joy Kategekwa

Regional Strategic Adviser to Asst. Administrator and Director, Regional Bureau Africa, United Nations Development Programme (UNDP), Geneva

Barbara Kotschwar

Senior Director, Global Government Engagement, Visa, USA

Jane McCormick

Partner; Global Head, Tax, KPMG International Cooperative, United Kingdom

Probir Mehta

Head of Global Trade and IP Policy, Facebook, USA

Ana Novik

Head, Investment, Organisation for Economic Co-operation and Development (OECD), Paris

Amitendu Palit

Senior Research Fellow and Research Lead, Trade and Economic Policy, National University of Singapore

Lisa Pearlman

Head, Global Trade and International Affairs, Apple, USA

Abdulla Ahmed Saleh

Undersecretary for Foreign Trade, Ministry of Economy of the United Arab Emirates

Sarah Thorn

Senior Director, Global Government Affairs, Walmart, USA

Marcos Troyjo

President, New Development Bank (NDB), People's Republic of China

Ghislaine Weder

Head, Economics and International Relations, Nestlé, Switzerland

Janet Whittaker

Senior Counsel, Clifford Chance, United Kingdom

Mark Wu

Vice Dean & Stimson Professor of Law, Harvard Law School, USA

Zhang Shige

Acting Head, Trade Facilitation and Market Access, Global Government Affairs Division, Huawei Technologies Co., People's Republic of China

Zhang Yuyan

Director, Institute of World Economics and Politics (IWEP), Chinese Academy of Social Sciences (CASS), People's Republic of China

Fellow

Tan Yeling

Assistant Professor of Political Science, University of Oregon, USA

Council Manager

Aditi Sara Verghese

Policy Lead, International Trade and Investment, World Economic Forum

22

Global Future Council on Investing



22.1 | Mandate and objectives

Through the allocation of capital to countries, industries and individual businesses, investors have significant influence on the business practices of their investees, and are a key influencer in shaping a more long-term and sustainable global economy.

The Global Future Council on Investing brought its thought leadership insight to bear on how the investment industry is evolving in the face of increased globalization and the disruptions brought about through the Fourth Industrial Revolution.

22.2 | Council outputs

- Development of the council's guiding mandate and principles:
 - Ensure capital markets are a part of the solution
 - Promote long-term decision framing
 - Emphasize the alignment between long-term shareholders and other stakeholders
 - Articulate the benefits of robust ESG management for financial value
- Published a World Economic Forum Agenda blog:
 - [Here's how the US can get the best out of 5G](#) by Andrew S. Weinberg, Founder, Managing Partner and Chief Executive Officer, Brightstar Capital Partners, USA
 - Analysis of future trends – an upcoming three-part series on the World Economic Forum Agenda blog on:
 - Investing for a sustainable future – natural resources and inequality
 - Artificial intelligence vs human judgment
 - What to do about the shift from public to private markets



22.3 Council members

Co-Chairs

Alison Tarditi

Chief Investment Officer, Commonwealth Superannuation Corporation, Australia

Sarah Williamson

Chief Executive Officer, FCLT Global, USA

Members

Khalifa AlFaheem

Director, Central Bank of the United Arab Emirates

Stefan Dunatov

Executive Vice-President, Investment Strategy and Risk, British Columbia Investment Management Corporation, Canada

Suni Harford

Member of the Group Executive Board; President, Asset Management, UBS, Switzerland

Tim Hodgson

Head, Thinking Ahead Group, Willis Towers Watson, United Kingdom

Scott Kalb

Chief Executive Officer, KLT Advisors, USA

Josh Lerner

Unit Head, Entrepreneurial Management; Jacob H. Schiff Professor of Investment Banking, Harvard Business School, USA

Kevin Lu

Chairman, Asia, Partners Group, Singapore

Hironmichi Mizuno

Executive Managing Director and Chief Investment Officer, Government Pension Investment Fund (GPIF), Japan

Azman Mokhtar

Distinguished Visiting Fellow, Centre of Development Studies, University of Cambridge, United Kingdom

Manuel Rybach

Global Head, Public Affairs and Policy; Global Head, Corporate Citizenship, Credit Suisse Group, Switzerland

Shin Sung-Hwan

Professor, Hong-Ik University, Republic of Korea

Andrew S. Weinberg

Founder, Managing Partner and Chief Executive Officer, Brightstar Capital Partners, USA

Matt Whineray

Chief Executive Officer, New Zealand Superannuation Fund, New Zealand

Theresa Whitmarsh

Executive Director, Washington State Investment Board, USA

Fellow

Kai Li

Assistant Professor of Finance, The Hong Kong University of Science and Technology, Hong Kong SAR, China

Council Manager

Han Yik

Head of Institutional Investors Industry, World Economic Forum

23

Global Future Council on Japan



23.1 Mandate and objectives

The Global Future Council on Japan is dedicated to generating innovative solutions for Japan to reset the social and economic system and build more fair, sustainable and resilient society and economy. To this end, the council has been analysing root causes of resistance for a system

change in Japan and exploring best practices in leadership, business, science and technology that can usher in a sustainable and inclusive future. This inaugural year, the council has focused on the case of environmental sustainability.

23.2 Council outputs



This inaugural year, the council has focused on the case of environmental sustainability.

- Council has worked on a report summarizing the council's thought leadership on the following topics:
 - Awareness of the looming crisis in the sustainability of human society
 - Necessity and inevitability of socio-economic system transformations
 - How to secure the sustainability of Japan and its society
 - Socio-economic transformations in Japan: analysis of the barriers and the approaches to remove them
- Solutions (tools for transformation; technologies and social/economic systems)
- Governance (governance system and behaviour in the leadership; politics, government, and businesses)
- People (perception and behaviour of people; voters, consumers, investment beneficiaries, and workers)
- Multistakeholder coalition as a breakthrough approach towards sustainability



23.3 Council members

Co-Chairs

Naoko Ishii

Chief Executive Officer and Chairperson, Global Environment Facility, Washington DC

Hiroko Kuniya

Special Editor-in-Chief, GLOBE, Asahi Shimbun, Japan

Members

Khaled Omran Al Ameri

Ambassador of the United Arab Emirates to Japan

Victor L. L. Chu

Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR, China

Tomomi Fukumo

Executive Officer; Chief Operating Officer, Corporate Sustainability Division, Suntory Holdings, Japan

Makoto Gonokami

President, University of Tokyo, Japan

Yoshihiro Hasebe

Representative Director, Senior Managing Executive Officer, Kao Corporation, Japan

Yuki Hasegawa

Deputy Managing Editor, The Yomiuri Shimbun, Japan

Ryuichi Kaneko

Professor, School of Political Science and Economics, Meiji University, Japan

Shin-ichiro Kengaku

Group Executive Officer, SPARX Group, Japan

Seiji Kihara

Member of the House of Representatives of Japan

Izumi Kobayashi

Vice-Chair, Keizai Doyukai (Japan Association of Corporate Executives), Japan

Tatsuya Matsui

Robot Designer, Founder and Chief Executive Officer, Flower Robotics, Japan

Rui Matsukawa

Member of the House of Councillors of Japan

Shoukei Matsumoto

Buddhist Monk, Komyoji Temple, Japan

Genjiro Miwa

Co-Founder, President and Chief Executive Officer, Megakaryon Corporation, Japan

Naoko Munakata

Adviser, Dai-Ichi Life Research Institute, Japan

Midori Okabe

Professor, Faculty of Law, Department of International Legal Studies, Sophia University, Japan

Hiromi “Sputniko!” Ozaki

Associate Professor, Tokyo University of the Arts, Japan

Akira Sakano

Chair of the Board of Directors, Zero Waste Academy, Japan

Andrew J Scott

Professor of Economics, London Business School, United Kingdom

Yasuhiro Suzuki

Chief Medical and Global Health Officer; Vice-Minister for Health, Ministry of Health, Labour and Welfare of Japan

Chie Toriumi

Executive Vice-President, Retail Division, Retail Strategy and Management, Nomura Securities, Japan

Shu Yamaguchi

Writer and Public Speaker, Japan

Takashi Yamashita

Member of the House of Representatives of Japan

Fellow

Shukuko Koyama

Associate Professor; Deputy Project Manager, Campus Asia Programme, Waseda University, Japan

Council manager

Makiko Eda

Chief Representative Officer, Japan; Member of the Executive Committee, Tokyo Office, World Economic Forum

24

Global Future Council on the Korean Peninsula



24.1 Mandate and objectives

“ The Korean Peninsula contains one of the most significant geopolitical challenges in the world today.

The Korean Peninsula contains one of the most significant geopolitical challenges in the world today. A positive outcome could see dramatic life improvements for millions of North Koreans as the country opens up, connects to South Korea and the rest of the world, and allows freedom and commerce to drive prosperity. Over the past few years, key leaders have committed to making progress on peace, pushing denuclearization, and exploring economic re-engagement. However, the geopolitical environment surrounding the peninsula has not been favourable towards advancing dialogue, with the current COVID-19 pandemic

and ongoing effects of sanctions further adding difficulties for the people of North Korea.

The Global Future Council on the Korean Peninsula investigated how to contribute to the diplomatic process, and how to eventually rebuild the North Korean economy, reintegrating it into the global system. Working closely with all stakeholders, the council worked on a wide range of ideas, such as connecting specific communities, capacity-building initiatives, research and roadmap development, and high-level meetings.

24.2 Council outputs

- Designed and conducted multiple sessions at the annual Jeju Forum 2019 in South Korea, focusing on topics ranging from “The Fourth Industrial Revolution and South-North Korean Cooperation” to “Multilateral Lending Institutions and the North Korean Economy and How to Attract Private Capital to North Korea”
- Special efforts were made to raise public awareness and debate on the efficacy and sustainability of sanctions on DPRK, both at the Jeju Forum, through the session entitled

“Revisiting Sanctions on North Korea” and a webinar co-organized with the Forum entitled “A look inside North Korea in the time of COVID: A road map for global policy-makers” with Hazel Smith, Professor, School of Oriental and African Studies (SOAS), University of London, United Kingdom; Moon Chung-In, Special Adviser on Unification and National Security to the President of the Republic of Korea; and Ruediger Frank, Department Head and Professor of East Asian Economy and Society, University of Vienna, Austria



24.3 Council members

Co-Chairs

Angela Kane

Senior Fellow, Vienna Center for Disarmament and Non-Proliferation, Austria

Moon Chung-In

Special Adviser on Unification and National Security to the President of the Republic of Korea

Members

Abdulla Saif Al Nuaimi

Ambassador of the United Arab Emirates to the Republic of Korea

Bradley Babson

Consultant, The National Committee on North Korea, USA

Sonja Bachman

Head, North-East Asia and the Pacific, United Nations Department of Political and Peacebuilding Affairs, New York

Thomas J. Biersteker

Professor of International Security, The Graduate Institute of International and Development Studies, Switzerland

Ruediger Frank

Department Head and Professor of East Asian Economy and Society, University of Vienna, Austria

Jean-Marie Guéhenno

Senior Adviser, Centre for Humanitarian Dialogue, Switzerland

So-Young Kang

Founder and Chief Executive Officer, Gnowbe, Singapore

Kim Hyun-kyung

Managing Director, Unification Broadcasting Center, Munhwa Broadcasting Corporation, Republic of Korea

Kim Ji-yoon

Senior Research Fellow, The Institute of Democracy Studies and Education, Republic of Korea

Jean Lee

Director, Center for Korean History and Public Policy, Woodrow Wilson International Center for Scholars, USA

Lee Geun

President, Korea Foundation, Republic of Korea

Lee Mikyung

President, Korea International Cooperation Agency (KOICA), Republic of Korea

Geoffrey See

General Manager; Head, Identity, Trusting Social, Singapore

Shin Sung-Chul

President, Korea Advanced Institute of Science and Technology (KAIST), Republic of Korea

Hazel Smith

Professor, School of Oriental and African Studies (SOAS), University of London, United Kingdom

Fellow

Max Nurnus

Lecturer in International Studies, Seoul National University, Republic of Korea

Council Managers

Joo-Ok Lee

Head of the Regional Agenda, Asia-Pacific, World Economic Forum

Sheikh Tanjeb Islam

Community Lead, Regional Agenda, Asia Pacific, Global Leadership Fellow, World Economic Forum

25

Global Future Council on Longevity



25.1 Mandate and objectives

“ The total fertility rate has dropped from 5 to 2.5 in the past seven decades

Remarkable gains in life expectancy, declines in fertility and the progression of relatively large-sized cohorts to the older ages have led to an ageing global population. Life expectancy has increased to 70 years or more in many countries, the total fertility rate has dropped from 5 to 2.5 in the past seven decades, and it is expected that children under the age of five will be outnumbered by individuals aged 60 or more by 2020. Population ageing brings with its opportunities and obstacles that must be understood and harnessed for actions on ageing and health.

Increasing healthy life years is a boon to human welfare. The Global Future Council on Longevity

focused on engaging stakeholders to invest in opportunities presented by ageing to support a lifespan approach to healthy longevity, with special focus on:

1. Raising awareness and driving action on healthy longevity on the World Economic Forum's Agenda
2. Raising awareness and driving action on healthy longevity on the global agenda
3. Generating and disseminating new content and insight

25.2 Council outputs

- In collaboration with [AARP](#) and the [US National Academy of Medicine](#), convened five conversations about COVID-19 and Ageing Societies, with over 480 participants. In 2020 for the first time in history, there are more people on the planet over the age of 65 than under the age of 5, and the number of people who are 60 years old and above will double to more than 2 billion by 2050. With that context in mind, the dialogue series shared experiences and expertise about how COVID-19 has had a significant impact on older adults. It also explored many promising examples of what is needed to promote healthy ageing and longevity, even in the context of a pandemic. A summary of [key takeaways and video highlights](#) was made available in the World Economic Forum's COVID Action Platform live updates.

- Published a briefing paper on [Healthy Longevity: Redefining and Harnessing the Longevity Economy](#)

- Published 12 World Economic Forum Agenda blogs:

- GFC members contributions on healthy ageing and longevity:
 - [These countries are most ready to deal with ageing populations](#) by Sze-Yunn Pang, Head Population Health Management, ASEAN Pacific, Royal Philips, Netherlands; and Yvonne Arivalagan, Research Associate, Lee Kuan Yew School of Public Policy, National University of Singapore
 - [How to make later life happy, healthy and meaningful](#) by Victor Dzau, President, National Academy of

Medicine, USA; and Celynne Balatbat, Special Assistant to the President, National Academy of Medicine, USA

- [How to get ageing populations to invest in their health](#) by Kazumi Nishikawa, Director, Healthcare Industries Division, Commerce and Service Industry Policy Group, Ministry of Economy, Trade and Industry of Japan
- [Here's what you need to know about the future of multi-generational working](#) by Debra Whitman, Executive Vice-President and Chief Public Policy Officer, AARP, USA
- [Making the most of our 'extra time' – for ourselves and society](#) by Camilla Cavendish, Contributing Editor and Weekly Op-ed Columnist, FT Weekend, Financial Times Group, United Kingdom
- [For the economy to cope with an ageing population, we must identify new solutions – here's how](#) by David E. Bloom, Clarence James Gamble Professor of Economics and Demography, Harvard School of Public Health, USA
- GFC members contributions on COVID-19:
 - [COVID-19 has laid bare the cracks in long-term care. Here's how to fix them](#) by Debra Whitman, Executive Director and Chief Public Policy Officer, AARP, USA
 - [Telehealth could be a game-changer in the fight against COVID-19. Here's why](#) by Sze-Yunn Pang, Head Population



Healthy Longevity:
Redefining and
Harnessing
the Longevity
Economy briefing
paper

[Read here](#)

Health Management, ASEAN Pacific,
Royal Philips, Netherlands

- [Coronavirus makes inequality a public health issue](#) by Alexandre Kalache, President, International Longevity Centre, Brazil
- [How widespread is coronavirus in New York? We need to know](#) by David Canning, Professor, Economic and International Health, Harvard School of Public Health, USA; and David E. Bloom,

Clarence James Gamble Professor of
Economics and Demography, Harvard
School of Public Health, USA

- [An expert explains: how to help older people through the COVID-19 pandemic](#) by Kate Tulenko, Chief Executive Officer of Corvus Health, USA
- [Coronavirus and older people: 6 tips for families](#) by Erwin Tan, Director, Health Thought Leadership, AARP, USA



25.3 Council members

Co-Chairs

Victor Dzau

President, National Academy of Medicine, USA

Debra Whitman

Chief Public Policy Officer, AARP, USA

Members

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Perivoli Chair in Africa Research and Partnerships; Professor of Gerontology, University of Bristol, United Kingdom

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Alawi Alsheikh-Ali

Dean; Professor of Cardiovascular Medicine, Mohammed Bin Rashid University of Medicine and Health Sciences, United Arab Emirates

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Clarence James Gamble Professor of Economics and Demography, Harvard School of Public Health, USA

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Jisella Dolan

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Linda P. Fried

Dean and DeLamar Professor of Public Health, Mailman School of Public Health, Columbia University, USA

Alexandre Kalache

President, International Longevity Centre, Brazil

Adrienne Mendenhall

Director, Business Development, ACCESS Health International, USA

Kazumi Nishikawa

Director, Healthcare Industries Division, Commerce and Service Industry Policy Group, Ministry of Economy, Trade and Industry of Japan

Alana Officer

Senior Health Adviser, Ageing and Life Course, World Health Organization (WHO), Geneva

Sze-Yunn Pang

Head of Population Health Management (2015-2020), Philips ASEAN Pacific, Singapore

Muhammad Ali Pate

Global Director, Health Nutrition and Population; Director, Global Financing Facility, World Bank Group, Washington DC

Sue Peschin

President and Chief Executive Officer, Alliance for Aging Research, USA

Andrea Pfeifer

Chief Executive Officer, AC Immune, Germany

Abha Saxena

Senior Ethics Consultant, INCLIN, India

Makoto Suematsu

President, Japan Agency for Medical Research and Development, Japan

Kate Tulenko

Chief Executive Officer, Corvus Health, USA

Fellow

Yvonne Arivalagan

Ageing and Health Policy Researcher, National University of Singapore, Singapore

Council Manager

Sofiat Akinola

Project Lead, Shaping the Future of Health and Healthcare, World Economic Forum

26

Global Future Council on Media, Entertainment and Culture



26.1 Mandate and objectives

The global media and entertainment landscape has been upended by new business models, consumer-driven content, and digital consumption and distribution. As boundaries that once separated media companies along the value chain are eroding, a converging ecosystem is emerging amid substantial disruption. The Global Future Council

on Media, Entertainment and Culture focused on how organizations embrace emerging technologies, foster responsible data use, sustain trust and build relevance at the right scale, all while contributing to the overall good of society has been upended by new business models, consumer-driven content, and digital consumption and distribution.

26.2 Council outputs

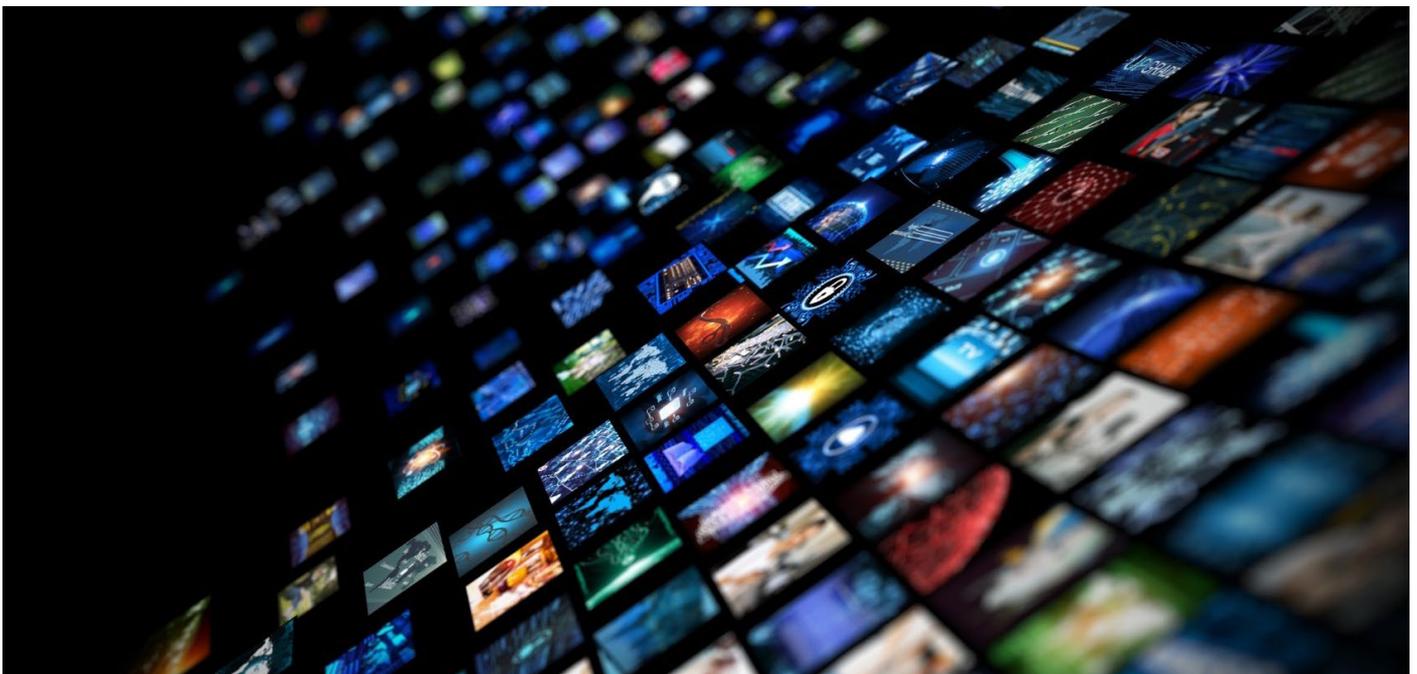


Hosted a webinar on Understanding Value in Media and Post-Pandemic Scenarios

- Hosted a webinar on [Understanding Value in Media and Post-Pandemic Scenarios](#), which featured Council Co-Chair Sanjay Nazerali, Global Managing Director, dentsu X, United Kingdom
- Launched a report on [Ethical Principles for Digital Media and Technology Design in the New Normal](#) that looks at how various product design decisions across Twitter, Zoom, LEGO and others can be assessed according to an ethical tech design framework proposed by the eSafety Commission. This report will help provide practical examples of assessing media and tech decisions according to a well-established ethical design framework.
- As part of its Responsible Advertising Pilot workstream, the council launched a call to action for brands to support local news through the World Economic Forum Agenda blogs: [COVID-19 is devastating local news. Here's how advertisers can help to save it](#) by Jennifer Cobb, Executive Director, United

For News, USA, et al. With this workstream tied to the Forum's Shaping the Future of Media, Entertainment and Culture Platform project [United for News](#), news publishers, agencies, civil society, brands, and others in the media ecosystem are collaborating to support local media through a newly created inclusion list of reputable local news sites for media buyers which can now be requested at unitedfornews.org/ufn-inclusion-list

- Published the World Economic Forum Agenda blog [How to fight the COVID-19 infodemic: lessons from 3 Asian countries](#) by Elmie Nekmat, Assistant Professor, National University of Singapore; and Audrey Yue, Deputy Director, National University of Singapore Centre for Trusted Internet and Community
- Co-organized a webinar on ethical standards for reporting on major crisis, including the COVID-19 pandemic, as part of its Responsible Journalism workstream. It was hosted by the Nieman Foundation.



26.3 Council members

Co-Chairs

Jennifer Lee

Chief Executive Officer, Plympton, USA

Sanjay Nazerali

Global Managing Director, dentsu X,
United Kingdom

Members

Mina Al-Oraibi

Editor-in-Chief, The National, United Arab Emirates

Nehal Badri

Director of Brand Dubai, Government of Dubai
Media Office, United Arab Emirates

Helen Christensen

Director and Chief Scientist, Black Dog Institute,
Australia

Jennifer Cobb

Executive Director, United For News, USA

Fu King-Wa

Associate Professor, Journalism and Media Studies
Centre, University of Hong Kong, Hong Kong SAR,
China

Aine Kerr

Co-Founder and Chief Operating Officer, Kinzen,
Ireland

Ayesha Khanna

Chief Executive Officer and Co-Founder, ADDO AI,
Singapore

Harlan Mandel

Chief Executive Officer, Media Development
Investment Fund (MDIF), USA

Susan McGregor

Assistant Director, Tow Center for Digital
Journalism, USA

Raju Narisetti

Director-elect, Global Publishing, McKinsey &
Company, USA

Elmie Nekmat

Assistant Professor, National University of Singapore

Anna Rafferty

Vice-President, Digital Consumer Engagement, The
LEGO Group, United Kingdom

Ronnie Screwvala

Co-Founder and Chairman, upGrad, India

Lara Setrakian

Chief Executive Officer and Executive Editor, News
Deeply, USA

Roberto Suárez Candel

Head, Strategy and Media Intelligence, European
Broadcasting Union (EBU), Spain

Sirma Umur

Vice-President, Brand, Europe and Global Brand
Building Reinvention, Procter & Gamble Europe,
Switzerland

Fellow

Edmund Lee

Postdoctoral Research Fellow, Harvard T. H. Chan
School of Public Health, USA

Council Managers

Farah Lalani

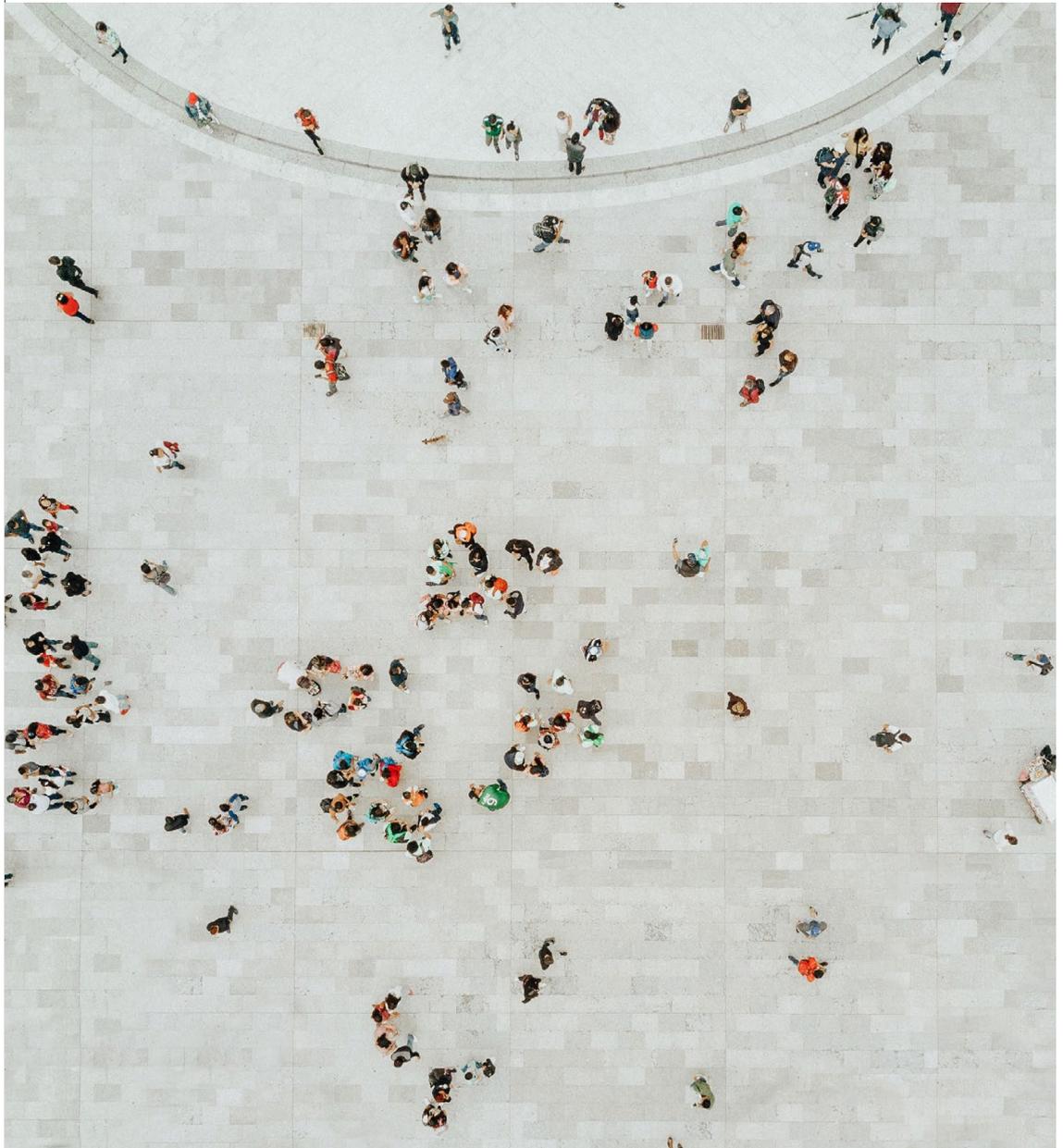
Community Curator, Media, Entertainment and
Information Industries, World Economic Forum

Marcus Burke

Research Analyst, Media, Entertainment and
Culture, World Economic Forum

27

Global Future Council on Mobility



27.1 Mandate and objectives

The mobility sector has seen tremendous innovation, change and disruption in recent years creating opportunities with the corresponding need to ensure that future mobility is safe, clean and inclusive. The Global Future Council on Mobility sought to identify the points of innovation or

cultural transformation on the brink of impacting the movement of people and goods. The council supported the work of the World Economic Forum's Platform for Shaping the Future of Mobility by examining the impact of cities, the Fourth Industrial Revolution, sustainability and society on mobility.

27.2 Council outputs



Published the Guidelines for City Mobility: Steering Towards Collaboration

[Read here](#)

- Published the [Guidelines for City Mobility: Steering Towards Collaboration](#), which covers issues such as data-sharing and multimodal integration, and provides a blueprint for collaboration between cities and companies
- Published the [Corporate Mobility Transport Challenge](#) compendium, which highlights innovative commute and product distribution programmes from companies around the world that help support the 2030 United Nations SDGs and the Paris Agreement
- Forthcoming paper exploring the price of urban public spaces used by transportation systems to generate a true cost of varying transportation modes
- Contributed to World Economic Forum summits and virtual meetings in 2020:
 - Annual Meeting: J. Adair Turner contributed as a panellist in the Clean Skies for Tomorrow, Mobility Platform Stewardship Board Meeting, Mission Possible Steel session, Decarbonizing Heavy Industries session and the Supply Chain and Transport Governors Meeting
 - Virtual Industry Strategy Meeting: Sadiq Gillani, Robert Kallenberg and Sophie Punte contributed to Aviation and Tourism Industry sessions, Automotive and Autonomous Mobility Industry sessions, Supply Chain and Transport sessions; Sophie Punte was a panellist for the session, Roundtable on Shocks to Manufacturing and Supply Chains
 - Virtual China Business Roundtable Spring: Guo Jifu was a panellist at the Roundtable on Autonomous Vehicles
 - Virtual Industry Transition Day: Co-chair J. Adair Turner was a panellist for the opening plenary for the Virtual Industry Transition Day; Katherine Dixon was a panellist for The Clean Mile: Moving towards Green Mobility session
- Sustainable Development Impact Summit: Members contributed to a range of sessions
- Contributed to projects and communities of the World Economic Forum Shaping the Future of Mobility Platform, including:
 - Shaping the Future of Mobility Stewardship Board
 - The Automotive and Autonomous Mobility Industries Action Group and the Aerospace, Aviation, Travel and Tourism Industries Action Group, both established in the wake of COVID-19
- [Global New Mobility Coalition](#):
 - Digital Transportation for a Healthier City: Juan José Mendez spoke at the regionally focused dialogue coordinated by the Forum's COVID Action Platform and Global New Mobility Coalition in partnership with Didi Chuxing
 - Zero emission area dialogues: Daniel Sperling contributed to a dialogue focused on policy design and evaluation; Sophie Punte contributed as a speaker to a dialogue focused on integrating movement of people and goods
 - [COVID Mobility Works](#): In collaboration with the NUMO, the New Urban Mobility alliance, and the Global New Mobility Coalition, launched an independent platform dedicated to collecting, synthesizing and sharing mobility initiatives that are keeping the world moving during the COVID-19 pandemic
- New Mobility COVID Task Force: Jyot Chadha, Guo Jifu, Sylvain Haon, Florian Merget contributed as speakers to the April virtual kick-off meeting; Sylvain Haon spoke at the June "Global Leading Biosafety Practices for the Recovery of Public Transit" roundtable

8

World Economic Forum Agenda blogs published

- T4<2: Transport for Under Two Degrees: Project to develop global recommendations that promote a sustainable climate-friendly transport sector in collaboration with the [Agora Verkehrswende](#), the German Agency for International Cooperation (GIZ) and the Forum's Mobility Platform
- [Future of Last Mile Ecosystem](#): Sharon Dijkma, Pankaj Jhunja, Florian Merget, Sophie Punte contributed as working group members at project-focused workshops
- Moving India: Ketan Doshi, Pankaj Jhunja, Ankit Singhvi contributed as working group members at project-focused workshops
- [Mission Possible Platform](#)'s Clean Skies for Tomorrow: J. Adair Turner, Sadiq Gillani, Katherine Dixon contributed as working group members
- [Inclusivity Quotient](#): Sylvain Haon contributed research on biosafety, spoke at a "Global Leading Biosafety Practices for the Recovery of Public Transit" roundtable; multiple members are considering serving as working group members
- Safe Drive Initiative: Lam Wee Shann was an expert interview for a forthcoming "Safe Drive Initiative: Shaping the Future of Autonomous Vehicle Policy"
- Published eight World Economic Forum Agenda blogs:
 - [A vision for post-pandemic mobility in African cities](#) by Seble Samuel, East Africa Communications and Knowledge Management Officer, CGIAR Research Program on Climate Change, Agriculture, Ethiopia and Food Security (CCAFS) Constant Cap, Urban Planner and Researcher, Naipolitans, Kenya; and Marcela Guerrero Casas, Founder and Associate, Open Streets Cape Town, South Africa
 - [How COVID-19 revealed the importance of integrating passenger and freight transport](#) by Sophie Punte, Executive Director, Smart Freight Centre, Netherlands; Florian Merget, Senior Director, Smart Cities and Last Mile Solutions, DHL Customer Solutions and Innovation Center, Germany; Pankaj Jhunja, Head, Mobility Innovation Hub, Tata Motors, India; and Nathalie Andre, Alliance Global Director, Technical Partnerships, Groupe Renault, France
 - [Cooperation is the key to improving urban transportation - just ask Amsterdam](#) by Ger Baron, Chief Technology Officer, City of Amsterdam, et al.
 - [This is what happens when cities ban cars from the roads](#) by Marcela Guerrero Casas, Founder and Associate, Open Streets Cape Town, South Africa
 - [Airships, solar planes and Soviet-era sea skimmers ... here's how we fix air travel, How should we design the urban freight systems of the future?, COVID-19 gives us a chance to design an aviation industry fit for the future](#), and [Dam it all: could this ancient technology protect us from rising sea levels?](#) by Jens Martin Skibsted,



27.3 Council members

Co-Chairs

Sharon Dijksma

Deputy Mayor of Amsterdam, Netherlands

J. Adair Turner

Chairman, Energy Transitions Commission, United Kingdom

Members

Dupsy Abiola

Head, Global Innovation, International Airlines Group, United Kingdom

Adel Al Redha

Chief Operating Officer, Emirates Airline, United Arab Emirates

Nathalie Andre

Alliance Global Director, Technology Partnerships, Groupe Renault, France

Jyot Chadha

Head, Alliance and Partnerships, NUMO, a global alliance on New Urban Mobility, USA

Katherine Dixon

Vice-President, Strategy, Energy Transition, Royal Dutch Shell, United Kingdom

Ketan Doshi

Senior Vice-President, New Business Development, Mahindra & Mahindra, India

Sadiq Gillani

Senior Vice-President, Emirates Group, United Kingdom

Karl Gray

Global Head, Motor and Personal Lines, Zurich Insurance Group, United Kingdom

Marcela Guerrero Casas

Founder and Associate, Open Streets Cape Town, South Africa

Guo Jifu

Director, Beijing Transportation Institute, People's Republic of China

Sylvain Haon

Senior Director, Strategy, Union Internationale des Transports Publics, France

Christian Hochfeld

Executive Director, Agora Verkehrswende, Germany

Pankaj Jhunja

Head, Mobility Innovation Hub, Tata Motors, India

Eleanor Joseph

Director of Strategy and Business Development, Via Transportation, USA

Robert Kallenberg

Head of Group Strategic Planning, Volkswagen, Germany

Wolfgang Ketter

Professor of Information Systems for Sustainable Society, University of Cologne, Germany

Lam Wee Shann

Chief Innovation and Transport Technology Officer, Land Transport Authority, Singapore

Clarisse Cunha Linke

Country Director, Brazil, Institute for Transportation and Development Policy, Brazil

Juan José Mendez

Secretary of Transportation and Public Works of the City of Buenos Aires, Argentina

Florian Merget

Head of Strategy, Business Development and Finance; Senior Director, Smart Cities and Last Mile Solutions, DHL Customer Solutions and Innovation Center, Germany

Christopher Pangilinan

Head, Global Policy, Public Transportation, Uber Technologies, USA

Sophie Punte

Executive Director, Smart Freight Centre, Netherlands; Executive Director, Smart Freight Centre, Netherlands

Ankit Singhvi

Founder and Chief Executive Officer, NN4Energy, India

Jens Martin Skibsted

Partner, Manyone, Denmark

Daniel Sperling

Director, Institute of Transportation Studies, University of California, Davis, USA

Leona Zou Youling

Group Product Manager, Intelligent Driving Unit, Baidu, People's Republic of China

Fellow

Wei Ma

Postdoctoral Research Associate, Carnegie Mellon University, USA

Council Manager

Mary Loane

Project Lead, Shaping the Future of Mobility, World Economic Forum

28

Global Future Council on the New Economic Agenda



28.1 Mandate and objectives

Globalization, technological change, rising inequality and sustainability concerns are calling for new economic models, standards and policies. What are the new approaches to competition, taxation, redistribution, innovation, industrial development and economic revival for building more equitable, inclusive and sustainable economies? Drawing from

its membership of leading experts and practitioners in the new economic agenda, the Global Future Council on the New Economic Agenda consolidated and developed the latest thinking and influenced adoption change through the Forum's Centre for the New Economy and Society.

28.2 Council outputs

- Contributed thought leadership and strategic guidance to the work of the World Economic Forum's Platform for Shaping the Future of the New Economy and Society (NES), under the Growth and Innovation mission including the economic response to COVID-19, priorities for the implementation of stakeholder capitalism and NES' Closing the Innovation Gap Accelerators
- Provided inputs to the development of the Social Mobility Index, published in the World Economic Forum's [2020 Social Mobility Report](#)
- Contributing to initiative and publication on Post-COVID Economic Reset and Recovery to be released in October 2020
- Created a series of World Economic Forum Agenda blogs:
 - [5 lessons Salesforce learned crafting responsible technology guidelines during COVID-19](#) by Paula Goldman, Vice-President, Chief Ethical and Humane Use Officer, Salesforce, USA; and Lien Ceulemans, Global Privacy and Associate General Counsel, Salesforce, USA
 - [Why the fight against nature loss should be a business priority](#) by Eva Zabey, Executive Director, Business for Nature, Switzerland
 - [Why it's time to celebrate migrants](#) by Ian Goldin, Professor of Globalization and Development; Director, Oxford Martin Program on Technological Economic Change, Oxford Martin School, University of Oxford, United Kingdom, and Marie McAuliffe, Head of Migration Policy Research Division, International Organization for Migration, Geneva
 - [Why cyber-risk should take centre stage in financial services](#) by Lutfey Siddiqi, Visiting Professor-in-Practice, London School of Economics and Political Science, United Kingdom
- [Why employees are the key to stakeholder capitalism](#) by Lutfey Siddiqi, Visiting Professor-in-Practice, London School of Economics and Political Science, United Kingdom
- [Coronavirus and capitalism: How will the virus change the way the world works?](#) by Mariana Mazzucato, Professor of Economics of Innovation and Public Value; Founder and Director, Institute for Innovation and Public Purpose, University College London, United Kingdom
- [How can we make sure a COVID-19 vaccine doesn't go to the highest bidder?](#) by Mariana Mazzucato, Professor of Economics of Innovation and Public Value; Founder and Director, Institute for Innovation and Public Purpose, University College London, United Kingdom; and Els Toreele, Executive Director of the Médecins Sans Frontières Access Campaign, Switzerland
- [Climate action must stay top of the global agenda as we emerge from COVID-19](#) by Robert Metzke, Chief of Staff, Innovation and Strategy; Head, Sustainability, Royal Philips, Netherlands
- [Nature is everyone's business: a call for collective action to reverse nature loss](#) by Eva Zabey, Executive Director, Business for Nature, Switzerland
- [Why COVID-19 makes inclusion a strategic imperative by business](#) by Lutfey Siddiqi, Visiting Professor-in-Practice, London School of Economics and Political Science, United Kingdom

28.3 Council members

Co-Chairs

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Vice-Chairman, Bank of America, USA

A. Michael Spence

William R. Berkley Professor of Economics, NYU Stern School of Business, Italy

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Head, Retirement Group, BlackRock, USA

Mohammed Al Shehhi

Undersecretary for Economic Affairs of the United Arab Emirates

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Ian Goldin

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Karen Harris

Managing Director, Macro Trends Group, Bain & Company, USA

Sonja Haut

Head, Strategic Measurement and Materiality, Novartis, Switzerland

Cesar A. Hidalgo

CHAIR, Artificial and Natural Intelligence Toulouse Institute (ANITI), University of Toulouse, France

Li Bin

Counsel, Department of International Cooperation, National Development and Reform Commission, People's Republic of China

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Robert Metzke

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Director, Investments, Omidyar Network, Kenya

Michael O'Sullivan

Author, Switzerland

Nagla Rizk

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Executive Director, Business for Nature, Switzerland

Zhu Ning

Deputy Dean and Professor of Finance, Shanghai Advanced Institute of Finance, People's Republic of China

Fellow

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Postdoctoral Researcher, Institute for New Economic Thinking, University of Oxford, United Kingdom

Council Manager

Silja Baller

Insights Lead, Centre for the New Economy and Society, World Economic Forum

29

Global Future Council on the New Education and Work Agenda



29.1 Mandate and objectives

Quality education, skills and work are the basis of individual prosperity and well-being, while forming the backbone of successful economies. What are the new models, standards and policies for enhancing accessible education, developing applicable skills, worker protection, expanding job access, improving earnings and supporting the development of emerging roles in the care,

education, green and digital sectors? Drawing from its membership of leading experts and practitioners in the new economic agenda, the Global Future Council on the New Education and Work Agenda consolidated and developed the latest thinking and influenced change and adoption through the Forum's Centre for the New Economy and Society.

29.2 Council outputs



Published **Schools of the Future: Defining New Models of Education for the Fourth Industrial Revolution**

[Read here](#)

- Published [Schools of the Future: Defining New Models of Education for the Fourth Industrial Revolution](#), a framework for transforming primary and secondary education for the Fourth Industrial Revolution
- Supported the development of the [Global Social Mobility Index 2020](#), which benchmarks 82 global economies and is designed to provide policy-makers with a means to identify areas for improving social mobility and promoting equally shared opportunities in their economies, regardless of their development
- Supported with the dissemination of the Future of Jobs Survey, and contributed to the 2020 Future of Jobs Report, launching in October 2020
- Contributed to the development of several playbooks and toolkits to support policy-makers and businesses through the COVID-19 pandemic, including:
 - [The Preparing for the Future of Work Playbook](#), with a focus on creating effective redeployment ecosystems
 - [The Education 4.0 Playbook](#), which highlights strategies for business and governments to build better education systems
 - [The Closing the Skills Gap Accelerators Playbook](#), which was updated to support governments and businesses create efficient redeployment and re-employment ecosystems for the post-pandemic recovery
- Contributed two World Economic Forum Agenda blogs:
 - [5 ways COVID-19 has changed workforce management](#) by Sarah Kirby, Group Head, Organization Design and Human Resource Strategy, Zurich Insurance Group, Switzerland
 - [The world's best teacher wants to put an artist in every UK school](#), highlighting the work of Andria Zafirakou, Teacher, Arts and Textile, Alperton Community School, United Kingdom



29.3 Council members

Co-Chairs

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Principal and Vice-Chancellor, McGill University, Canada

Sarah Kirby

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Members

Jeremias Adams-Prassl

Professor of Law, University of Oxford, United Kingdom

Abdullah Al Karam

Chairman and Director-General, Knowledge and Human Development Authority, United Arab Emirates

Erik Brynjolfsson

Schussel Family Professor; Director, MIT Initiative on the Digital Economy, MIT - Sloan School of Management, USA

Susan Gianinno

Senior Adviser, Publicis Groupe, USA

Emily Glassberg Sands

Head, Data Science, Coursera, USA

Mark Graham

Professor of Internet Geography, Oxford Internet Institute, United Kingdom

Lynda Gratton

Professor of Management Practice, London Business School, United Kingdom

Anne-Sophie Grouchka

Member of the Executive Board, France; Chief Customer Officer, Allianz SE, France

Jawad Khan

Chief Executive Officer, Punjab Skills Development Fund, Pakistan

Annie Koh

V3 Group Professor of Family Entrepreneurship; Professor of Finance, Practice; Vice-President, Office of Business Development, Singapore Management University, Singapore

Lee Sangheon

Director, Employment Policy Department, International Labour Organization (ILO), Geneva

Frida Polli

Co-Founder and Chief Executive Officer, Pymetrics, USA

Dan Restuccia

Chief Analytics and Product Officer, Burning Glass Technologies, USA

Bettina Schaller

Head, Group Public Affairs, Adecco Group, Switzerland

Elizabeth H. Shuler

Secretary-Treasurer and Chief Financial Officer, American Federation of Labor and Congress of Industrial Organizations (AFL-CIO), USA

Tong Zhilei

Chairman and Chief Executive Officer, COL Digital Publishing Group, People's Republic of China

Xiao Dun

Founder, 17EdTech, People's Republic of China

Andria Zafirakou

Teacher, Arts and Textile, Alperton Community School, United Kingdom

Fellow

Greetje Corporaal

Postdoctoral Researcher, Oxford Internet Institute, University of Oxford, United Kingdom

Council Manager

Genesis Elhussein

Project Specialist, Frontier Insights, World Economic Forum

30

Global Future Council on the New Equality and Inclusion Agenda



30.1 Mandate and objectives

More equal and equitable economies, organizations and teams enjoy greater prosperity, creativity, stability and innovative thinking. What are the new models, standards and policies for enhancing social mobility, gender equality, meritocracy, diversity and social protection? Drawing from its membership

of leading experts and practitioners in the new economic agenda, the Global Future Council on the New Equality and Inclusion Agenda consolidated and developed the latest thinking and influenced change and adoption through the Forum's Centre for the New Economy and Society.

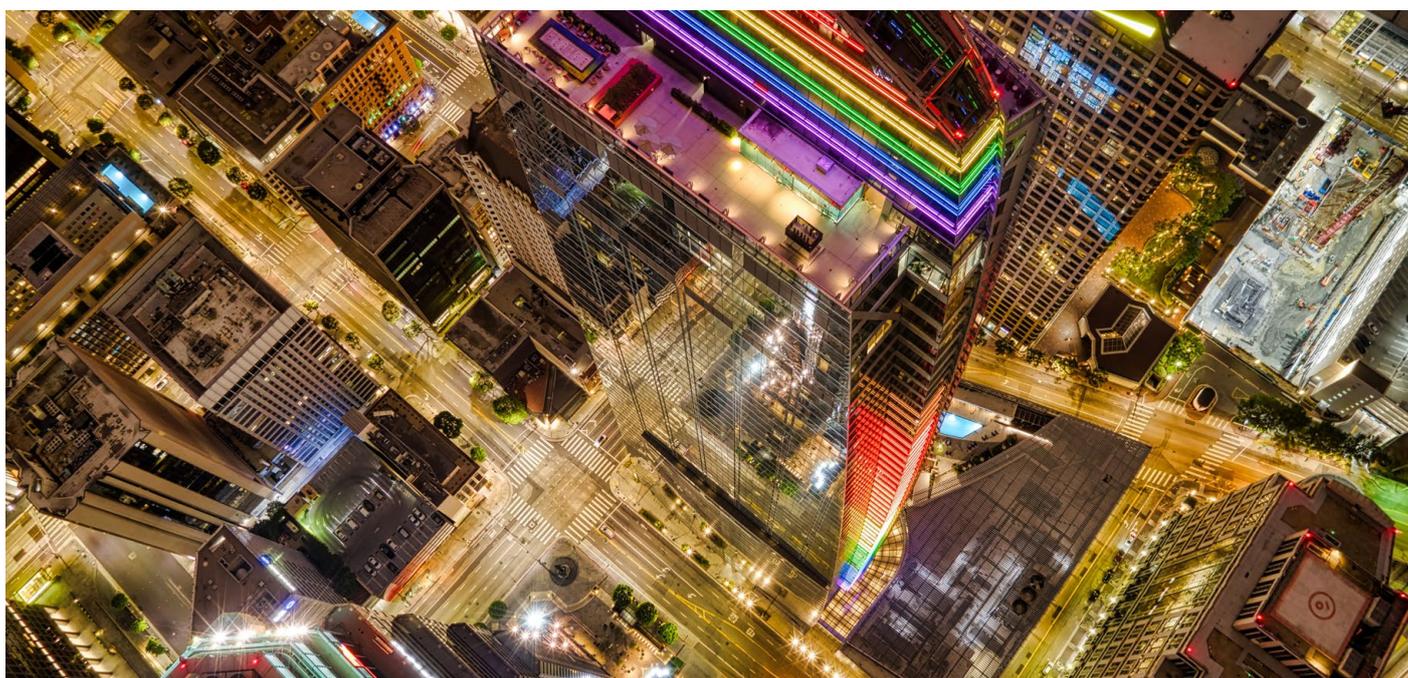
30.2 Council outputs

- Served as a key advisory group to the Forum's new [Global Social Mobility Index 2020](#), which provides insight into the condition for breaking the link between socio-economic background and an individual's outcomes in life. The index revealed that there are only a handful of economies with the right conditions to foster social mobility. Furthermore, most countries underperform in four areas: fair wages, social protection, working conditions and lifelong learning.
- Published the [Diversity, Equity and Inclusion 4.0 Toolkit](#) for leaders to accelerate social progress in the future of work. It explores the practical opportunities and risks that rapidly emerging technologies represent for diversity, equity and inclusion efforts. The toolkit outlines how technology can help reduce bias from recruitment processes, diversify talent pools, and benchmark diversity and inclusion across organizations. Research is also cited that suggests well-managed diverse teams significantly outperform homogenous ones over time, across profitability, innovation, decision-making and employee engagement.
- Published a series of World Economic Forum Agenda blogs:
 - [This is how to make stakeholder capitalism a reality](#) by Laura Tyson, Distinguished Professor of the Graduate School, Haas School of Business, University of California, Berkeley, USA; and Lenny Mendonca, Senior Fellow, Presidio Institute, USA
 - [COVID-19's isolated world is the norm for people with disabilities](#) by Caroline Casey, Founder and Director, The Valuable 500, Ireland
 - [Technology can be a great ally in the drive for greater inclusion and diversity](#) by Rachel Osikoya, Director; Head, Diversity and Inclusion, A.P. Møller-Maersk, Denmark



Published the
Diversity, Equity
and Inclusion 4.0
Toolkit

[Read here](#)



30.3 Council members

Co-Chairs

Laura D'Andrea Tyson

Distinguished Professor of the Graduate School, Haas School of Business, University of California, Berkeley, USA

Prasad Swaminathan

Senior Vice-President; Global Head, Talent and Learning, ABB, Switzerland

Members

Jahanzaib Ansari

Co-Founder and Chief Executive Officer, Knockri, Canada

Gary Barker

President and Chief Executive Officer, Promundo Global, USA

Umran Beba

Senior Vice-President for Global Human Resources, PepsiCo, United Arab Emirates

Haroon Bhorat

Director, Development Policy Research Unit (DPRU), University of Cape Town, South Africa

Sari Brody

Global Manager, Equality, Diversity and Inclusion, Ingka Group (IKEA), Netherlands

Wanda Bryant Hope

Chief Diversity and Inclusion Officer, Johnson & Johnson, USA

Caroline Casey

Founder and Director, The Valuable 500, Ireland

Mario Martin Delgado Carrillo

Chairman of the Political Coordination Board of MORENA, Chamber of Deputies of Mexico

Patsy Doerr

Global Head, Diversity and Inclusion, Credit Suisse, USA

Rebeca Grynspan

Secretary-General, Secretaría General Iberoamericana (SEGIB), Madrid

Nora Lustig

Samuel Z. Stone Professor of Latin American Economics; Director, Commitment to Equity, Tulane University, USA

Mary Lou Maher

Head, Global Inclusion and Diversity, KPMG, Canada

John Morrison

Chief Executive Officer, The Institute for Human Rights and Business Limited (IHRB), United Kingdom

Lisa Nishii

Vice-Provost for Undergraduate Education; Associate Professor, Cornell University, USA

Rachel Osikoya

Director; Head, Diversity and Inclusion, A.P. Møller-Maersk, Denmark

Wade Rakes II

Chief Diversity and Inclusion Officer, Centene Corporation, USA

Christopher Rowland

Global Diversity Officer, ManpowerGroup, USA

Bhushan Sethi

Partner; Joint Global Leader, People and Organization, PwC, USA

Kathryn Shaw

The Ernest C. Arbuckle Professor of Economics, Stanford Graduate School of Business, USA

Hessa Tahlak

Assistant Undersecretary for Social Affairs of the United Arab Emirates

Judith Williams

Head, People Sustainability; Senior Vice-President; Chief Diversity and Inclusion Officer, SAP, USA

Fellow

Michael D. Aguirre

Postdoctoral Fellow, Harvard University, USA

Council Manager

Vesselina S. Ratcheva

Insights Lead, Education, Gender and Work, Centre for the New Economy and Society, World Economic Forum

31

Global Future Council on New Network Technologies



31.1 Mandate and objectives

New network technologies promise to dramatically advance mobile connectivity and propel the Fourth Industrial Revolution forward. The Global Future Council on New Network Technologies in the 2018-2019 term focused on the benefits to society and the role of partnerships between

government and the private sector. In the 2019-2020 term, the council explored the incentives for network development and the distribution of value throughout the 5G ecosystem, as well as the role of new ecosystems in driving value and innovation.

31.2 Council outputs



Contributed to a short film on the transformative power of 5G and several social media videos

[Watch here](#)

- Council Co-Chair Laxmi Akkaraju, Chief Strategy Officer, GSMA, United Kingdom, contributed and facilitated the session “Strategic Intelligence Briefing: 5G” at the World Economic Forum Annual Meeting 2020. This session explored how rapid deployment of 5G technology depends on effective cooperation between policy-makers and the private sector
- Led to the formation of the World Economic Forum’s Global 5G Coalitions Network, which seeks to foster a cross-industry community of international associations and regional alliances across sectors with shared priorities to accelerate an inclusive and sustainable deployment of 5G networks
- Contributed to a [short film](#) on the transformative power of 5G and several social media videos
- Wrote a community paper, [5G: Society’s Essential Innovation Technology](#)
- Contributed to a report in the 5G Outlook series: [The Impact of Mobile Technology on the Response to COVID-19](#)
- Published a World Economic Forum Agenda blog:
 - [5G networks: to slice or not to slice?](#) by Manish Mangal, Chief Technology Officer, Network Services, Tech Mahindra, USA



31.3 Council members

Co-Chairs

Laxmi Akkaraju

Chief Strategy Officer, GSMA, United Kingdom

Atul Mehta

Technology, Venture Capital and Funds Expert, USA

Members

Bocar Ba

Chief Executive Officer, Samena
Telecommunications Council, United Arab Emirates

Aileen Chia

Deputy Chief Executive, Policy, Regulation and
Competition Development; Director-General,
Telecoms and Post, Info-Communications Media
Development Authority of Singapore (IMDA)

Erik Ekudden

Chief Technology Officer, Telefonaktiebolaget LM
Ericsson, Sweden

Maxime Flament

Chief Technology Officer, 5G Automotive
Association, Belgium

Elizabeth Hyman

Chief Executive Officer, XR Association, USA

Jeon Hong-Beom

Chief Digital Transformation Officer, KT Corporation
(Korea Telecom), Republic of Korea

Vishal Lall

Chief Operating Officer, Hewlett Packard Enterprise,
USA

Manish Mangal

Chief Technology Officer, Network Services, Tech
Mahindra, USA

Muriel Medard

Cecil H. Green Professor of Electrical Engineering
and Computer Science, Massachusetts Institute of
Technology (MIT), USA

Andreas Mueller

Chairman, 5G Alliance for Connected Industries and
Automation (5G-ACIA), Germany

Akihiro Nakao

Professor, Interfaculty Initiative in Information
Studies, University of Tokyo, Japan

Robert Pepper

Head, Global Connectivity Policy and Planning,
Facebook, USA

Rima Qureshi

Executive Vice-President and Chief Strategy Officer,
Verizon Communications, Canada

Thomas Reichert

Chairman, Global Practices; Global Leader,
DigitalBCG, Boston Consulting Group, Germany

Paul Michael Scanlan

Chief Technology Officer, Carrier Network Business
Group, Huawei Technologies Co., Hong Kong SAR,
China

Kevin Shatzkamer

Vice-President, Enterprise and Service Provider
Strategy and Solutions, Dell EMC, USA

Martha Suarez

President, Dynamic Spectrum Alliance, France

Surina Shukri

Chief Executive Officer, Malaysia Digital Economy
Corporation (MDEC), Malaysia

Renata Zanuto

Co-Head, Cubo, Itaú BBA, Brazil

Fellow

Wei Bo

Assistant Professor, Faculty of Science and
Engineering, Waseda University, Japan

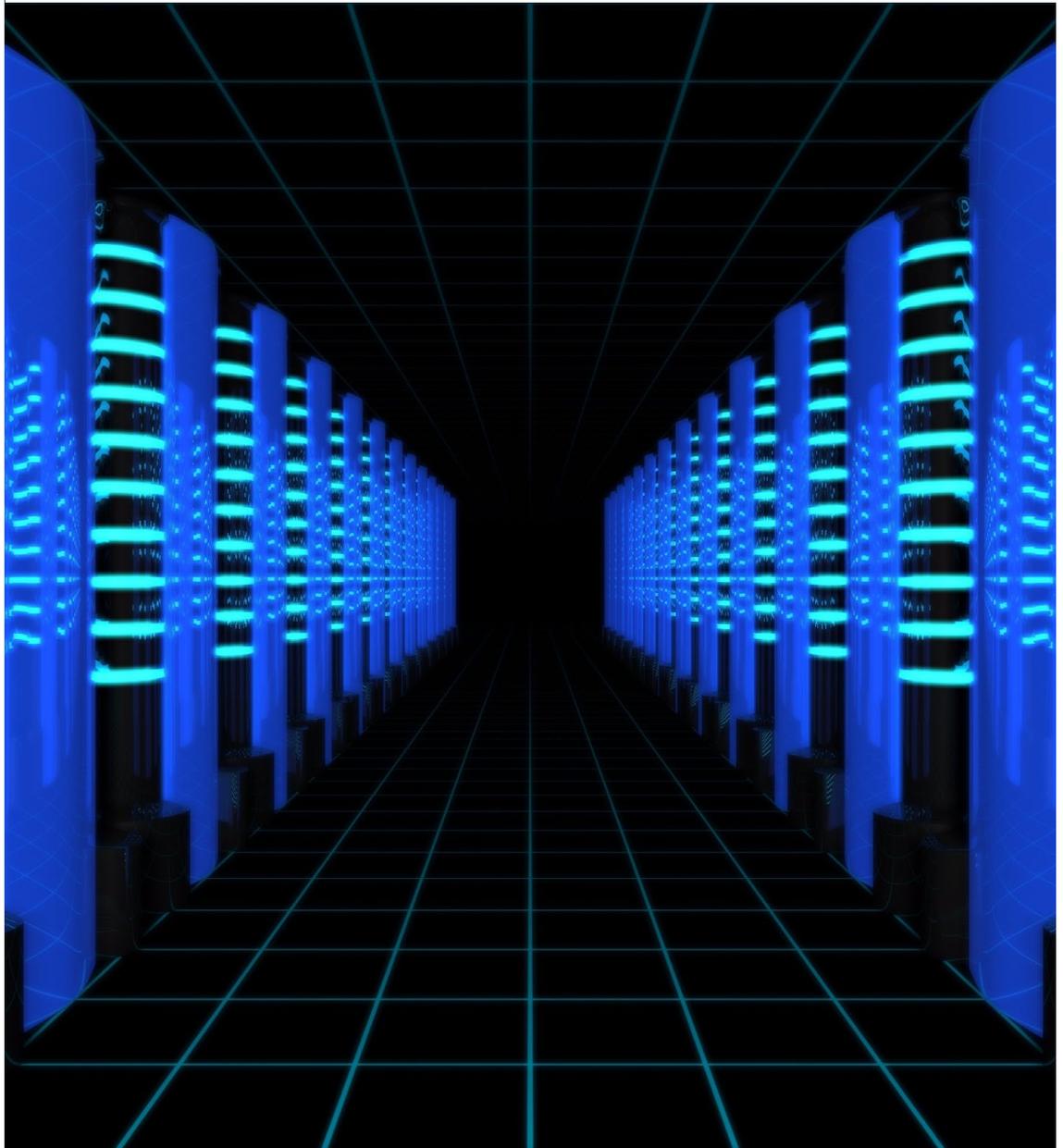
Council Manager

Rodrigo Arias

Content Lead, Technology, Media and Digital
Industry, World Economic Forum

32

Global Future Council on Quantum Computing



32.1 | Mandate and objectives

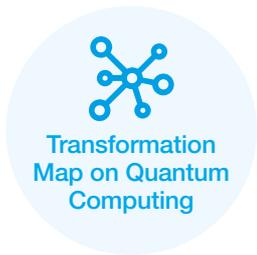
Post-Moore's Law computing includes new, foundational technologies and techniques for centralized and distributed processing. The Global Future Council on Quantum Computing explored

related trends, and defined and explained to a broad audience the new capabilities of these technologies along with their potential to transform industries and society.

32.2 | Council outputs

- Published an accessible overview on quantum computing, [Frequently Asked Questions](#), which answers important high-level questions and explores the technology's impact in the coming years
- Contributed to the curation of the World Economic Forum Strategic Intelligence [Transformation Map on Quantum Computing](#)
- Council Co-Chair Jeremy O'Brien, Chief Executive Officer, PsiQuantum, USA,

- participated in a session on [The Quantum Potential](#) at the World Economic Forum Annual Meeting 2020, which discussed how quantum computing might transform the world and how the momentum of research can be sustained
- Published a World Economic Forum Agenda blog:
 - [How quantum computing could beat climate change](#) by Jeremy O'Brien, Chief Executive Officer, PsiQuantum, USA



32.3 Council members

Co-Chairs

Song Bing

Director, Berggruen Institute China Center,
People's Republic of China

Jeremy O'Brien

Chief Executive Officer, PsiQuantum, USA

Members

Mohammed Matar Al Shamsi

Manufacturing Engineer, Strata Manufacturing,
United Arab Emirates

Kirk Bresniker

Fellow and Chief Architect, Hewlett Packard Labs,
USA

Vern Brownell

Adviser to the Board, D-Wave Systems, Canada

Benjamin Butler

Founder and Director, Emerging Future Institute,
Hong Kong SAR, China

Jerry M. Chow

Manager, Experimental Quantum Computing,
IBM Thomas J. Watson Research Center, USA

Douglas Finke

Publisher and Managing Editor, Quantum
Computing Report, USA

Georgia Frances King

Ideas Editor, Quartz - Atlantic Media, USA

Andrew Fursman

Chief Executive Officer, 1QB Information
Technologies (1QBit), Canada

Ghida Ibrahim

Founder, Rafiqi, United Kingdom

Hiroaki Kitano

President and Chief Executive Officer, Sony
Computer Science Laboratories, Japan

B Kalyan Kumar

Corporate Vice-President and Chief Technology
Officer, HCL Technologies, India

Loh Huanqian

President's Assistant Professor, National University
of Singapore, Singapore

Thomas Monz

Chief Executive Officer and Founder,
Alpine Quantum Technologies, Austria

Florian Neukart

Director, Advanced Technologies and Information
Technology Strategy, Volkswagen Group Of
America, USA

Ana Predojevic

Assistant Professor, Stockholm University, Sweden

Joseph Reger

Chief Technology Officer, Europe, Middle East,
India and Africa, Fujitsu, Japan

Chad Rigetti

Founder and Chief Executive Officer, Rigetti, USA

Alex Rodriguez Vitello

Physicist and Engineer, Curator and Explorer, Alpha,
Spain

Suchitra Sebastian

Associate Professor, Department of Physics,
Cavendish Laboratory, University of Cambridge,
United Kingdom

Yuri van Geest

Founder, Singularity University, Netherlands

Davide Venturelli

Lead, Quantum Computing, Universities Space
Research Association (USRA), USA

Wei Shaojun

Director, Institute of Microelectronics, Tsinghua
University, People's Republic of China

Linde Wolters

Co-Lead, Policy and Advocacy, SEED, Germany

Fellow

Eliška Greplová

Postdoctoral Researcher, ETH Zurich, Switzerland

Council Managers

Eric White

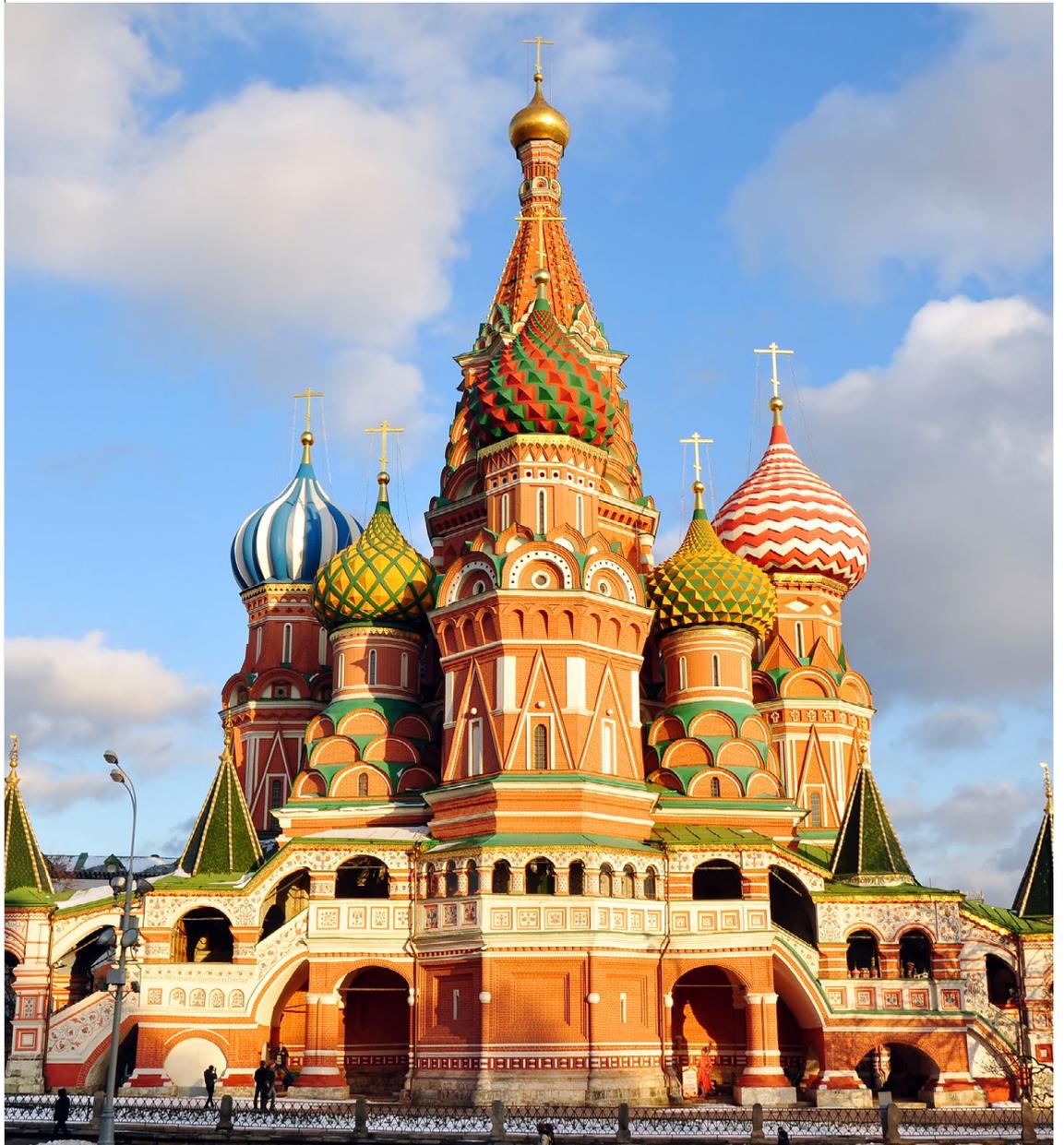
Head of Information Technologies and Electronics;
Global Leadership Fellow, Shaping the Future of
Digital Economy and New Value Creation, World
Economic Forum

Claude Dyer

Community Coordinator, Shaping the Future
of Digital Economy and New Value Creation,
World Economic Forum

33

Global Future Council on Russia



33.1 Mandate and objectives



In the Russian Federation, the development of new technologies and the ecosystem supporting their implementation remains one of the key drivers for diversification of the country's economy. Technologies such as AI hold the promise of solving some of society's most pressing issues, but also present risks, such as inscrutable algorithms, unethical use of data and potential job displacement. The country's National AI Strategy

will help address those challenges and focus on deploying a safe and responsible technology capable of increasing the economic potential. The Global Future Council on Russia examined the global discourse on adopting national-level digital economy strategies, with an emphasis on AI. The group of international and Russian stakeholders together addressed these issues, based on international best practices and solutions.

33.2 Council outputs

- Through the Council's **AI Readiness Index**, the group sought to provide a new tool for accelerating AI technology adoption in key sectors and companies, using targeted strategies and evidence-based policy. The council analysed international experience and best practices, including more than 50 reports and initiatives related to AI readiness at the country, industry and company levels, and developed a preliminary framework for industry and company readiness assessment. The approach was integrated into Russia's national AI programme as one of the key policy tools.
- The research project, **AI Technologies in City Management: AI as Mayor**, explored the extent to which AI could ever be able to replace a mayor and how quickly city

administration staff could be replaced by AI technologies. Analysis of international best practices in the practical use of AI technologies in city management in various countries was carried out to determine the necessary conditions for the effective use of AI technologies, as well as the most critical risks. Separately, with the participation of employees of the Moscow Government, a review was prepared of AI technologies, which today are used in solving a number of issues on the management of Moscow. In addition, a sociological study explored the opinions and expectations of Muscovites on the scope of functions in city administration that they consider possible to delegate to AI, as well as the timing of the active introduction of AI technologies into city administration.



33.3 Council members

Co-Chairs

Elena Bunina

Chief Executive Officer; Director, Human Resources, Yandex, Russian Federation

Maxim Oreshkin

Minister of Economic Development of the Russian Federation

Members

Maadhad Hareb Al Khyeli

Ambassador of the United Arab Emirates to the Russian Federation

Vladimir Averbakh

Managing Director, Data Research Competency Development Department, Sberbank, Russian Federation

Anna Belova

Founder and Chairman, Center of System Transformation, M.V. Lomonosov Moscow State University, Russian Federation

Maxim Eremenko

Senior Managing Director; Director, Data Science Centre, Sberbank, Russian Federation

Charles Hecker

Senior Partner, Control Risks Group, United Kingdom

Kirill Kaem

Senior Vice-President, Innovations, Skolkovo Foundation, Russian Federation

Pavel Khristenko

Head, Quantum Technologies, State Atomic Energy Corporation ROSATOM, Russian Federation

Vladislav Onishchenko

Head, Analytical Centre for the Government of the Russian Federation

Alexey Prazdnichnykh

Managing Director, Eurasia Competitiveness Institute (ECI), Russian Federation

David Scharia

Chief of Branch, Counter Terrorism Executive Directorate (CTED), United Nations, New York

Oksana Tarasenko

Deputy Minister of Economic Development of the Russian Federation

Jane Zavalishina

President and Co-Founder, Mechanica AI, Netherlands

Fellow

Artem Vinogradov

PhD Candidate, Moscow State University (Lomonosov), Russian Federation

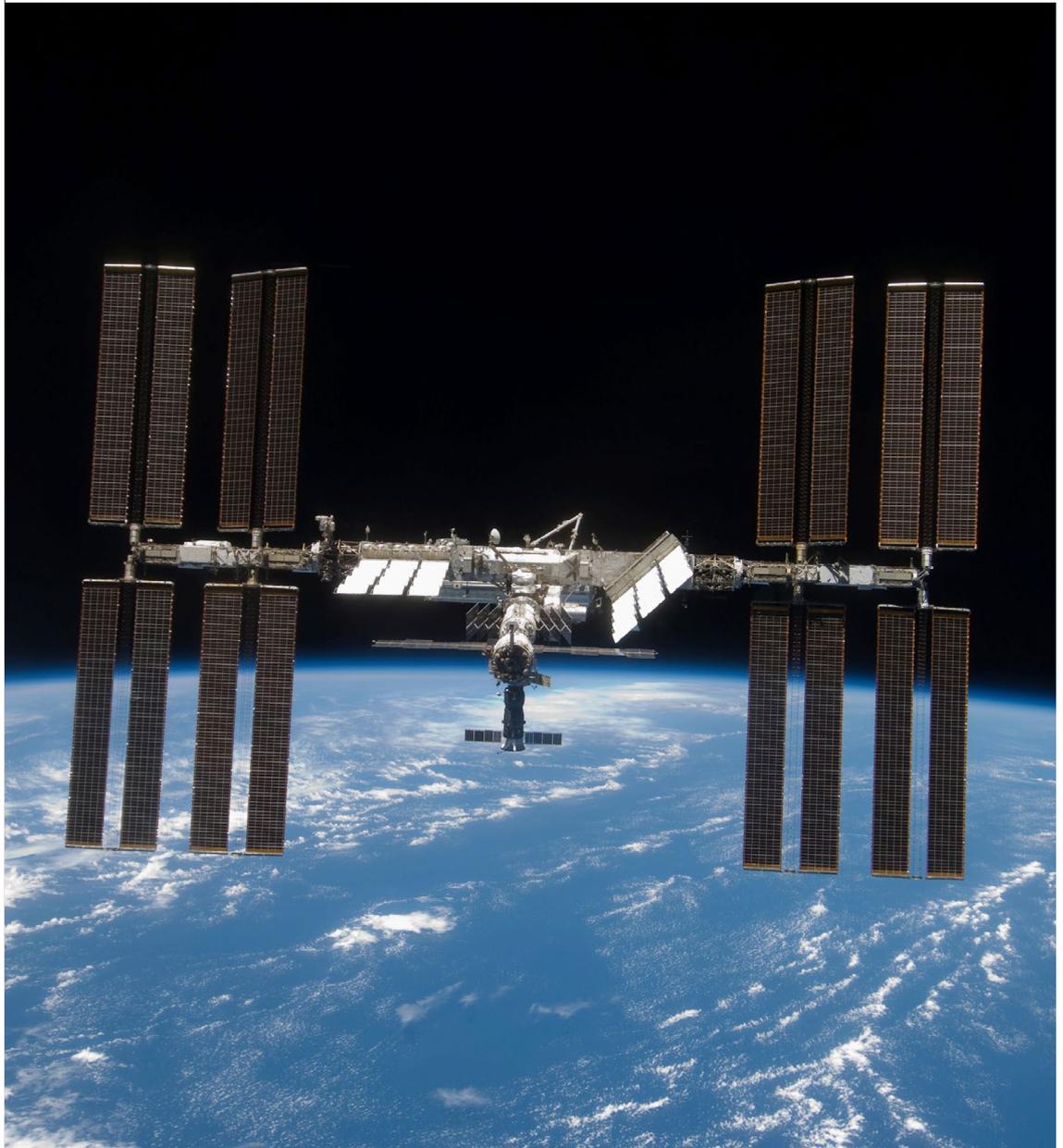
Council Manager

Salvatore Freni

Community Lead, Europe and Eurasia, World Economic Forum

34

Global Future Council on Space Technologies



34.1 | Mandate and objectives



The space sector is evolving perhaps more rapidly than ever, with new public- and private-sector actors having recently emerged or entered this area, and propelling the sector forward. As the domain undergoes this important transformation, the Global Future Council on Space Technologies explored critical challenges for the sector, such

as the need for new governance frameworks and new forms of public-private collaboration, as well as a greater understanding of the sector's socio-economic impact. Additionally, the council continued to support the development of the Space Sustainability Rating.

34.2 | Council outputs

- Created and published a compendium of case studies that focus on different ways the space sector benefits life on Earth to act as a high-level exploratory and informative resource for anyone trying to understand the key ways that space supports and accelerates the six focus areas of the Sustainable Development Goals

- (SDGs): Climate, Connectivity, Global Security, Responsible Business, and Economy
- A short social media video was also created based on this content to share more broadly the select benefits and promote to the general public understanding of the value of space



34.3 Council members

Co-Chairs

Alice Bunn

Director, International, UK Space Agency,
United Kingdom

Nobu Okada

Chief Executive Officer, Astroscale, Singapore

Members

Abdul Mohsen Z. Al Hussein

Co-Founder and Chief Strategy Officer of Analytical
Space (2016-2020), USA

Talal Al Kaissi

Adviser, Strategic Projects, Office of the Director-
General, UAE Space Agency, United Arab Emirates

Anousheh Ansari

Chief Executive Officer, X Prize Foundation, USA

Carissa Christensen

Chief Executive Officer, Bryce Space and
Technology, USA

Simonetta Di Pippo

Director, United Nations Office for Outer Space
Affairs (UNOOSA), Vienna

Pascale Foing Ehrenfreund

President, International Astronautical Federation

Daniela Genta

Head, Market Access Policy, Airbus Defence
and Space, Germany

Takeshi Hakamada

Founder and Chief Executive Officer, ispace, Japan

Aarti Holla-Maini

Secretary-General, EMEA Satellite Operators'
Association (ESOA), Belgium

Tomohisa Kunisawa

Deputy Director, Space Industry Office, Ministry
of Economy, Trade and Industry of Japan

Michael Martinez

Vice-President, Space Engineering,
Maxar Technologies, USA

Susmita Mohanty

Chief Executive Officer, Earth2Orbit Consulting,
India

Jamie Morin

Executive Director, Center for Space Policy and
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Minoo Rathnasabapathy

Research Engineer, Space Enabled Research
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Kai-Uwe Schrogl

Special Adviser Space Policy, Federal Ministry for
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Olga Stelmakh-Drescher

Director, Business Development and International
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United Kingdom

Ellen Stofan

Director, Smithsonian Air and Space Museum,
Smithsonian Institution, USA

Brian Weeden

Director, Programme Planning, Secure World
Foundation, USA

George Whitesides

Chief Executive Officer, Virgin Galactic, USA

Changwu Zhang

Founder and Chief Executive Officer, Landspace
Technology, People's Republic of China

Fellow

Doris Grosse

Instrumentation Scientist, Research School of
Astronomy and Astrophysics, Australian National
University

Council Managers

Nikolai Khlystov

Community Lead, Shaping the Future of Mobility,
World Economic Forum

Bruce Weinelt

Head of Partner Development, North America,
World Economic Forum

35

Global Future Council on Technology for Mental Health



35.1 Mandate and objectives

Technology – particularly social media, chatbots and digital voice assistants – is affecting individuals' mental health positively and negatively. The Global Future Council on Technology for Mental Health addressed the potential and the pitfalls of

technology and mental health. This Council focused on youth mental health and suicide prevention, and developed cases highlighting ethical tensions with technology and mental health on this issue.

35.2 Council outputs

- Organized and delivered an expert discourse on the Paradigm Shift in Technology and Mental Health; bringing together experts from government, business and civil society, the webinar shared information on themes such as:
 - Trends in tech and mental health and how COVID-19 affects them
 - How and by whom those trends could and should be shaped in the future
 - Ethical questions on access to tech and the internet, social structures and their relationship to mental health, and data privacy and sharing
 - The opportunity for a new paradigm for risk-benefit analysis of regulatory and ethical questions on tech and mental health
- Published a white paper in partnership with Accenture: [Empowering 8 Billion Minds Enabling Better Mental Health for All via the Ethical Adoption of Technologies](#)
- Published nine World Economic Forum Agenda blogs:
 - [This is how we can empower 8 billion minds by 2030](#) by Murali Doraiswamy Professor of Psychiatry and Behavioral Sciences, Duke University Health System, USA; Elisha London, Chief Executive Officer, United for Global Mental Health (United GMH), Australia; Barbara Harvey, Managing Director, Accenture Research, United Kingdom; and Peter Varnum, Project Lead, Global Health and Healthcare, World Economic Forum
 - [COVID-19: How to fight disease outbreaks with data](#) by Mohamad Ali Hamade, Chief Executive Officer, Amanat Holdings, United Arab Emirates
 - [High anxiety calls for innovation in digital mental health](#) by Joshua Gordon, Director, National Institute of Mental Health, USA; and Murali Doraiswamy, Professor of Psychiatry and Medicine, Duke University Medical Center, USA
 - [3 ways to protect your mental health during – and after – COVID-19](#) by Karen Rommelfanger, Director, Neuroethics Program, Emory University, USA; and Alvaro Fernández Ibáñez, Chief Executive Officer and Editor-in-Chief, SharpBrains, USA
 - [How to support your child's mental health during COVID-19 and beyond](#) by Philip Campbell, Editor-in-Chief, Springer Nature, United Kingdom; Helen Herrman, President, World Psychiatric Association, Australia; Ian Hickie, Co-Director, Health and Policy, Brain and Mind Centre, University of Sydney, Australia; and Bjarte Reve, Chief Executive Officer, Nansen Neuroscience Network, Norway
 - [How technology can help to manage COVID-19's mental health fallout](#) by Joseph Hayes, Principal Clinical Research Fellow, Faculty of Brain Sciences, University College London, United Kingdom
 - [This AI tool helps healthcare workers look after their mental health](#), by Francis S. Lee, Psychiatrist-in-Chief, NewYork-Presbyterian/Weill Cornell Medical Center, USA; Conor Liston, Director, Sackler Institute, Weill Cornell Medicine, USA; and Laura L. Forese, Executive Vice-President and Chief Operating Officer, NewYork-Presbyterian, USA
 - [COVID-19 and your brain: 6 ways to control the damage to your mental health](#) by Leanne Williams, Professor of Psychiatry and Behavioural Sciences, Stanford University, USA, and Cameron Fox, Project Specialist, Precision Medicine, Shaping the Future of Health and Healthcare, World Economic Forum
 - [This AI tool helps healthcare workers look after their mental health](#) by Francis Lee, Psychiatrist-in-Chief, New York Presbyterian Hospital, USA, et al.

9

World Economic
Forum agenda
blogs published

35.3 Council members

Co-Chairs

P. Murali Doraiswamy

Professor of Psychiatry and Medicine, Duke University Medical Center, USA

Helen Herrman

President, World Psychiatric Association, Australia

Members

Ohood Bint Khalfan Al Roumi

Minister of State for Government Development and the Future, United Arab Emirates

Philip Campbell

Editor-in-Chief, Springer Nature, United Kingdom

Ken Carswell

Technical Officer, World Health Organization (WHO), Geneva

Alvaro Fernández Ibáñez

Chief Executive Officer and Editor-in-Chief, SharpBrains, USA

Joshua Gordon

Director, National Institute of Mental Health, USA

Mohamad Ali Hamade

Chief Executive Officer, Amanat Holdings, United Arab Emirates

Barbara Harvey

Managing Director, Accenture Research, United Kingdom

Ian Hickie

Co-Director, Health and Policy, Brain and Mind Centre, University of Sydney, Australia

Rotem Kopel

Chief Executive Officer, Mind Matters Foundation, Switzerland

Tan Le

Chief Executive Officer, EMOTIV, USA

Francis Lee

Psychiatrist-in-Chief, New York Presbyterian Hospital, USA

Elisha London

Chief Executive Officer, United for Global Mental Health, United Kingdom

Husseini Manji

Global Therapeutic Area Head, Neuroscience, Johnson & Johnson, USA

Anisha Padukone

Director, The Live Love Laugh Foundation, India

Bjarte Reve

Chief Executive Officer, Nansen Neuroscience Network, Norway

Karen Rommelfanger

Director, Neuroethics Program, Emory University, USA

Shekhar Saxena

Professor of the Practice of Global Mental Health, Harvard T. H. Chan School of Public Health, USA

Danielle Schlosser

Principal Research Scientist, Verily Life Sciences, USA

Charlotte Stix

Research Fellow, Eindhoven University of Technology, Netherlands

Miranda Wolpert

Head, Mental Health Priority Area, Wellcome Trust, United Kingdom

Leanne Williams

Professor of Psychiatry and Behavioural Sciences, Stanford University, USA

Fellows

Joseph Hayes

Clinical Research Fellow Consultant, Faculty of Brain Sciences, University College London, United Kingdom

Council Managers

Cameron Fox

Project Specialist, Precision Medicine, Shaping the Future of Health and Healthcare, World Economic Forum

Peter Varnum

Project Lead, Global Health and Healthcare, World Economic Forum

36

Global Future Council on Transparency and Anti-Corruption



36.1 Mandate and objectives

As corruption continues to make headlines worldwide, the imbalances in social systems grow. Corruption creates distortions that undermine inclusive growth and sustainable development, and addressing this issue requires collaboration and innovative approaches. The Global Future

Council on Transparency and Anti-Corruption brought together experts from business, government, academia and civil society to redefine the boundaries of anti-corruption efforts with the aim of fostering trust and improving integrity and transparency within the public and private sectors.

36.2 Council outputs



Created a framework, the [Agenda for Business Integrity](#)

[Read here](#)

- Created a framework, the [Agenda for Business Integrity](#), focused on four key pillars of leadership action by companies; this framework is informing the Partnering Against Corruption Initiative (PACI) strategy. Each pillar has a dedicated paper to provide a concrete path for the private sector to act with integrity:
 - Commit to ethics and integrity beyond mere compliance (forthcoming)
 - Strengthen corporate culture and incentives to drive continuous learning and improvement (forthcoming)
 - [Leverage technologies to reduce the scope of corruption](#)
 - [Support collective action to increase scale and impact](#)
- The council, with the PACI team and the World Bank StAR Initiative, has launched a cross-sector initiative on the role and responsibilities of gatekeepers in the fight against corruption; the aim is to develop and seek commitment to a roadmap based on integrity and transparency that resonates and applies to gatekeepers from across sectors
- Council Co-Chair Delia Ferreira Rubio, Chair, Transparency International, Germany, facilitated the session “Strategic Intelligence Briefing: Transparency and Anti-Corruption” at the World Economic Forum Annual Meeting 2020. The G20 has recognized “beneficial ownership transparency” as a critical practice to reduce the proliferation of anonymous companies that enable tax evasion and corruption, yet 11 of its member states have struggled to move beyond “weak” or “average” implementation of the framework; this session explored how to improve the disclosure of who owns, controls or benefits from a company or trust fund in a global effort to promote a more just economy
- Hosted sessions at the PACI Biannual Community Meeting to share their thought leadership
- Published a series of World Economic Forum Agenda blogs:
 - [Here's how tech can help governments fight corruption](#) by Carlos Santiso, Senior Director, Governance Practice, Digital Innovation in Government, CAF Development Bank of Latin America, Colombia
 - [Taking stakeholder capitalism from principle to practice](#) by Richard Samans, Managing Director, World Economic Forum; and Jane Nelson, Director, Corporate Responsibility Initiative, Harvard Kennedy School of Government, USA
 - [3 ways companies can build a more resilient society post COVID-19](#) by Anna Tunkel, Senior Vice-President; Head, Strategic Initiatives and Global Partnerships, APCO Worldwide, USA
 - [COVID-19 has ushered in the age of the 'intangible company'. Here are 4 ways it will change business](#) by Alison Taylor, Executive Director, Ethical Systems, Stern School of Business, New York University, USA
 - [Integrated corporate governance: 6 leadership priorities for boards after the COVID-19 crisis](#) by Richard Samans, Managing Director, World Economic Forum, and Jane Nelson, Director, Corporate Responsibility Initiative, Harvard Kennedy School of Government, USA
 - [La urgencia de fortalecer nuestra resiliencia digital](#) by Carlos Santiso, Senior Director, Governance Practice, Digital Innovation in Government, CAF Development Bank of Latin America, Colombia
 - [This is how to achieve a clean economic recovery that combats organized crime](#) by Che Sidanius, Global Head, Financial Crime and Industry Affairs, Refinitiv, United Kingdom
 - [Why data is Latin America's best weapon against COVID-19 corruption](#) by Carlos Santiso, Senior Director, Governance Practice, Digital Innovation in Government, CAF Development Bank of Latin America, Colombia, et al.

36.3 Council members

Co-Chairs

Delia Ferreira Rubio

Chair, Transparency International, Germany

Duncan Wood

Director, Mexico Institute, Woodrow Wilson International Center for Scholars, USA

Members

Nicole Bigby

Partner and General Counsel, Europe, Middle East and Africa, and Asia, Bryan Cave Leighton Paisner, United Kingdom

Nicola Bonucci

Managing Director, Investigations & Compliance, Paul, Hastings, Janofsky and Walker, USA

Gabriel Cecchini

Director, ESG Integridad, Argentina

Cynthia Gabriel, Executive Director, C4 Center, Malaysia

Gonzalo Guzman

Global General Counsel, Anti-Bribery and Third Party Compliance, Unilever, United Kingdom

Bahare Heywood

Chief Risk and Compliance Officer, Clifford Chance, United Kingdom

Max Kaiser

Founder, Center for Integrity and Ethics in Business, Mexico

Daniel Malan

Assistant Professor of Business Ethics, Trinity Business School, Ireland

Lisa Miller

Head, Integrity Compliance Office, World Bank Group, Washington DC

Jane Nelson

Director, Corporate Responsibility Initiative, Harvard Kennedy School of Government, USA

Anita Ramasastry

Henry M. Jackson Professor of Law; Director, Graduate Program in Sustainable International Development, University of Washington School of Law, USA

Carlos Santiso

Senior Director, Governance Practice, Digital Innovation in Government, CAF Development Bank of Latin America, Colombia

Che Sidanius

Global Head, Financial Crime and Industry Affairs, Refinitiv, United Kingdom

Alison Taylor

Executive Director, Ethical Systems, Stern School of Business, New York University, USA

Anna Tunkel

Senior Vice-President; Head, Strategic Initiatives and Global Partnerships, APCO Worldwide, USA

Mini vandePol

Head, Compliance and Investigations Group, Asia-Pacific, Baker McKenzie, Hong Kong SAR, China

Fellow

Tena Prelec

Research Fellow, Department of Politics and International Relations (DPIR), University of Oxford, United Kingdom

Council Manager

Lisa Ventura

Practice Lead, Partnering Against Corruption Initiative (PACI), World Economic Forum

37

Global Future Council on the United States



37.1 | Mandate and objectives



[Transformation
Map on the
United States](#)

As the political scene in the United States grows increasingly polarized, US foreign policy has also become more complicated to conduct. This reality is occurring just as the external challenges are increasing in number and complexity, be they geopolitical, economic, trade, technological or

often a confluence of all of these. The Global Future Council on the United States gathered a politically diverse group of veteran and emerging thought leaders to seek out potential areas of agreement, between the two sides of the divide, on how US diplomacy is conducted in the decades ahead.

37.2 | Council outputs

**Note that these outputs were deliberately scheduled to coincide with the end of the 2020 election cycle and therefore the outputs below will occur during October 2020.*

- Host a virtual and interactive discussion with Global Shapers on the Future of US foreign policy and strategies for public engagement
- Produce a compendium to be published in the World Economic Forum Agenda blog, *How will US foreign policy contribute to a Great Reset?*
- Produce a podcast as part of the Great Reset series: What's America's role in a post-COVID world?
- Host a virtual event sharing the conclusions of the Council with the Chicago Council on Global Affairs



37.3 Council members

Chair

Thomas A. Shannon Jr

Senior International Policy Adviser, Arnold & Porter, USA

Members

Jenna Ben-Yehuda

President and Chief Executive Officer, Truman National Security Project, USA

Barbara Jean Comstock

Founder, Program for Women in Leadership, School of Policy and Government, George Mason University, USA

Heather Conley

Senior Vice-President, Europe, Eurasia and the Arctic, Center for Strategic and International Studies (CSIS), USA

Ryan Costello

Managing Director, Americans for Carbon Dividends, USA

Ivo Daalder

President, The Chicago Council on Global Affairs, USA

Michael Doran

Senior Fellow, Hudson Institute, USA

Daniel Drezner

Professor of International Politics, The Fletcher School of Law and Diplomacy, Tufts University, USA

Jon Finer

Senior Vice-President, Political Risk and Public Policy/Environmental, Social and Governance, Warburg Pincus, USA (*stepped down from Council in March 2020)

Rebecca Friedman Lissner

Assistant Professor in the Strategic and Operational Research Department, Naval War College, USA

Glenn Hubbard

Dean and Russell L. Carson Professor of Finance and Economics, Columbia Business School, USA

Amy Myers Jaffe

Research Professor, Tufts University; Managing Director, Climate Policy Lab, USA

Nancy Lindborg

President, United States Institute of Peace (USIP), USA

Michael McFaul

Director, Freeman Spogli Institute for International Studies, Stanford University, USA

Danielle Pletka

Senior Vice-President, Foreign and Defence Policy Studies, The American Enterprise Institute for Public Policy Research, USA

Damon Wilson

Executive Vice-President, The Atlantic Council, USA

Christine Wormuth

Director, International Security and Defense Policy Center; Senior Fellow, RAND Corporation, USA

Council Managers

Paul Smyke

Head of Regional Agenda, North America, Member of the Executive Committee, World Economic Forum

Miriam Schive

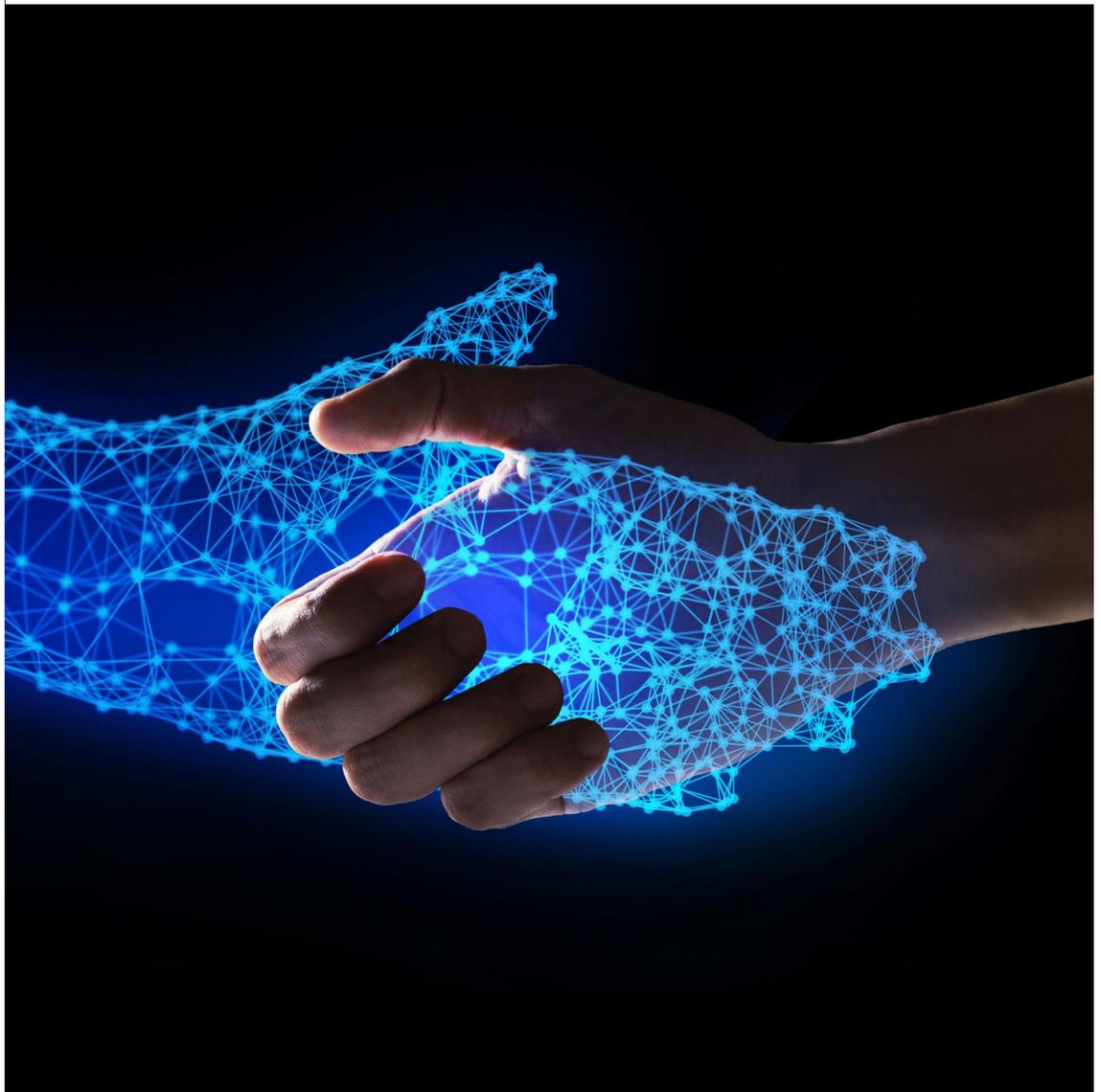
Community Lead, International Organizations and Regional Agenda, North America, World Economic Forum

Jackson Spivey

Community Specialist, International Organizations and Regional, North America, World Economic Forum

38

Global Future Council on Virtual and Augmented Reality



38.1 | Mandate and objectives



[Transformation Map on Virtual and Augmented Reality](#)

As hardware prices decline and compelling use cases increase, virtual and augmented reality (VR/AR) technologies are becoming mainstream and entering daily life. Experts and stakeholders have begun to identify areas where these technologies can drive positive social impact (health and education), and areas where they may lead to negative consequences (more

complex data protection questions, risks of virtual harassment and safety risks). Building on its 2018 mandate, the Global Future Council on Virtual and Augmented Reality explored and raised awareness of the positive and negative aspects of these technologies' widespread adoption and translated dialogue from the first year of the council's existence into tangible outputs.

38.2 | Council outputs

- Hosted two webinars on the Future of Virtual Interactions, featuring Sara Lisa Vogl, Designer, Virtual Reality User Experience, Súil Interactive, Ireland; Sylvester "Sly" Lee, Co-Founder and Chief Executive Officer, Emerge, USA; and Helen Papagiannis, Founder, XR Goes Pop, Canada
- Published a World Economic Forum Agenda blog:
 - [3 ways Augmented Reality can have a positive impact on society](#) by Helen Papagiannis, Founder, XR Goes Pop, Canada



38.3 Council members

Co-Chairs

Urs Gasser

Executive Director, Berkman Klein Center for Internet & Society, USA

Sandra Lopez

Advisory Board Executive and Vice-President, Intel Sports, Women in Sports Technology, USA

Members

Amjed Al Thuhli

Information Technology Consultant, Information Technology Authority (ITA), Oman

Majed Almansoori

Head, Project Management Office, Dubai Future Foundation, United Arab Emirates

Daniel Asmar

Associate Professor, Department of Mechanical Engineering, American University of Beirut (AUB), Lebanon

Jeremy Bailenson

Professor, Stanford University, USA

Doreen Bogdan-Martin

Director, Telecommunication Development Bureau, International Telecommunication Union (ITU), Switzerland

Marquis Cabrera

Chairman and Chief Executive Officer, Stat Zero, USA

Pearly Chen

Vice-President, Business Development; Chief of Staff to the Chief Executive Officer, HTC-VIA, Taiwan, China

Eugene Chung

Chief Executive Officer and Founder, Penrose Studios, USA

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