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IMPROVING THE STATE  
OF THE WORLD

# Global Shapers Annual Survey 2016

The Global Shapers Community is an initiative of the World Economic Forum

#ShapersSurvey

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## Foreword

It is often said that young people are the hope of the future. In my experience, this is true. Young people continue to combine fresh ideas and an optimistic outlook with the energy, competence and passion to bring these ideas to life. At the same time, we can do much more to integrate young people into agenda-setting and decision-making processes at the local, national and global levels.

In the era of the Fourth Industrial Revolution, nobody knows with certainty what tomorrow will look like. What we do know is that if we do not shape the future, we may arrive at a future that we have not chosen and that we do not want. What we do know is that we need systemic thinking, on a scale never before undertaken, to prepare our societies for an era in which the physical, biological and digital worlds combine as they have never done before. What we do know, too, is that young people have the expertise, the desire and the optimism to contribute to this and to many other important challenges of our time. They must be part of the conversation and part of the processes that guide us towards a future that we want.

The Global Shapers Annual Survey 2016 provides a unique opportunity to hear from young people and to integrate their perspectives into the activities of all stakeholders. It comes at a time when the world needs to hear from young people. I thank all those who contributed to making this effort possible.

If we are to embrace the hope of the future, we must listen, we must engage and at times we must even follow.

**Klaus Schwab**, Founder and Executive Chairman  
World Economic Forum

# Introduction

The Global Shapers Community exists to empower young people both locally and globally. The Community does this in various ways, from local projects in neighbourhoods to ensuring that young people are present and have a voice at international meetings or events where decision-makers come together.

In 2015 we published the first Global Shapers Annual Survey. This initial effort secured 1,400 responses from Global Shapers in 125 countries and over 280 cities. The findings were well received, and they provided insights that informed the decisions and priorities of the Global Shapers Community in the period that followed. We also know that the Survey offered value to several other stakeholders who enquired about its insights.

Crucially, this Survey and its results provided a different way to strengthen the voice of young people. And so we set about this year to renew this effort. In keeping with our mission, the Global Shapers Annual Survey 2016 extends the opportunity to be heard to young people who are not necessarily Global Shapers. We are humbled by the strong response, which we acknowledge today by sharing these findings.

As you review these results, please consider how you can use these perspectives to inform your own actions and priorities, and those of your organization and your community. We stand ready to support your efforts with any additional information or assistance you may need.

We extend grateful appreciation to all those who supported this effort. Thanks to World Economic Forum staff and constituents whose strong support for the Global Shapers Community is an enabling force across the world. And a special thank you goes to those who interacted with us for the first time through this effort and who brazenly chose to give their full support.

We hope that you enjoy the findings.

**Adrian Monck**, Head of Public Engagement and Foundations and Member of the Managing Board.  
World Economic Forum

**Yemi Babington-Ashaye**, Head of the Global Shapers Community and Director at the World Economic Forum

## 1

# Global Shapers Community

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*The Global Shapers Community is an outstanding group bringing the next generation voice to everything we do. A great collaboration across the regions with impact projects that inspire and deliver on the Forum platform and also within their communities.*

Philipp Rosler, Managing Director, World Economic Forum.  
Head of the Centre for Regional Strategies. Vice Chancellor  
of Germany (2011 – 2013)



## About the Global Shapers Community

The Global Shapers Community is an initiative of the World Economic Forum

### Who We Are

The Global Shapers Community is a global network of Hubs developed and led by young people between 20-29 years of age, who are exceptional in their potential, their achievement and their drive to make a contribution to their communities.

### What We Do

- Enable young people to self organize for impact
- Ensure young people have a seat at the table when the agenda is being shaped

### Our Reach

As at June 2016



450 Hubs	171 Countries & Territories	1059 Hub Projects	6100 Global Shapers
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### Our Impact



Global Shapers work in extraordinary teams that serve their societies. Between 20 and 30 years of age, they represent all walks of life and share a spirit of entrepreneurship in the global public interest.

Inventor	Music Artist	English Teacher	Slum worker	Olympic Champion	Social Entrepreneur	Tech Entrepreneur	Farmer
							
Apurv Mishra, Bhubaneswar Hub	Hiromi Ozaki, Tokyo Hub	Felipe Dib, Campo Grande Hub	Aarti Naik, Mumbai Hub	Olesya Vladykina, Moscow Hub	Khalid Al Khudair, Riyadh Hub	Rapelang Rabana, Cape Town Hub	Cherrie Atilano, Manila Hub



“

*This survey reaffirms the image of young people I have from my meetings with youth around the world: they are optimistic, empathetic and view themselves as global citizens. I hope we can answer their call for a more equal, transparent and open world.*

H.R.H Crown Princess Mette-Marit of Norway

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# Global Shapers Annual Survey 2016 Executive Summary





# Executive Summary

Four key messages recur across the Survey's findings: 1) optimism; 2) unity/a sense of shared destiny that transcends borders; 3) a desire for honesty, integrity and transparency; and 4) embracing technology with caution.

## How do young people see the world?

Young people see a world that is full of opportunity, and this optimism prevails in every region of the globe. On another positive note, the most popular way that youth define themselves is as “global citizens”. This response was selected ahead of “nationality”, a distant second. “Religion” ranked even lower, in 4th place. By far the most common response in the Other category was the word “human”. The choices “global citizen” and “human” reveal a unifying sense of self that transcends borders, race, colour, religion and more. This unifying message is a theme that recurs in the findings.

The idea of a shared destiny is evident in the Survey respondents' choice of “climate change and destruction of natural resources” as the top global challenge facing the world. And if there is one thing in their country that they

indicate needs to be fixed, it is “corruption and government accountability”. This is remarkable as it is one of the few popular responses that was also selected by an outright majority globally. Of note also is that it was the top choice in every region worldwide.

Thus it is no surprise that matters linked to “honesty, integrity and transparency” are among the recurring themes of this year's Global Shapers Annual Survey. This key message appears also in respondents' attitude to trust: no institution received an overall vote of trust, with most young people choosing to “neither trust nor distrust” an institution. The respondents indicated the current era is a period for vigilance on matters of local and global governance. And so it also comes as no surprise that when asked which stakeholder they believe can best tackle the local and global issues, youth put themselves in 1st and 2nd place, respectively, ahead of all others.

The optimism demonstrated in the Survey responses also applies to technology. Young people overwhelmingly agreed that technology is creating jobs, and they appeared less concerned than today's leaders about where the next

wave of jobs might come from. They expect their jobs will be affected by technology and, at the same time, express optimism about their job prospects.

These four recurring themes also appear in the actions that young people recommend.

## What do they want to do about it?

In keeping with the unifying message, the most popular response to the question about what would make young people feel freer in their country was “equal access” to opportunities for everyone (such as healthcare, education and jobs). It is noteworthy that the shared ideal or common good rose to the top, because so many individualistic/self-centred options to this question, as well as the phrasing of the question itself, suggest personal choice. In fact, this was the case not only in high income countries or those rating highly on the UN Human Development index; this choice was number one in every world region, across different levels of income and human development.

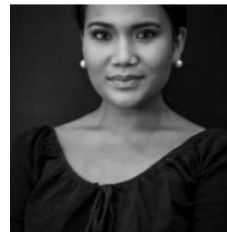
Young people are incredibly empathetic regarding recommended actions for refugees, again reinforcing the notion of shared destiny. They are most likely very disappointed with the world's response to refugee crises. An overwhelming majority of young people would welcome refugees to their own country, and a large proportion would also welcome refugees into their homes. This empathy is consistent with trends mentioned earlier, and the Survey's findings show that empathy for refugees increases with age. Moreover, even the top recommendation for government – to act on integrating refugees into the economy – is consistent with both empathy and optimism, and this despite record levels of youth unemployment in countries around the world.

Young people also provided clear counsel for leaders keen to know how youth expect them to behave: the top recommendation was for leaders to be “action-oriented”, followed closely by acting with “integrity, honesty and humility”. Yes, the theme recurs, and even the top three recommendations for how to empower young people reinforce the idea of a shared destiny.



Among the surprises that emerged from the findings was the attractiveness youth place on working in government. This is clearly supported by other trends, including a predisposition to watchfulness, the low trust in government, the trust that youth place in themselves, and a belief that they are already empowered to contribute to decision-making. Another surprise was their clear support for both multinationals and international organizations.

While the support for technology is evident, a note of caution prevails. Privacy concerns surface, and young people draw a line when faced with the possibilities ushered in by the Fourth Industrial Revolution – the roles that technology can play in how families and societies are organized



## Conclusions

Young people see a world full of possibilities; they make choices that reflect a sense of shared destiny. While they are optimistic about the future and embrace technology, they are also cautious about the role technology plays in people's lives and society. Finally, young people believe that the future they desire will only be built by operating with integrity, openness and transparency, and by being action-oriented.



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*Many people who completed the Shapers Survey in China contacted me to say that the questions are thoughtful, respectful and considerable. Since the survey is carefully designed, young people take it more seriously. They appreciated taking the survey in Chinese and they also felt that the design provided freedom for the expression of different views. This is not common and it makes me proud to add my voice and to help other young people to add their voices. And this is not only a survey, but also a tool to activate our thoughts, enlighten our future and make us know our responsibility and opportunity. It inspires more youth to be committed to improving the state of the world and shape a better future together.*

Fan Yang, Global Shaper, Dalian Hub.  
Representative, Greater China Survey Team

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# Survey Methodology and Scope

## On Methodology

The Global Shapers Annual Survey 2016 was designed with two lead questions:

**How do young people see the world?**

**What do they want to do about it?**

The study explored both perception and action in **five dimensions** across four distinct age groups ranging from ages 18 to 35. The five dimensions are: Economy, Technology, Values, Governance and the Role of Business.

From a total of 26,615 responses, respondents included both members of the Global Shapers Community (about 2,000) and young people who are not members of the Community. The Survey was anonymous and did not track answers by personal identity. Responses were collected in cities and predominantly online by Survey Affiliates, although they were also collected offline in some cities. To reach young people who lacked easy access to devices, workshops were often set up, which provided devices that respondents could use to complete the Survey. Interviews were discouraged to avoid any interpretation bias or unintended influence. No respondent was paid to participate in the Survey. The Survey was

available in nine languages, including all official languages of the United Nations. The questions were designed to highlight perception, as well as to provide action-oriented recommendations in five areas:

**Economy and Global Outlook:** Youth perspectives on how major socio-economic trends are reshaping the future of the global economy

**Technology and Innovation:** How technology is transforming and redefining modern life

**Governance:** Governance, attitudes to governance and recommendations for related issues

**Values and Society:** How modern values are evolving or changing in the era of the Fourth Industrial Revolution

**The Role of the Private Sector:** Youth perspectives on the role of business in society and thoughts on jobs, organizations and related issues

After the first part of the Survey, any respondent could follow five optional pathways to provide additional insights. The pathways were an opportunity to go deeper in the areas listed above. The four age groups were: 18-21, 22-26, 27-30 and 31-35.

For questions where there is a breakdown of responses by region, unless otherwise stated, the breakdown is a percentage that represents the total number of votes for an answer choice divided by the total number of votes cast for all available answer choices.”

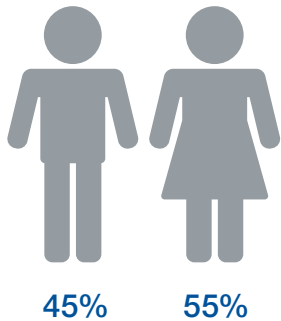
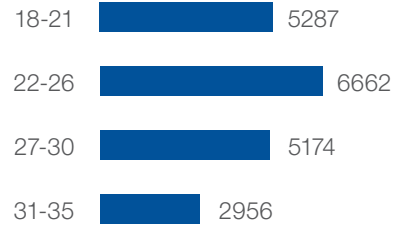
Information is often reviewed using one of the following classifications: 1) The World Bank Income Levels based on estimates of gross national income (GNI) per capita. 2) The Human Development Index (HDI) composed of life expectancy, education, and income per capita indicators and used to rank countries into four tiers of human development; published by the United Nations Development Programme. 3) Countries are territories are classified by regions and Subregions of the World Economic Forum.

The Survey was designed by a core team at Shapers headquarters, working with a team of 55 Global Shapers from different countries and regions. In addition, various experts and stakeholders were consulted both within and outside the World Economic Forum's communities. The gathering of responses was completed in close collaboration with members of the Global Shapers Community as well as with the official Survey Affiliates.

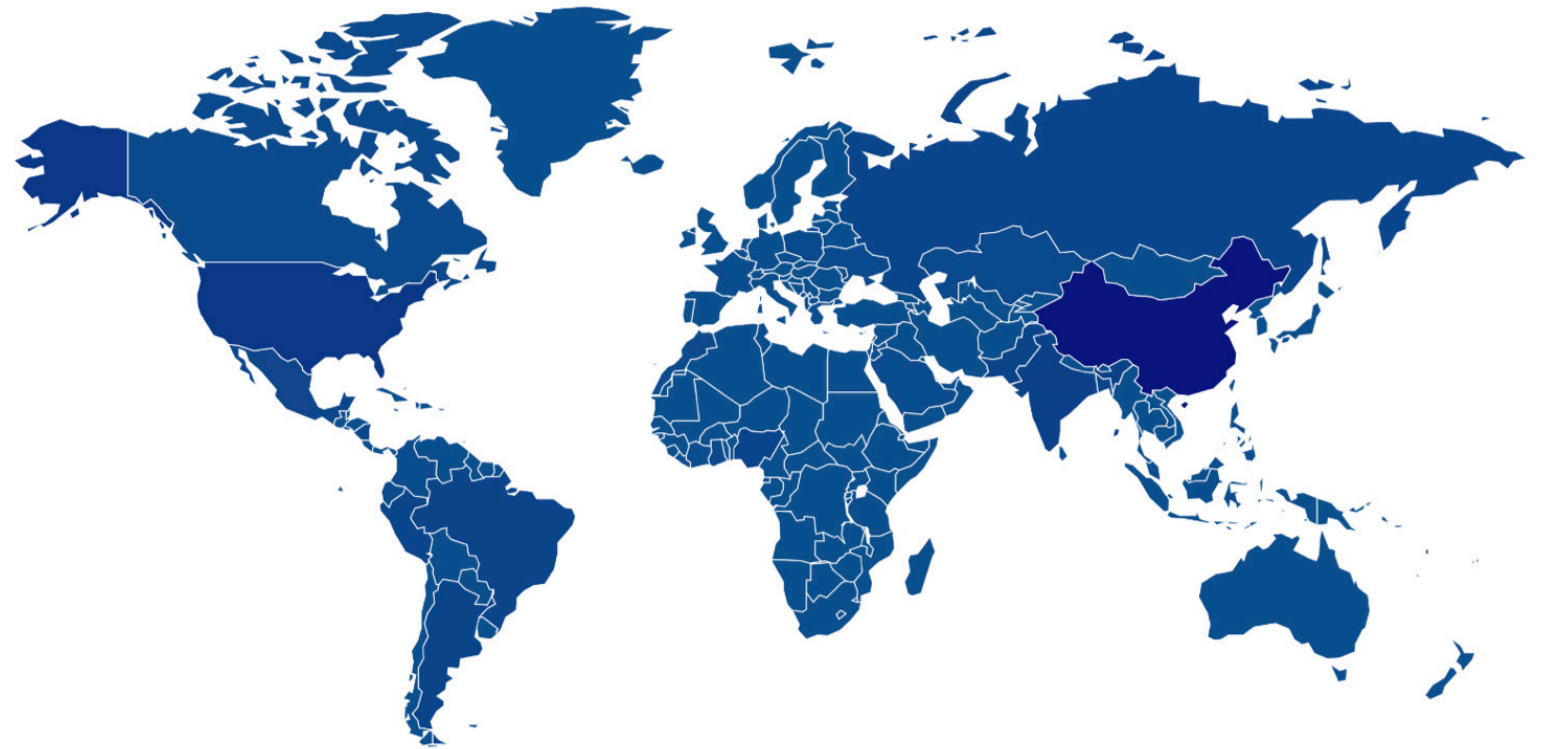
# The Global Shapers Annual Survey 2016 - Participation Statistics

26615 participants  
20079 completed survey  
187 countries and territories

## Age distribution



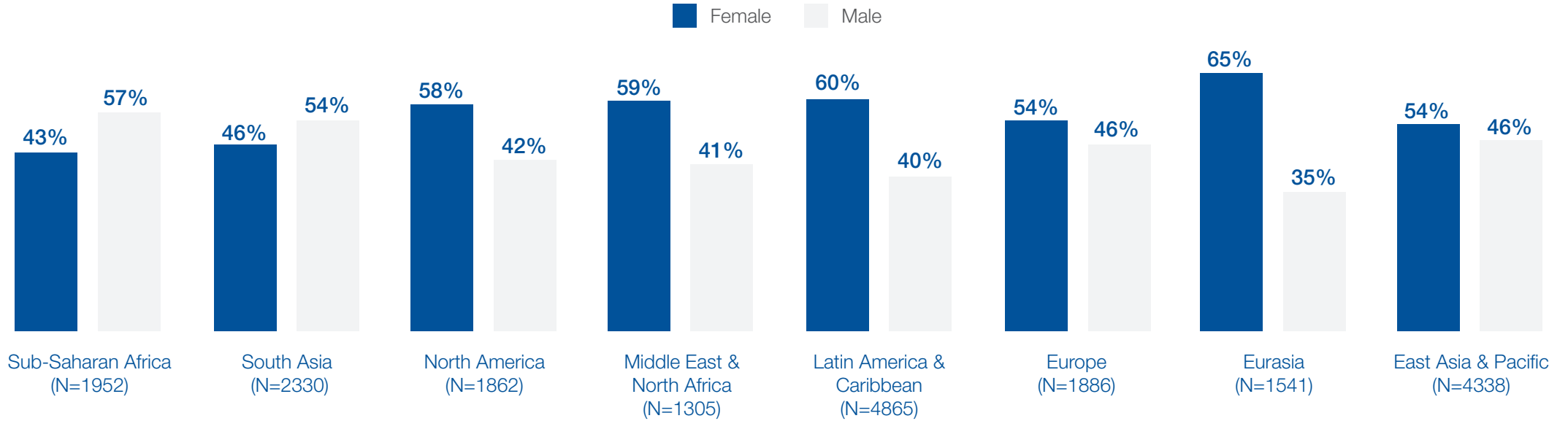
0.3% of respondents selected the other option as what defines their gender.



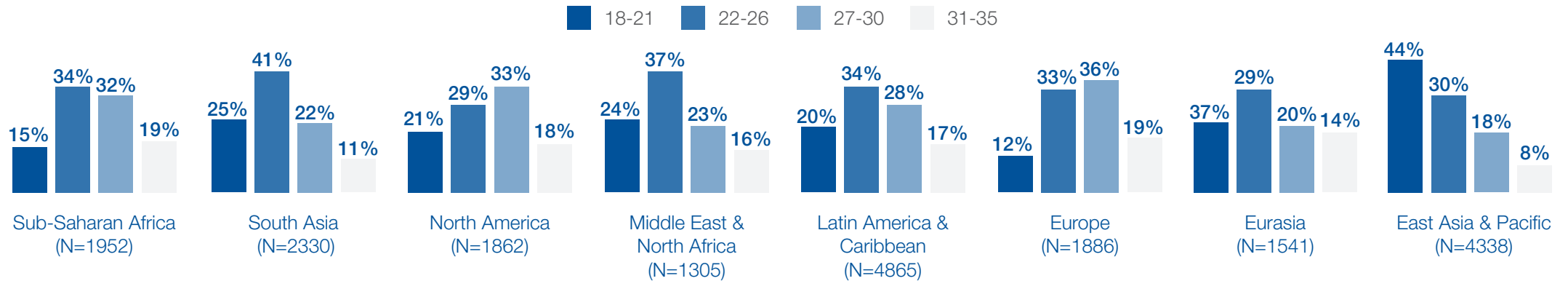
Number of Surveys Completed per Country



## Gender Distribution by Subregion



## Age Group Distribution by Subregion



# 4

# Economy & Global Outlook

“

*The Global Shapers Annual Survey breathes life and hope onto the global agenda. And it is just as well: young people understand that the stakes are highest for them and they are embracing the challenge.*

Adrian Monck, Head of Public Engagement and Foundations and Member of the Managing Board. World Economic Forum



## Economy and Global Outlook

Young people see a world full of opportunities. This optimism is the first of four key messages that recur across the findings.

Youth mainly identify with being global citizens; this finding is present across multiple world regions. And, this contributes to the second key message – a sense of unity and shared destiny – which is also present across the findings.

### As far as my identity is concerned, what defines me most is...

19641 people answered this question. Region, Ethnicity, Philosophical belief and Other options not displayed (less than 7% votes).



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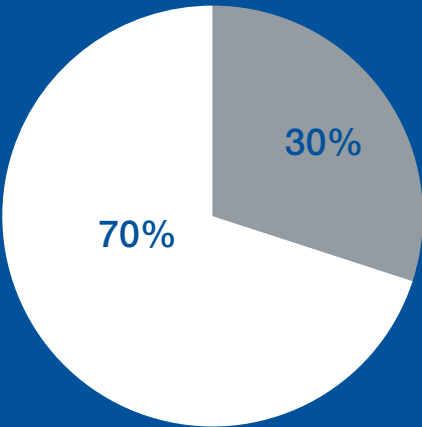
*Young people and global development are two sides of the same coin. The Global Shapers Annual Survey voices the views of young people and enables them to gain an in-depth understanding of the challenges around them and become the change makers needed to shape the world.*

Malvika Iyer. Bilateral amputee, bomb blast survivor, disability rights activist, social worker, model. Global Shaper, Chennai Hub



### Would you say the world is...

Full of opportunities (N=13708)      Full of struggles (N=5858)



## Economy and Global Outlook

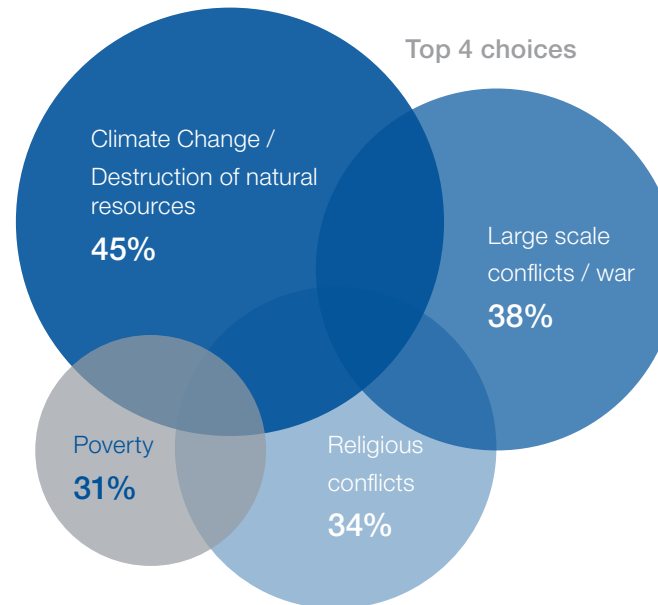
For the second consecutive year, the top global challenge was “climate change/destruction of natural resources”. “Large-scale conflicts/war” and “religious conflicts” were ranked 2nd and 3rd, respectively. These latter two results may be due to the spate of attacks witnessed during the year and during the months when the Survey was open.

Interestingly, the findings show strong support for multinational companies. The majority of respondents agreed or strongly agreed that multinationals are good for their country. The strongest disagreement was in Europe. At the same time, there was strong support globally for local manufacturers; in each case, respondents provided their rationale, with a clear dominant reason for each position.

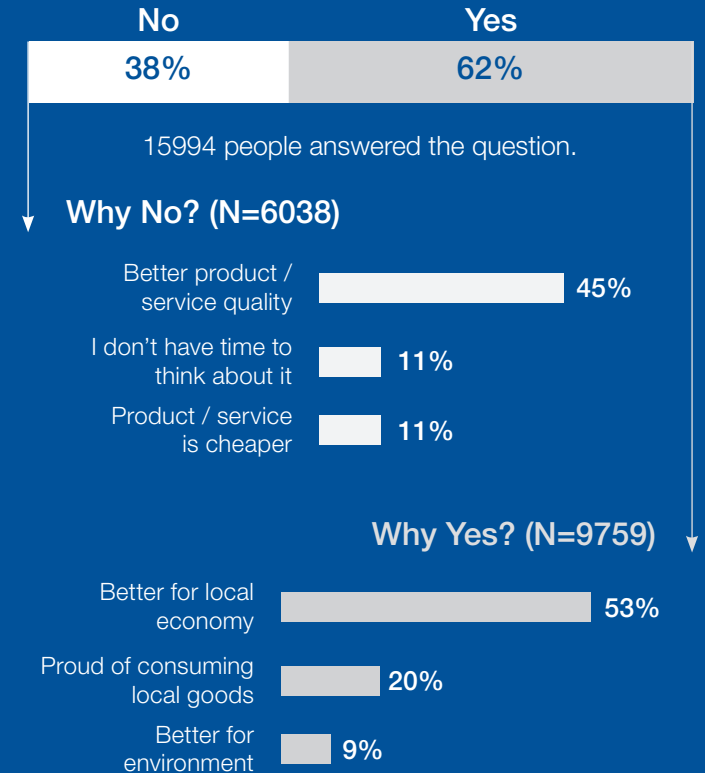
### What are the most serious issues globally?

18349 answers

Percentage of unique votes.  
Participants were asked to select up to 3 answer choices. To see all the other answer choices and how many votes they received please visit: [www.globalshapers.org](http://www.globalshapers.org)



When shopping, are you more likely to support local/national manufacturers and service providers instead of imported goods and services?

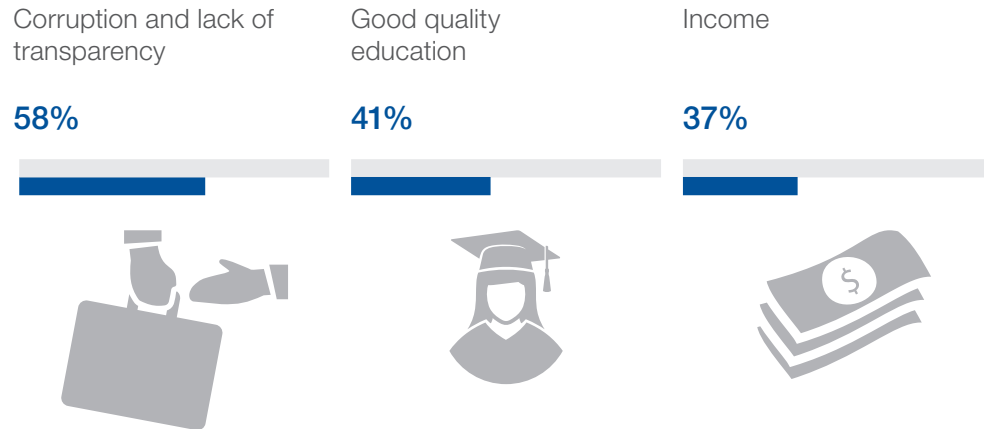


## Economy and Global Outlook

If young people could fix one thing in their country, it is startlingly the same thing, in every world subregion: “corruption/ government accountability”. This is among the findings that reinforce the third key message: a desire for honesty, integrity and transparency. It is also supported by the finding that young people believe the biggest driver of inequality in their country is corruption and the lack of transparency. And so, for governments willing to tackle inequality, respondents clearly recommended to start with corruption and to increase transparency in governance. (As for governments looking to focus on improving transparency in governance, see the section on Governance & Civic Engagement for recommendations from youth.)

### What are the most important factors contributing to inequality in your country?

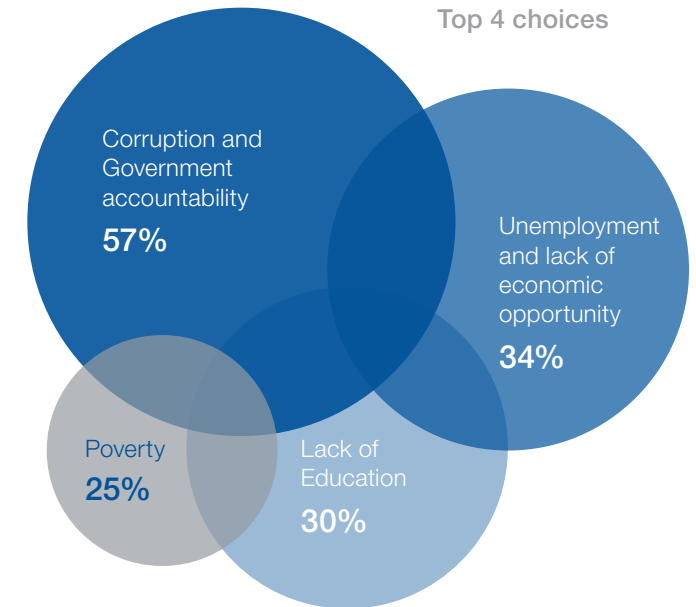
(Top 3 of 18368 votes)



Percentage of unique votes. Participants were asked to select up to three answer choices. The other answer choices were: Discrimination (27%), political ideologies (25%), government taxes and policies (22%), religion/ caste/ ethnicity (18%), unequal healthcare services (14%), globalization/ the free market (7%). Disability/ disease (6%), and Inequality is not an issue in my country (4%).

### What are the most serious issues in your country?

18402 answers



Percentage of unique votes. Participants were asked to select up to three answer choices. The other answer choices were: Basic welfare and healthcare (22%), climate change/ destruction of natural resources (19%), safety/security/well-being (18%), lack of political freedom/ political instability (16%), lack of infrastructure (14%), gender inequality/ lack of inclusion (10%), food and water security (10%), religious conflicts (8%), online privacy (6%), large scale conflicts/war (6%), loss of privacy due to technology (5%).

## Economy and Global Outlook

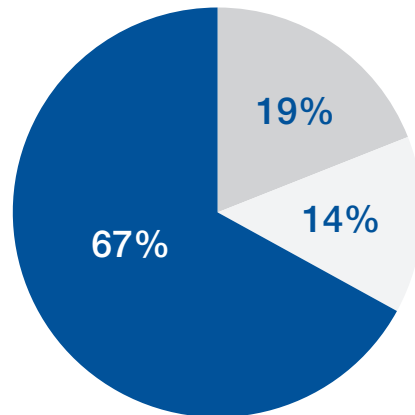
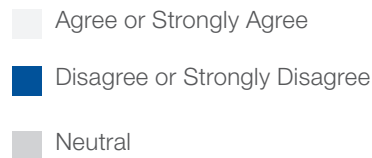
The findings indicate that, on average, youth place more trust in themselves than in other stakeholders. At the same time, they expect everyone to contribute to resolving local and global issues, and have particularly high confidence in international organizations.

### Basic needs like education, physical connectivity are not satisfactory

Over 70% of Survey respondents disagreed or strongly disagreed that economic development is more important than environmental protection. In fact, only 9% agreed or strongly agreed that the economy is more important than the environment. This was consistent across income levels as well as levels of human development. Regarding education, 67% of youth disagreed or strongly disagreed with the statement that the education system in their country meets the needs of a competitive economy.

#### My country's education system meets the needs of a competitive economy

(N=1975)

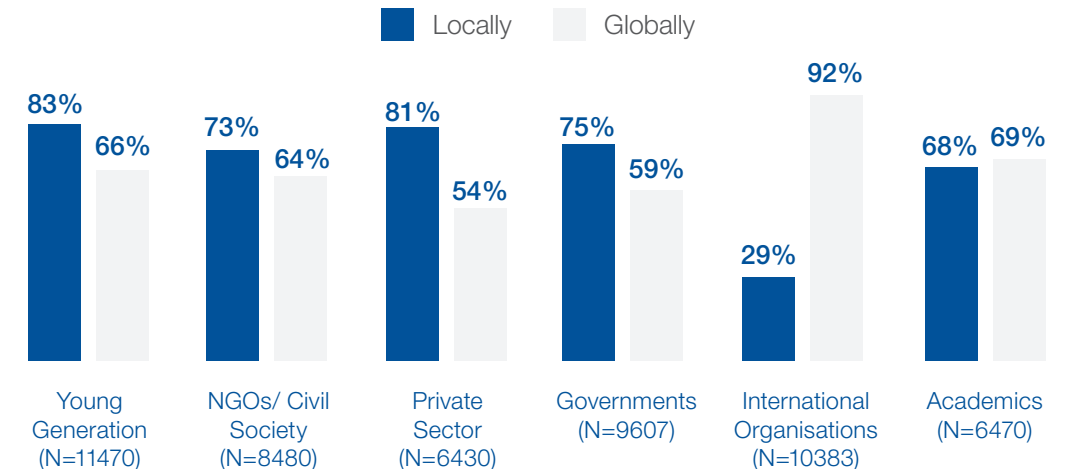


### All Hands On Deck

Young people embrace all stakeholders in the quest to tackle global and local challenges. They have strong confidence in international organizations to address global issues, which is reassuring for those who believe in working together on the international stage. However, their confidence in international organizations to tackle local issues is low.

#### Which stakeholders give you confidence that the above issues can be solved, locally and globally?

1176 people selected "None" for local issues and 1235 selected "None" for global issues



## Economy and Global Outlook

Revealing more about young people’s concern with large-scale conflicts and religious wars, the findings show that “political differences” was the most popular prediction of the source of violent conflict in respondents’ countries, followed by “poverty/inequality”.

There is significant regional variation. In Africa and Latin America, the top two predicted sources of violent conflict were the same as those from the global response, with the results more emphatic in Latin America. In South Asia, the top concern was “religion”, as selected by 38% of respondents. In the Middle East and North Africa (MENA), “poverty” and “foreign intervention” were the top concerns, with 22% and 21% respectively. In Eurasia, “foreign intervention” is the top concern with 38%.

In North America, the top concern was “political differences”, followed by “poverty/inequality”. And in Europe, by far the top response was, “I don’t think there will be a violent conflict in my country”.

Through the findings thus far, “poverty” is an ever-present concern; while it often lurks just after the top three of any shortlist, it is present nonetheless. And it looms large here again, albeit from a distance.

“  
*The Shapers Survey could not have come at a more pertinent time. It makes clear the concern that millennials all over the world have towards corruption and discrimination, which are definitely related to lack of citizen empowerment and overwhelming power concentrated in the hands of few. May this concern be a call to action to the Global Shaper Community.*

Patrícia Villela Marino. President, Humanitas360

### If there is violent conflict in your country in the next 5 years, it will be because of ...

2855 people answered this optional question.



# 5

# Technology and Innovation

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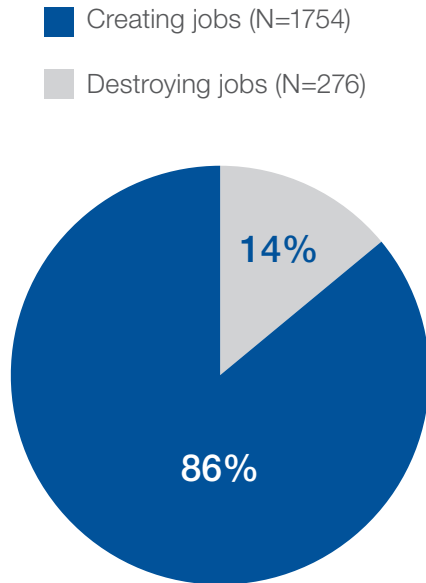
*Millennials are joining a networked workforce. Today's platforms allow them unprecedented access to a global market. Those who successfully build a personal brand and reputation will attract new career opportunities in a fluid and connected workforce.*

Sangeet Paul Choudary, author of Platform Revolution and Platform Scale

## Technology & Innovation

An overwhelming majority of the Survey respondents believed that technology is creating jobs (86%) as opposed to destroying them (14%). This reinforces the first key message of optimism, at a time when many experts and world leaders are pondering where the next jobs will come from. At the same time, it also contributes to the fourth key message and demonstrates that youth are embracing technology. Young people believe that the next big trends in technology will be “artificial intelligence/robotics” and the “Internet of Things”.

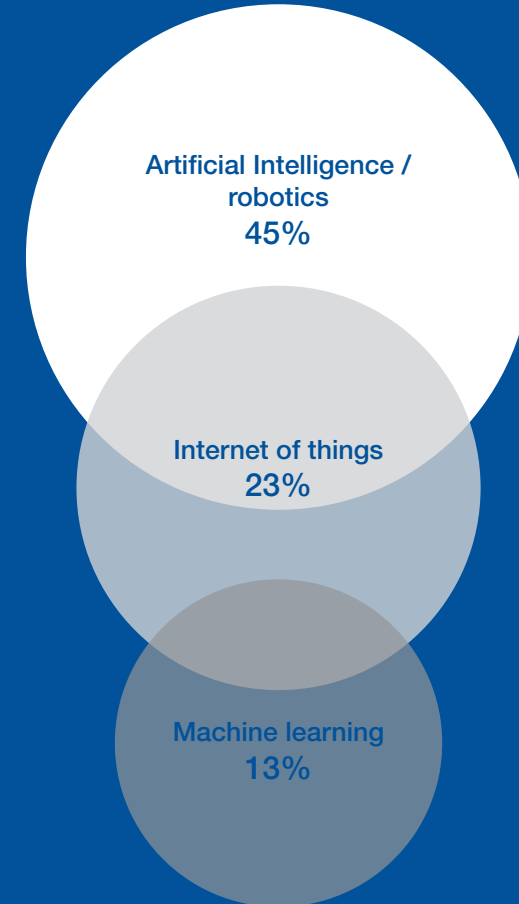
### In my opinion, technology is...



## What is the next big technology trend?

1952 answers

### Top 3 trends



The next answer choice is 3D printing with 12% of votes.



## Technology & Innovation

Young people anticipate that technology will bring the biggest changes to their lives by affecting their jobs/careers, education and mobility. They also believe the industries that would benefit most from technology are “education” and “healthcare”. They may be signalling future market opportunities in these sectors that all stakeholders should explore. It is remarkable that “finance” is ranked so low, which could signal the demand for change in the other sectors, or low familiarization with blockchain and other technologies.

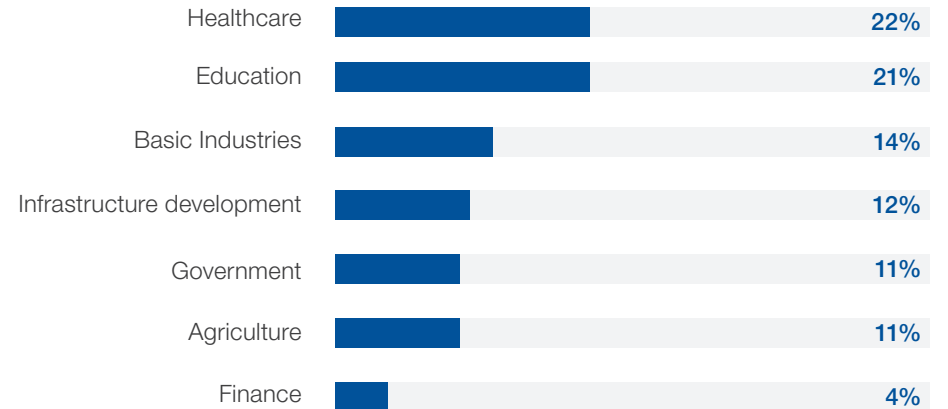
### What part of your life is technology going to affect the most?

17556 Answers. Percentage of unique votes. Participants could choose up to 3 answer choices.



### In your country, which sector would benefit the most from the adoption of the latest technology?

2031 people answered this question.



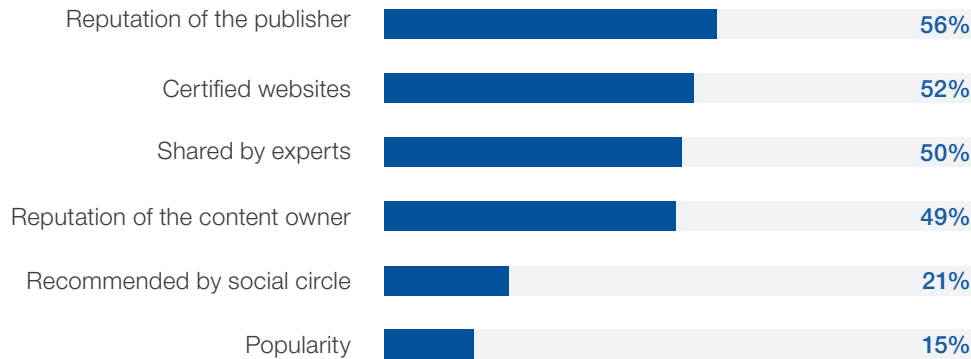
## Technology & Innovation

Blockchain solves the challenge of trust online. To build such trust, Survey respondents recommended to focus on reputation. When asked what makes online content trustworthy, the top response was the “reputation of the publisher”, followed by “certified websites”, “shared by experts” and “reputation of the content owner”.

“Popularity” via likes, shares and views was ranked low (6th) among all factors considered. “Popularity” as a choice actually placed highest among the youngest respondents; however, at 8%, it was only ranked 5th. The most reliable indicator for these respondents was “certified websites”. This may also explain why the top social networks “certify” the accounts of top users, which creates trust and fuels engagement on their platforms.

### What makes content trustworthy on the internet?

Percentage of unique votes. Respondents were allowed to choose up to 3 answer choices.



“

*The Global Shapers Annual Survey is a compelling reminder of just how much young people care about inclusive growth, transparency and shared responsibility for the future of our world. I was particularly impressed by the overwhelming participation rates across all geographies and demographics. The main takeaway for me is that, despite our ostensible political, religious or social differences, young people globally are united in their determination to make the world a better place. The survey insights are indeed very powerful, and I hope they will be used by decision-makers to take into account young people’s voices when designing new policy frameworks for our common future.*

Vyacheslav ‘Slava’ Polonski. Network scientist, Oxford Internet Institute, University of Oxford. Global Shaper, Oxford Hub

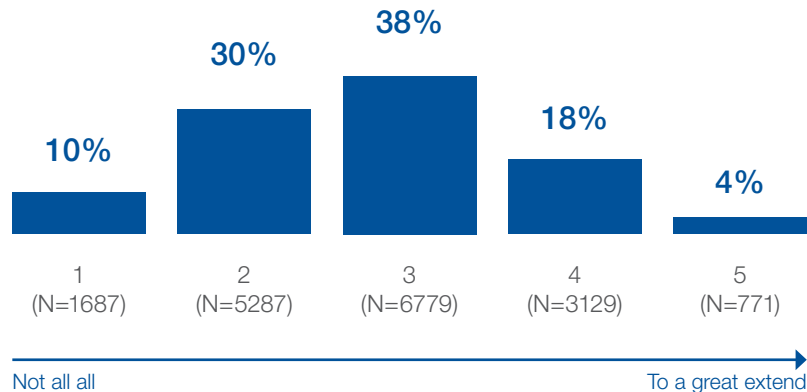
## Technology and Innovation

As shown by last year's annual Survey, the laptop/personal computer remains the dominant device to access the internet for reading/writing emails and for online shopping. The smartphone is dominant for social media. The tablet was selected by about 5% of respondents for these online activities, and did better than smart TVs or gaming consoles.

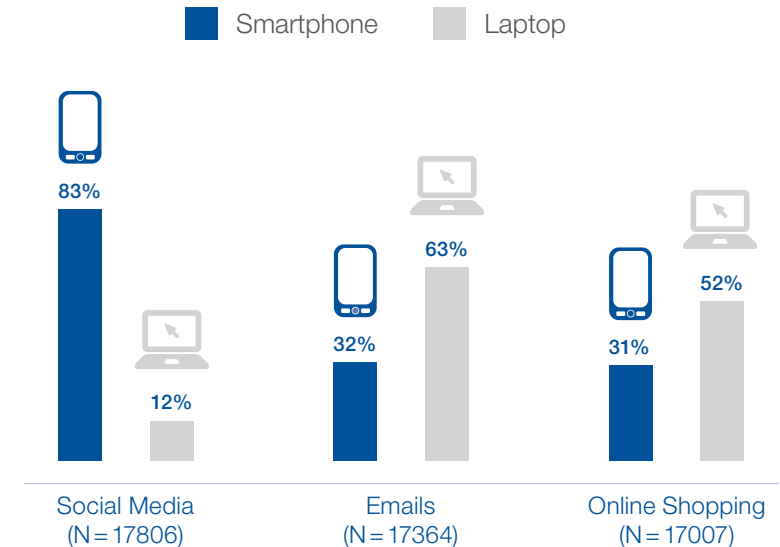
The desire among respondents globally was for the private sector and especially governments to do more to adopt technology. The highest disapproval of how technology is adopted was for governments in Africa (54%), Latin America (55%) and MENA (49%), with the numbers representing respondents who disagree or strongly disagree. The highest approval for government's use of technology was in East Asia and Pacific, with 30% stating that the region adopts technology well or to a great extent.

### To what extent does the government adopt the latest technologies?

16666 answers



### What device do you use the most frequently to access the internet?



For each online activity, other answer choices were Tablet, Smart TV, Gaming console or Not applicable. The latter choices were voted less than 10% of the time.

## Technology and Innovation

That governments are not doing enough to adopt technology must be a cause for concern, because they have significant influence over the education systems that young people claim are in desperate need of reform. Education, like poverty, is a consistent concern in the Survey's findings.

The solution may be at hand, as the very technology that young people say governments are too slow to adopt is the same solution they endorse to help solve the important education issue. In fact, 88% of respondents agreed or strongly agreed that technology improves education and learning opportunities for young people.

Furthermore, young people overwhelmingly believe that without skills in technology, they will find it increasingly hard to get a job in the future.

For these reasons and more, the fourth key message focuses on how young people embrace technology.

“

*In the Shapers Survey, young people make it clear that societies need to do more with technology: from transforming education to transforming industries; every country needs to move quickly or risk getting left behind.*

William Saito. Founder, InTecur. Special Advisor, Cabinet Office of Japan. Authority on encryption, biometric authentication and cyber security.



Do you agree with the following statement? Technology has helped to improve education and learning opportunities for young people?



88% agree

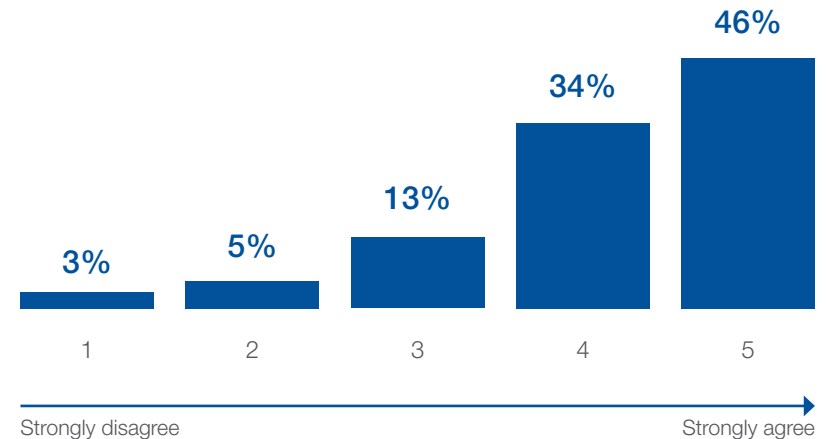
3% disagree

9% neither agree nor disagree

(2010 people answered this optional question)

Do you agree with the following statement? People who are not skilled in technology will find it increasingly hard to get a job in the future.

2007 people answered this optional question



## Technology and Innovation

The findings show that young people embrace technology enthusiastically and anticipate changes to their jobs, education and lifestyle.

However, young people draw the line when faced with potential changes to their personal lives; in fact, 64% of respondents expressed concern or very strong concern about data privacy, with the greatest concern in the East Asia and Pacific region.

Globally, 73% stated they have avoided downloading an app due to privacy concerns. The proportion of respondents grew with the increasing level of concern expressed for privacy.

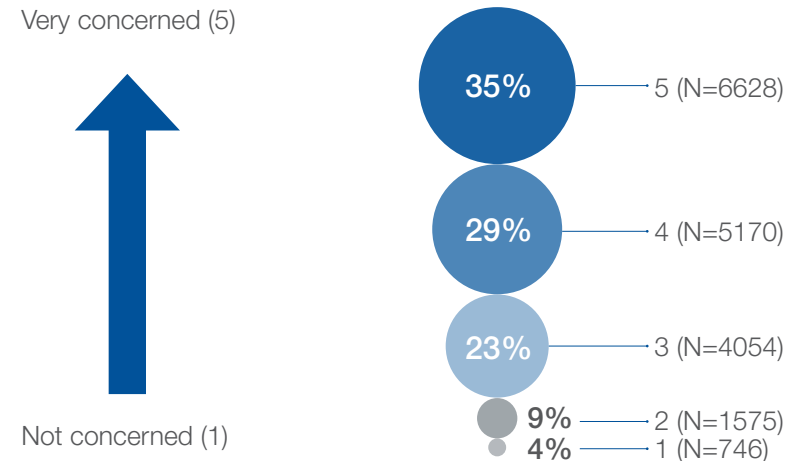
“

*There's a saying in Silicon Valley that goes 'the future is already here, but it's unevenly distributed'. The voice of the new generation is everywhere, but it's rarely listened to. Usually labeled as 'millennials' what fundamentally defines them isn't the millennium but the Internet: global citizens embracing technology's potential facing planetary issues that can simply not be fought through traditional institutions. Change and innovation is the language they speak and it will be the force that will shape their world, our home.*

Santiago Siri. Founder, Democracy Earth Foundation  
Alumnus, Global Shapers Community

### Are you concerned about data privacy?

17773 answers



### Have you ever avoided downloading or uninstalled an app due to privacy concerns?

17554 people answered this question (only people who have a smartphone)

73% (N=12801) have already avoided or uninstalled an app due to privacy concerns.



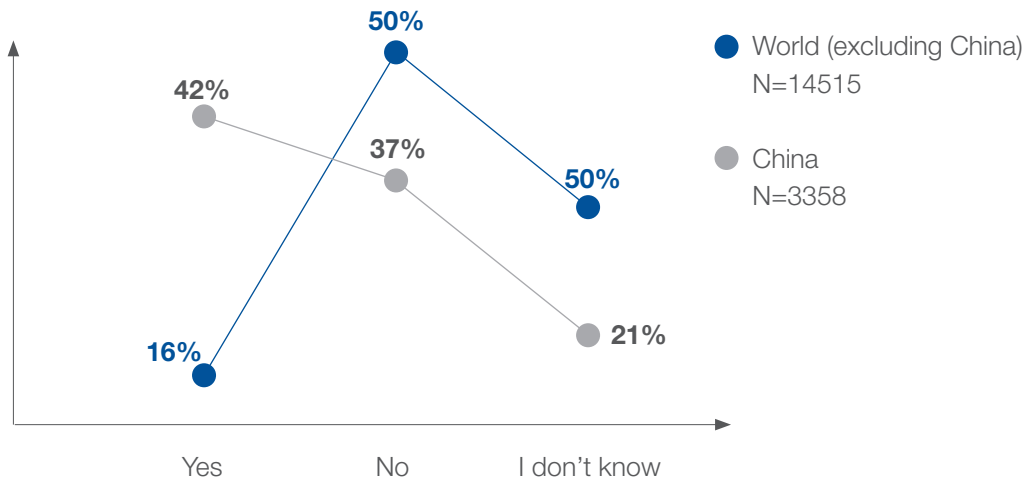
## Technology and Innovation

The caution and concern among young people regarding technology continue when considering the changes it could bring to how society is organized.

The Survey's respondents did not support rights for humanoid robots. This was the top sentiment in every region except one, East Asia and Pacific, which was driven by responses from China.

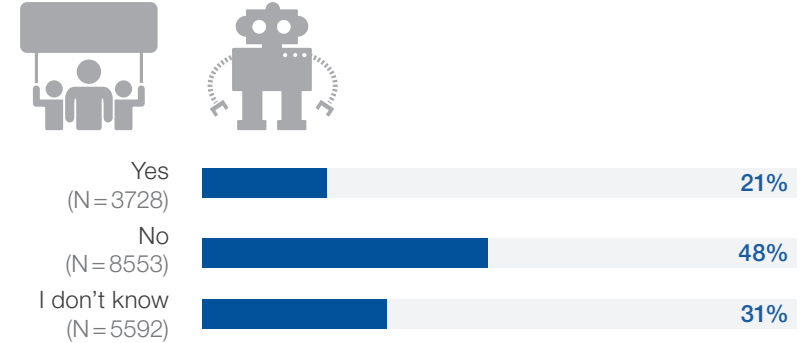
The idea of designer babies also registered a majority "no" response; this was consistent across all regions except Eurasia.

### Would you support rights for humanoid robots?



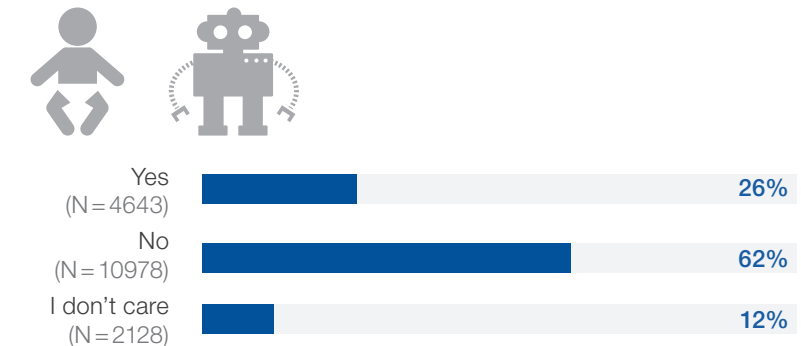
### Rights for Humanoid robots?

17873 people answered



### Science to design babies?

17749 people answered



“

*The whole world is suffering the effect of collapse of values in society, politics and economy. People of nations and corporations must agree to a set of shared values. They serve as anchors for building strong Institutions. Such institutions are the basis for a new level of stability and progress that our world direly needs. It is proven that whenever there is need to build, the dynamism of youth is in great demand. It is time to build. Every young person needs a personal values check for the sake of the collective.*

Obiageli Ezekwesili. Senior Economic Adviser, Africa Economic Policy Development Initiative. Vice President for Africa, The World Bank (2007 – 2012). Minister of Education of Nigeria (2006 - 2007). Minister of Solid Minerals of Nigeria (2005 - 2006). Co-Founder, Transparency International.

## 6

# Values and Society

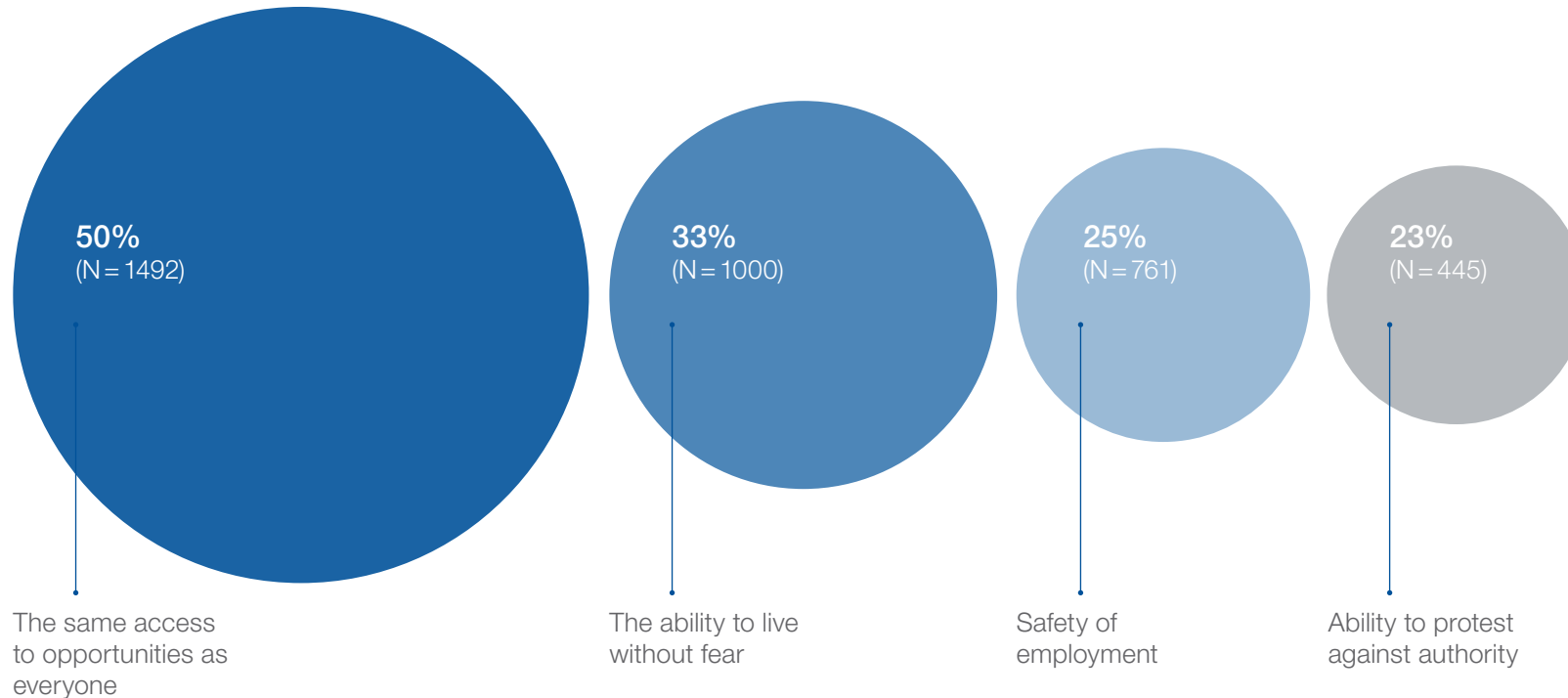


## Values and Society

In reinforcing the second key message, and when asked about what is missing in their country that would make them feel more free, the top response among Survey respondents was, “the same access to opportunities as everyone” (including healthcare, education and jobs). The response is remarkable, given the question was phrased to encourage individual choices. It is further remarkable that the top choice reflects a sense of unity and shared destiny.

### What are the most important things that are missing in your society that would make you feel more free?

A subsample of 3028 young people answered this optional question

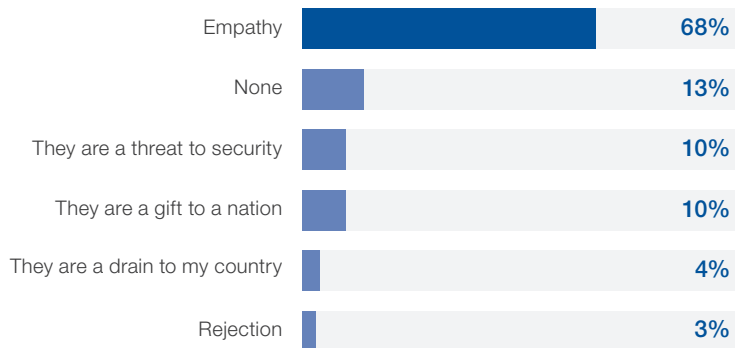


## Values and Society

Regarding their recommended actions for refugees, respondents were incredibly empathetic, again reinforcing the notion of shared destiny. They are most likely very disappointed with the world's response to refugee crises. An overwhelming majority of young people would welcome refugees to their own country, and a large proportion would also welcome refugees into their homes. This empathy is consistent with trends mentioned earlier, and the findings indicate that empathy for refugees increases with age. The findings also show that these values are present in the recommendations young people have for governments dealing with refugee crises.

### What sentiment do you have towards refugees?

2843 people answered this optional question. Other answer choice not displayed (8% of votes).



“

*Young people are the leaders of tomorrow; and tomorrow should be prepared today. We who are older must give young people the opportunities and the space to excel, as they are a powerful force for economic transformation in our societies. We should therefore foster action-oriented inter-generational initiatives, between the experienced and the passionate and build our communities with a shared sense of values*

Bineta Diop. Executive Director, Femmes Africa Solidarité

### I would welcome refugees in ...

5990 responses. Respondents were asked to select all answers that apply.



74% would welcome refugees to their city

46% would welcome refugees to their city

42% would welcome refugees to their home

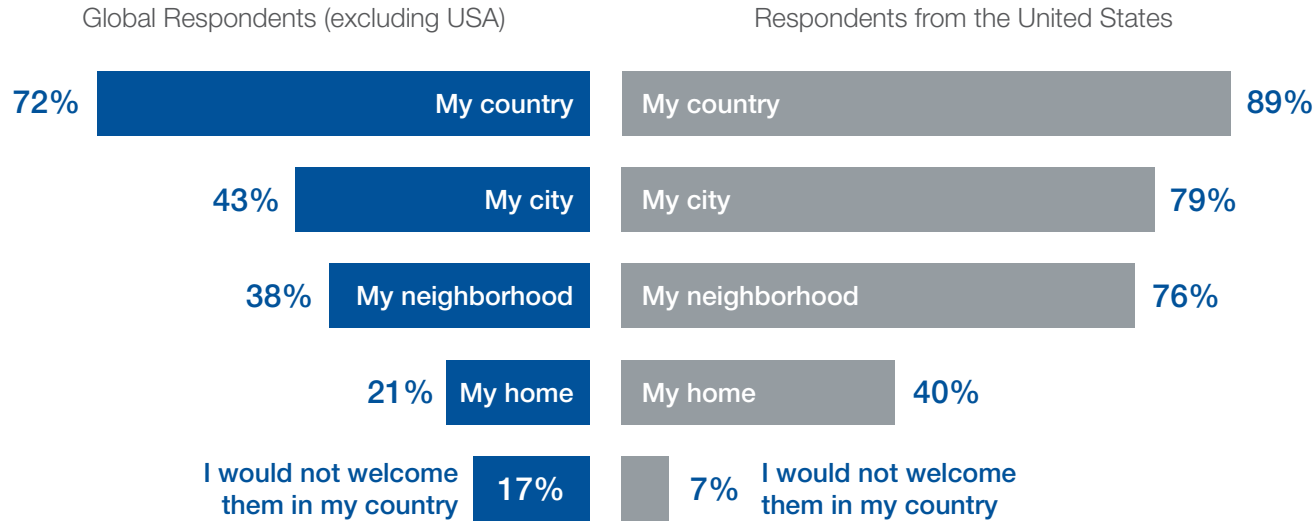
23% would welcome refugees to their home

16% would not welcome refugees to their country

## Values and Society

The message of unity and shared destiny is even more emphatic among Survey respondents in the United States. Young Americans indicated they are ambassadors for the values that made America great.

### I would welcome refugees in ...



Percentage of unique votes. 14807 people answered this question.

Percentage of unique votes. 1183 people from the United States answered this question.

“

*Like most respondents, I feel a great deal of empathy towards refugees. My family were once political refugees who managed to escape Ghana during one of the darkest chapters in the country's history. Every time I turn on the news and hear about the refugee crises around the world, I realize how incredibly lucky my family and I were to be received by the United States. I wish more countries will do for others what they'd want done to them if the tables were turned.*

Yawa Hansen-Quao. Founder, Leading Ladies' Network.  
Global Shaper, Accra Hub

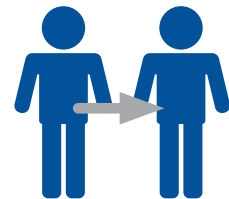
## Values and Society

On two questions related to traditional family values, the message globally is one of unity and acceptance, reinforcing the shared destiny theme.

On a global basis, more than half of the Survey's respondents strongly agreed that same-sex couples should be able to marry each other legally, while 65% agreed or strongly agreed, and 22% disagreed or strongly disagreed. Interestingly, this support grows as a country's level of human development increases (United Nations Development Programme rankings), and support also rises as national income levels grow (World Bank categories).

However, among respondents in countries ranked low in human development or income, a significant proportion (55% and 51%, respectively) strongly disagreed with marriage for same-sex couples. In only two regions – Africa and MENA – did a majority disagree or strongly disagree with this.

Over 70% of respondents indicated that it is acceptable for a couple to have a child without being married. The level of acceptance rose with the growing wealth of a country, as well as with increases in the level of human development. Among the regions, the result was directly the opposite only in Africa and MENA.



Same-sex marriage

**53%** strongly support  
**17%** strongly against  
2852 answers total



Children without being married

**71%** say it is acceptable  
**29%** are against  
2843 answers total

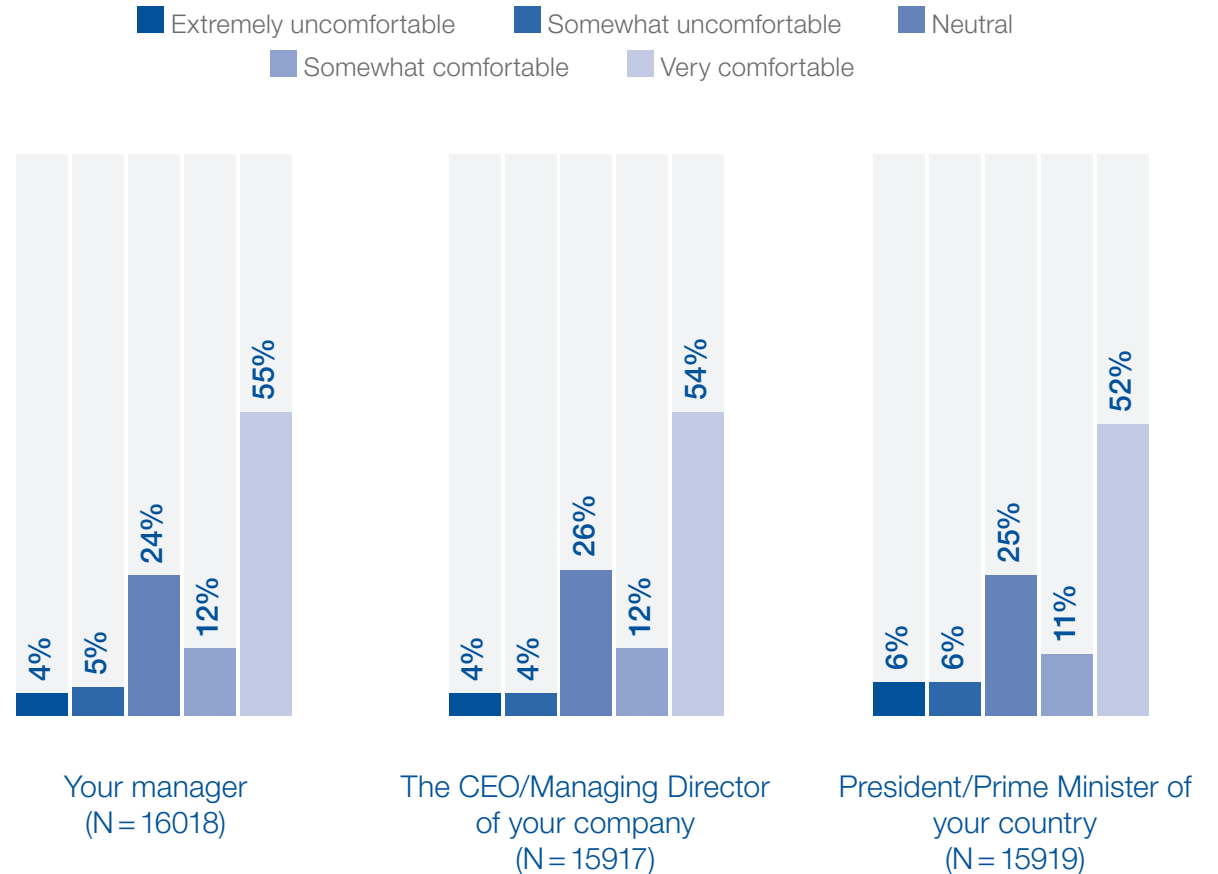
## Values and Society

On average, over 50% of Survey respondents were very comfortable with a woman as their direct manager, the chief executive officer (CEO) of their organization or the president of their country. Notably, this response reflects absolutely no discomfort with women leaders. On the other hand, a significant proportion (just under 50%) are somewhat uncomfortable with women leaders, with only about 5% of respondents being extremely uncomfortable. Perhaps most surprisingly of all, men and women had the same levels of feeling comfortable or uncomfortable about female superiors.

Interestingly, the regional variation stands out here. The most support came from North America, where the “very comfortable” rating averaged around 76%, and Europe ranked 2nd with an average of 68% “very comfortable”. The least support for women as leaders was in Eurasia, at an average of 32%.

Women were more comfortable than men with having their spouse earn more than them. However, the general comfort expressed by both is worth noting, with 67% of men and 75% of women stating that they were comfortable or very comfortable with such a situation. Applying a Chi-square test, we verified that the difference in answers between the 2 groups (male and female) is statistically significant at the 95% confidence level ( $p\text{-value} < 0.001$ ).

### How comfortable do you feel with a woman as...



## Values and Society

In testing for the tolerance for diversity, the findings indicate that the most popular response was to disagree with having restrictions on religious expression in public spaces.

Furthermore, there was strong support to maintain civil law, as opposed to religious law as a means of guaranteeing a fair society.

This also reinforces the themes of unity and shared destiny, as well as the desired governance models. Young people are saying there is room for everyone to be part of society, and that the best way to protect this ideal is by maintaining a uniform civil law.

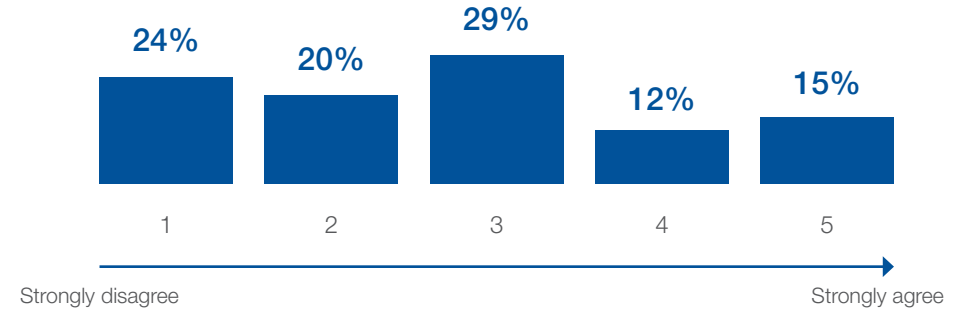
“

*I am full of hope and happiness with the results of the Global Shapers Annual Survey. Especially with the unity and integrity in how young people would welcome refugees and how gender equality at work is progressing. The global community needs to see this report. I can only imagine what the world would look like today if there were Global Shapers in the major positions around the world. Maybe one day.*

Birgit Skarstein. World Rowing Champion.  
Athlete, Norwegian National Rowing Team  
Global Shaper, Oslo Hub

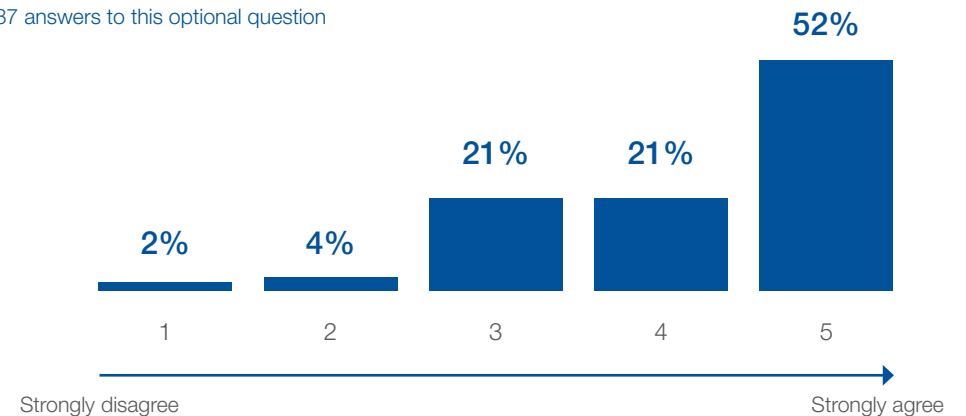
**Do you agree with the following statement? There should be no religious expression in the public space.**

16085 answers



**Do you agree with the following statement? A uniform civil law, instead of religious law, is important to maintain a fair and just society.**

1737 answers to this optional question



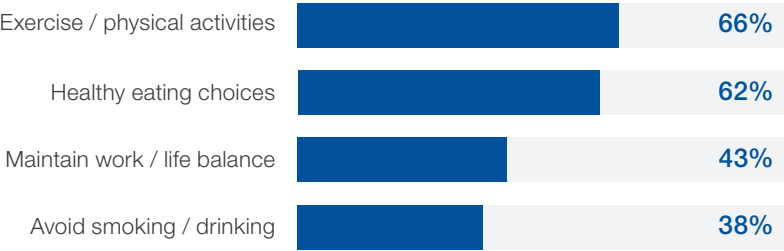
# Values and Society

As indicated by the Survey’s respondents, the top practices for staying healthy included “exercise”, “healthy eating” and “work/life balance”. Interesting recommendations for employers concerned about work/life balance are in the Business & the Workplace section.

In learning about the perceptions of ageing, the findings show that about half of all respondents indicated people become old once they are over 60 years of age. This may come as some relief for those who expected the bar to be set at a lower age.

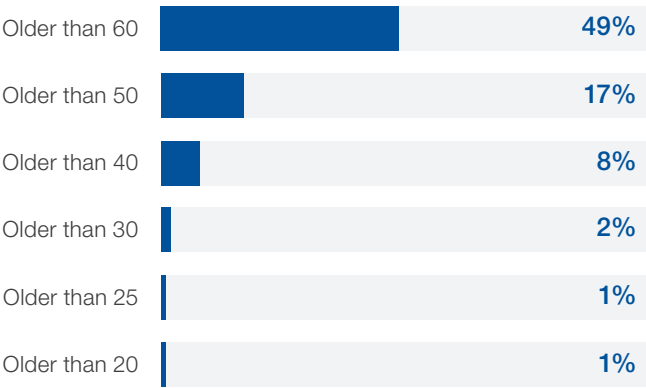
## What are your top 3 practices to stay healthy?

Percentage of unique votes. 16148 people answered this question.



## At what age do you consider somebody old?

2866 people answered this optional question. 20% answered the “Other” option choice, expressing that remaining young is about a state of mind.





“

*Young people have been left out of the conversation for too long, it is only right that that injustice gets fixed, not just for the sake of justice alone but because we cannot be designing tomorrow without listening to the voices and thoughts of those who will live much longer in that tomorrow. Young people should play a central role in designing the future because more than any age group, they have a larger stake in it. Naturally.*

Japhet Omojuwa. Founder and Chief Strategist at Alpha Reach. Founder, Omojuwa.com. Awarded: Best Twitter Personality in Africa 2016. Global Shaper, Abuja Hub

## 7

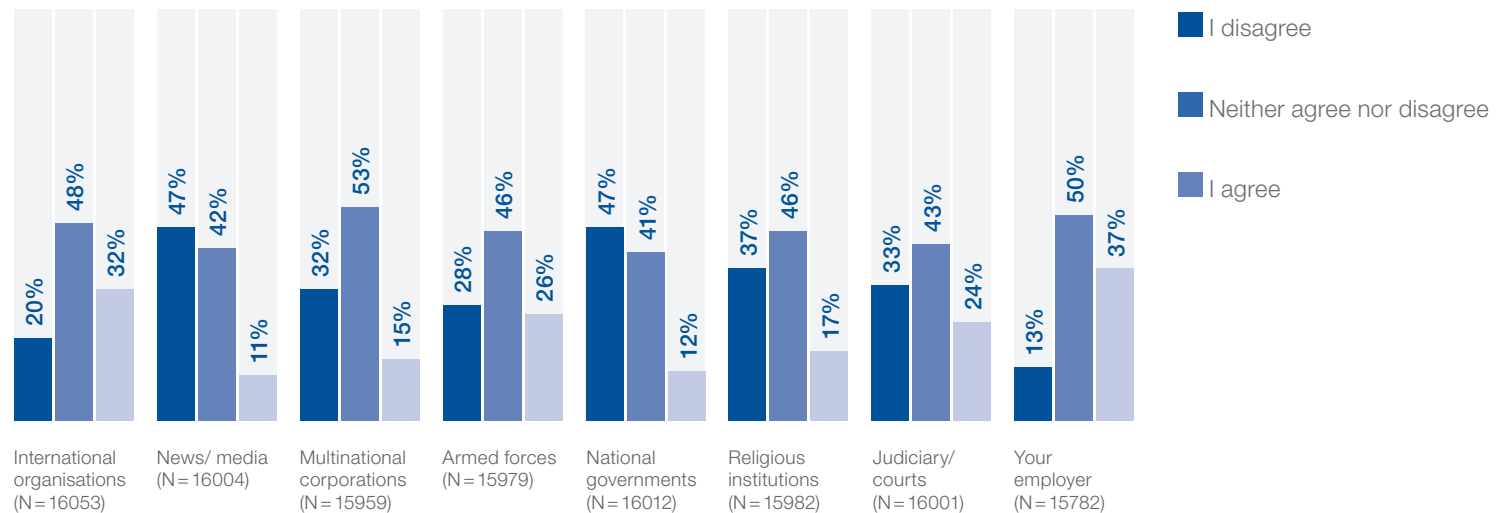
# Governance and Civic Engagement

## Government and Civic Engagement

Regarding which institutions they trust as being fair and honest, respondents indicated the most distrusted institutions are “national governments” (47%) and “news/media” (47%), with both institutions also having the lowest proportion of people that trust them. In fact, no institution receives a majority “trust” vote, and actually none has a trust vote as the most popular response. At the same time, it is important to note that, on average, the most popular response across institutions is “neither trust nor distrust”. This reinforces the key message about the desire for honesty, integrity and transparency in governance. Young people have chosen not to be cynical and not to simply distrust every institution; instead, they prefer to reserve judgement and give institutions a chance to earn that trust. On the one hand, this means multinationals do not face instant prejudice in the eyes of young citizens. On the other, it is telling that the judiciary and the courts receive the same treatment.

For the second consecutive year, the most trusted institution globally was “your employer”, with 37% of respondents indicating that they trust their employer to be fair and honest. Employers also had the lowest disagree/distrust rating of any institution. This confirms the findings from last year in a much wider sample. Relatively high levels of trust in employers is good news that is not discussed widely enough. All institutions have work to do to close the trust gap. To pursue this, young people provided recommendations, as covered in the following section on national government, which may also serve other institutions.

**Do you agree with the following statement? I trust the following institutions to be fair and honest.**



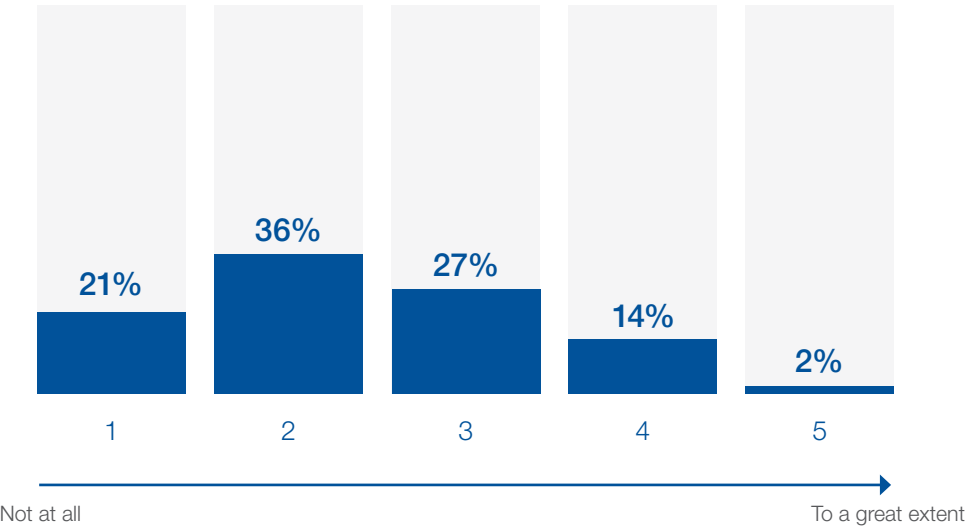
# Government and Civic Engagement

A possible driver of the low levels of trust in national government is the belief that government is inefficient at providing public goods and services. One of those services is the protection of the rights of citizens; here again, the findings show global dissatisfaction with government performance. At the regional level, the most dissatisfaction was in Latin America and Caribbean, where 72% disagreed or strongly disagreed that the government protects its citizens’ rights. Discontent was higher in South Asia (68%) and Eurasia (66%) than in Africa and Europe (61% and 46%, respectively). In fact, the only regions where the most popular response was agree or strongly agree were North America (46%) and East Asia and Pacific (38%).

Important in the search for solutions, the majority of respondents (54%) disagreed or strongly disagreed with the position that the private sector (and not the government) should provide services such as healthcare, education and social security. This was the case across all world regions. And, the findings show that disagreement with privatizing public services increases with age.

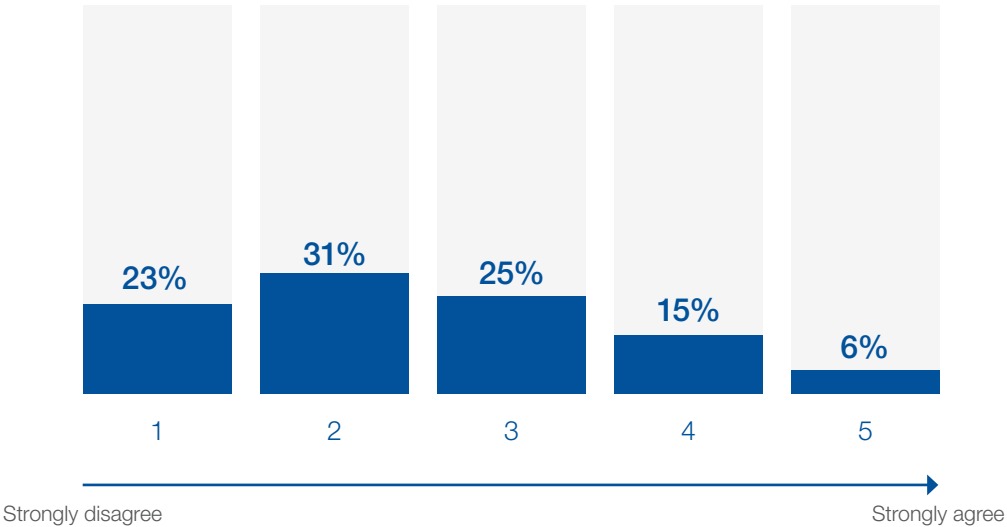
## In your country, how efficient is the government in providing public goods and services?

1748 answers to this optional question.



## Do you agree that your government fully protects your rights as a citizen?

1751 answers to this optional question.



# Government and Civic Engagement

To continue exploring the dissatisfaction with government, young people were asked about what frustrates them most about their government. “Abuse of power/corruption” was the definitive majority response, with 58% of respondents selecting this option. “Bureaucracy” and “lack of accountability” were ranked 2nd and 3rd. Insincerity / dishonesty was a noteworthy fourth, especially as it rose into the top three in several regions. It is remarkable that three of the top four responses are related to the key message about a desire for honesty, integrity and transparency.

Concerning recommendations, the most important expectation that young people had of their countries’ leaders was “action-orientation and results”, followed very closely by “integrity, honesty and humility”. This key message recurs and, in fact, was the top response in several regions. The joint third priority is to understand and serve citizens as well as to maintain peace and stability.

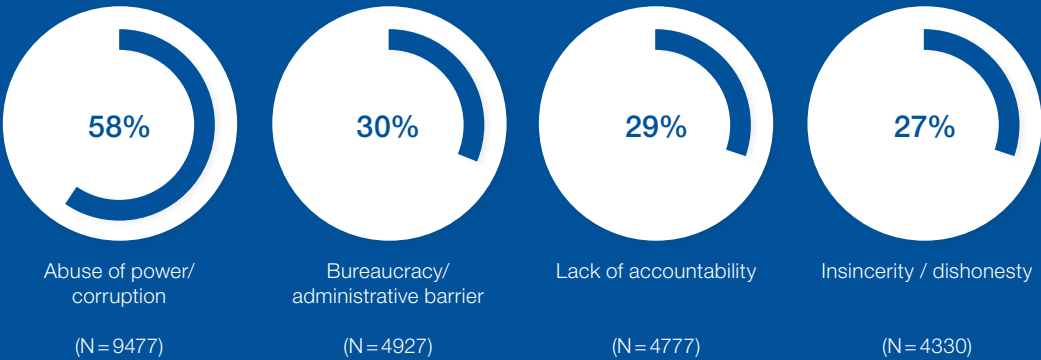
These findings are actionable for leaders looking to meet young people’s expectations. Specific recommendations for youth empowerment are covered later in these findings

“*In this report, young people articulate a clear vision of the world they want to live in: a world where values of fairness, equality, integrity and accountability are at the basis of a universal social contract of inclusive development.*”

Cobus de Swardt. Managing Director, Transparency International.

## What frustrates you the most in the government leaders in your country?

Percentage of unique vote. People could select up to 3 answer choices. 16337 answered this questions.



## The most important things that I expect from leaders of my country.

Percentage of unique vote. 16742 people answered this question. Respondents were allowed to select up to 3 answers among a list of 13 answer choices.



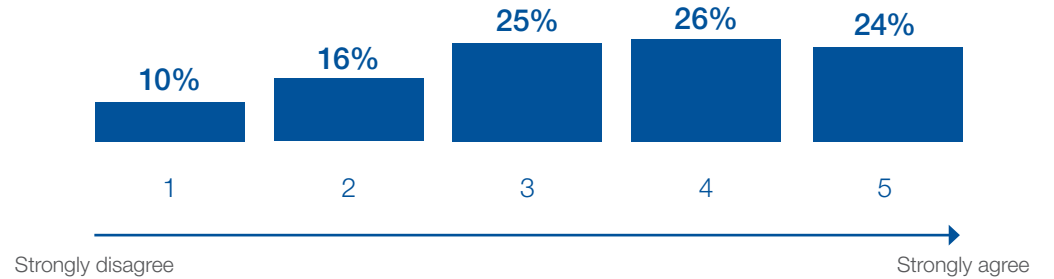
## Government and Civic Engagement

Among the findings' surprises is that young people generally believe they can actively contribute to shaping decision-making in their countries. This is true in all regions and across all levels of income and human development, with two notable exceptions: Europe and MENA. Europe scored the lowest on this question, where the most popular response (44% of respondents) was to disagree or strongly disagree with their being able to contribute to decision-making. Furthermore, this belief increased as levels of national income and human development decreased, as reflected by the strongest positive responses in Africa and Latin America. In MENA, the overall result was neutral, with as many young people agreeing or strongly agreeing as those disagreeing or strongly disagreeing. The youth disenchantment observed in Europe is actually the anticipated global response. Thus, our hypothesis may have been wrong, and young people may really feel empowered. It may also be that respondents interpreted the question as asking them if they felt young people “could” make a difference (a hypothetical scenario), as opposed to whether they were already empowered to do so. If this is the case, then it reinforces the key message of optimism.

The next Survey question is far from trivial. In addition to providing direct recommendations, it also helps interpret the previous question. To empower young people the top three recommendations were “support entrepreneurship/start-ups”, “ensure freedom of the media”, and ensure “access to the internet”. In places where these recommendations were actually missing, it could be concluded that if young respondents stated that they felt empowered nonetheless, they were likely referring to the hypothetical scenario.

**As a young person, I can actively contribute to shaping decision making in my country.**

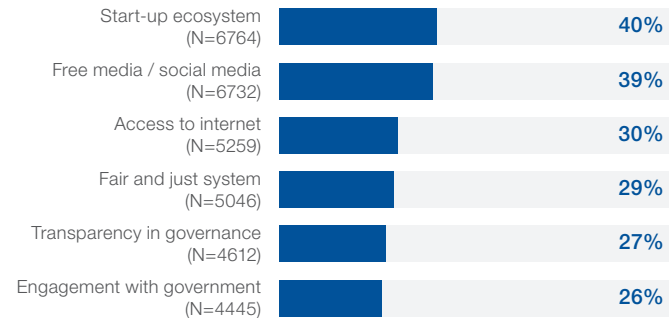
16351 answers to this optional question.



**What are the most important factors that contribute to youth empowerment in your country?**

16332 answers to this optional question.

Percentage of unique votes. Respondents were allowed to choose up to three answer choices.



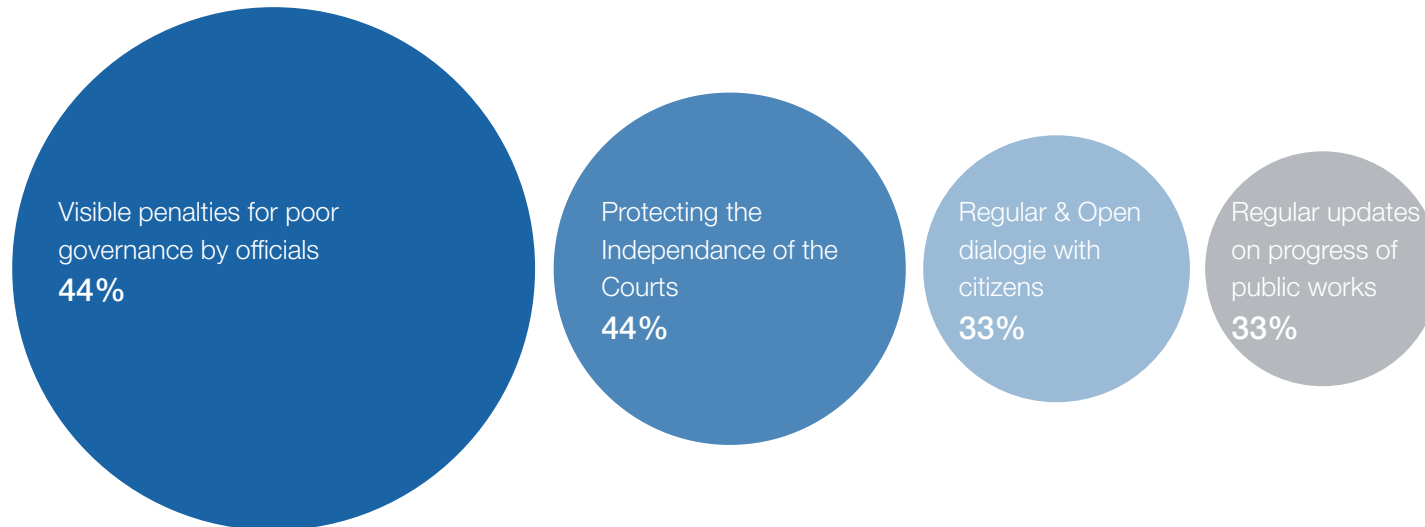
## Government and Civic Engagement

With the emphasis that the Survey's respondents placed on honesty, integrity and transparency, it is heartening to know they also had specific recommendations to help governments that want to take action.

According to the respondents, the best ways for government to demonstrate transparency and accountability are to implement “visible penalties for poor governance”, followed by “protecting the independence of the courts” and “regular & open dialogue with citizens”. “Visible penalties” was the top recommendation in most regions, including Africa, North America, MENA and South Asia. Eurasia stood out for having the least desire to punish government officials for poor governance (it is still ranked 3rd). In Europe, the top recommendation was the “independence of the courts”, while Latin America prioritized “regular updates on the progress of public works”. This was also highly valued in South Asia, where it ranked 2nd. A noteworthy recommendation was “regular & open dialogue with citizens”, ranked 4th globally but in the top three in several regions.

### What are the most important ways that Government can demonstrate transparency and accountability?

Percentage of unique votes. 1742 respondents for this optional pathway question.



## Government and Civic Engagement

Finally, two pertinent questions demand exploration. First, what do young people expect governments to do about refugees? More than half of the Survey's respondents (54%) believed that governments should focus on integrating refugees into the national workforce, followed by applying selective migration. Only 4% believed that governments should "expel/deport" refugees. And, while it is a minority voice, Europe had the largest proportion of respondents (7%) who wanted to "expel/deport" refugees. It is worth noting that North America had the highest proportion of youth who expect government to integrate refugees in the workforce (64%), a sentiment that is the most popular response in every region.

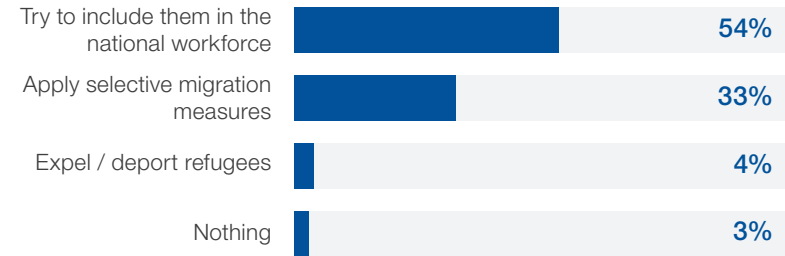
In returning to the global picture, the recommendation to integrate refugees into the workforce clearly reinforces the second key message of unity and shared destiny. And, at a time of record levels of youth unemployment around the world, it can be argued that this recommendation is yet another manifestation of the first key message's optimism.

Second, the most popular response to government jobs was that they are either somewhat or very attractive (41%). This is also surprising, as the lead narrative is often that young people do not want to work in government. While regional variations can certainly be uncovered, the concern is to dig deeper globally: those who find government jobs attractive value "job security" (35%) and "salary/perks" (30%) the most. This was true in all regions except North America and Eurasia, where the top reason for finding government jobs attractive was a "sense of purpose/making an impact". Globally, those who find government jobs unattractive said that the most common reason was "corruption" (20%), followed by a "less creative environment" (17%) and "low salary" (17%), both ranked 2nd.

Young people will consider government jobs; however, those who find them unattractive are kept away by a desire for "honesty, integrity and transparency".

## In addressing the refugee crisis, what should governments do?

1738 people answered this question. 7% selected the Other answer choice where many mentioned addressing the root cause of the problem, war.



“

*The Shapers Survey is a wakeup call to all the doom and gloom we are surrounded by on a daily basis. Young people overwhelmingly and optimistically see their destinies and lives intertwined with each other. They are “global citizens” who are not bound by race or nationality like previous generations. They are for transparency, for integrity for a world where human values are the norm, not the exception whether in business, politics or personal relationships. They are the future, and they demand that the future be now.*

Muna Abusulayman. MBC, Co-host Kalam Nawaem, longest Running TV Show in the Arab World. Partner, Directions Consultancy

# 8

# Business and the Workplace

“

*A priceless guide for anyone who wants to get a glimpse into what young people around the world care about. The findings on technology, business, governance and more are rich with insights for leaders who want to understand what their customers, employees and future leaders and competitors value*

Murat Sönmez. Chief Business Officer, Member of the Managing Board. World Economic Forum.



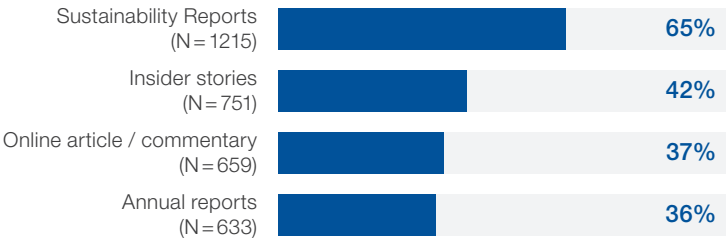
# Business and the Workplace

This section explores how young people see the role of the private sector and takes a closer look at the individual decisions that young people have to make related to their careers. It also aims to explore thoughts on the workplace in a way that we hope is relevant in any organization, whether public or private.

The expectations of the private sector are interesting. On the one hand, a clear statement is made that the main role of business is to “create jobs”. For some this can be seen as a backward step as youth appear to be giving business a licence to roll back decades of progress in corporate social responsibility. However, on closer inspection, there is more: as we saw earlier, young people do expect that the private sector can be part of the search for both local and global solutions. Thus it is consistent that when it comes to determining whether a company is responsible, the top point of reference is “Social Responsibility Reports”. This is the top answer in every region. To avoid any doubt, we also explicitly asked whether companies should be involved in addressing social problems that are not related to their business activities: 59% agreed or strongly agreed with this statement. The most emphatic response was in Africa, where about 40% strongly agreed, a higher percentage than in any other region.

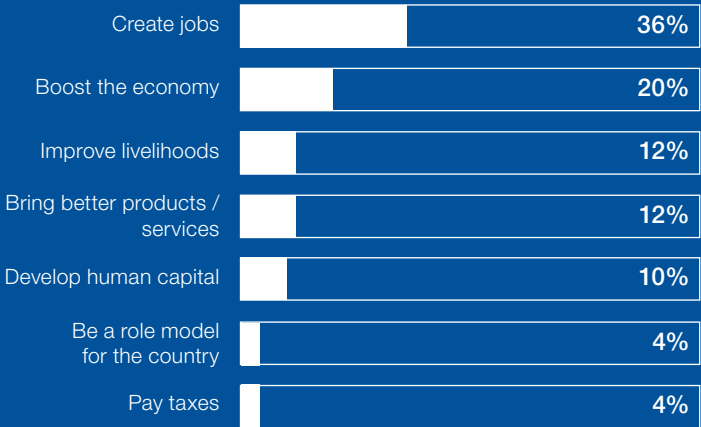
## How do you decide whether a company is responsible or not?

1778 answers to this optional question.



## What is, according to you, the most important contribution that businesses make to society

16005 answers to this question.



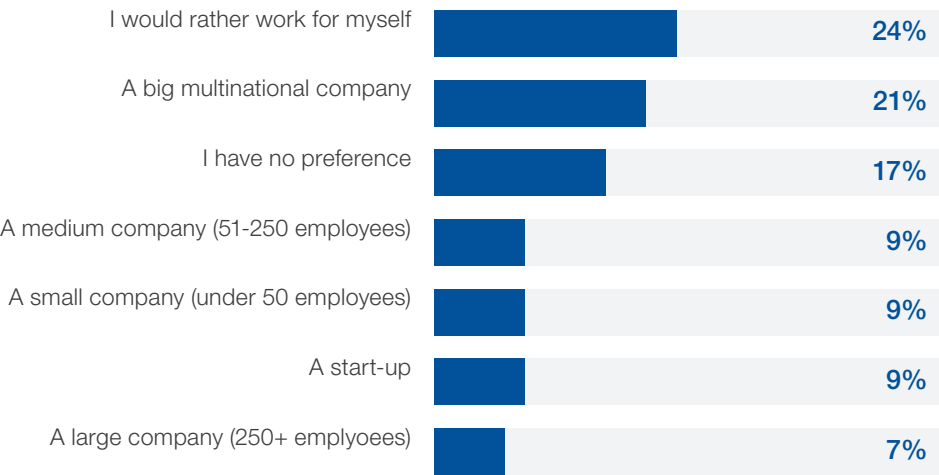
# Business and the Workplace

Young people decide whether to trust a company based on the quality of its products or services. It is remarkable how little they rely on more conventional measures, such as “reputation in the media” and the “qualifications of the leadership team”. Far more important are how that leadership team treats its employees, and the “sense of purpose/social impact” that the company has. These findings are consistent with the overall key message of a desire for honesty, integrity and transparency.

The main types of companies/situations that young people want to work in are self-employment/“work for myself”, followed by work in “a big multinational company”, and then “no preference”. The least attractive is the “large company”; presumably the best chance that large companies have to attract young people is to also have multinational operations.

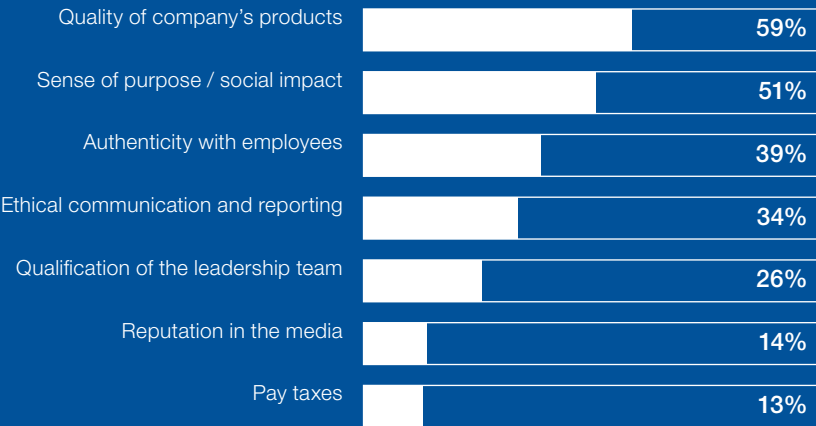
## What kind of company would you most like to work with?

1821 people answered this question. 5% voted for the Other answer choice.



## What makes you trust a company?

Percentage of unique votes. 15971 people answered this question. Respondents were allowed to choose up to three answer choices.



## Business and the Workplace

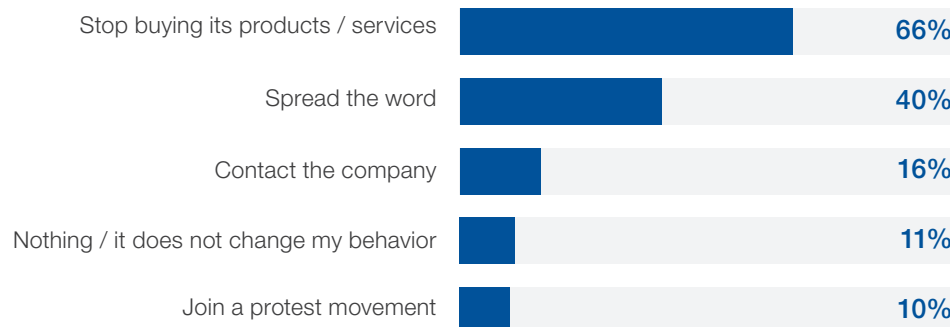
It remains to be explored how young people behave if companies act in a way that they disagree with, whether in a way that potentially breaks any trust that existed or in a way that may not be as responsible as expected.

The top response across all age groups was to “stop buying its products/services”. The second was to “spread the word”. This is consistent with the finding earlier that after “Social Responsibility Reports”, “insider stories” were the second most important source of information to determine whether a company is responsible or not.

These two actions combine and reinforce each other in a manner that creates an effect that is much larger than when the company just loses the support of individual customers. With the power of social networks enhanced by social media and with a greater sense of global citizenship that transcends borders, one single disenchanted customer has the potential to leave a company and to take like-minded people away with them.

### When you learn that a company is doing something that you disagree with, what do you do?

Percentage of unique votes. 1782 people answered this optional question. Respondents could choose to select up to 3 answers choices.



“

*It is reassuring to see that so many young people recognize that while the private sector is often part of the problem, it is - and must increasingly become - part of the solution. This confidence comes with strings attached, though: young people expect their leaders to address local and global challenges with honesty and courage. Leaders must rise to this challenge and find ways to nurture and leverage younger generations' energy and ideas.*

Jean-François Manzoni. Professor of Leadership and Organisational Development. Incoming President, IMD (from January 1, 2017)

# Business and the Workplace

This section considers individual choices and preferences.

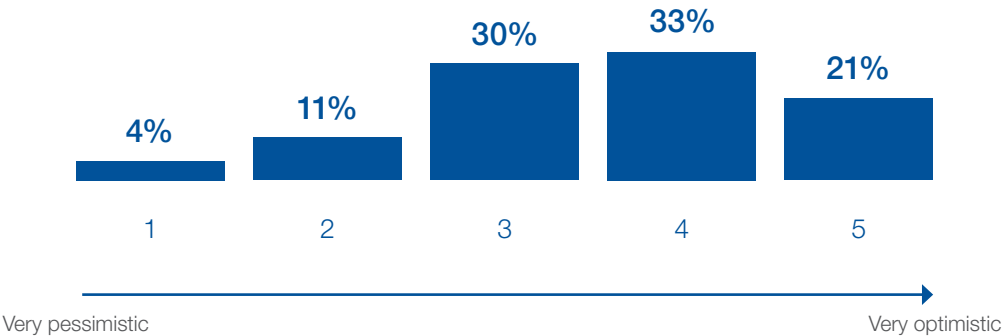
Over half (54%) of young people indicated they were positive or very positive about their job prospects and the pattern is the same for both men and women. And in a separate question, 74% were confident or extremely confident that they have the skills needed to have a successful career. This positivity and confidence in their skills are present in all regions and it reinforces the overall key message of optimism.

When looking for a job, the top considerations for young people were “salary” and “growth/career advancement”. “Sense of purpose/impact on society” was the third consideration, tied with “work/life balance”. Men and women both indicate the same priorities. This is a change from last year’s findings, where the opportunity to make a difference was the top response by a significant margin. “Sense of purpose” only rises to the top position in low-income countries.

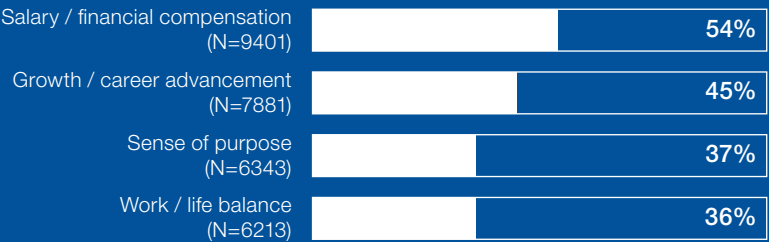
The work/life balance is explored further in the review of attitudes to the workplace. At this stage the findings offer information about individual choices and the factors related to the optimism expressed regarding job prospects and skills.

## How do you feel about your future job prospects?

17280 people answered this question.



## What are your three most important criteria when considering job opportunities?



## Business and the Workplace

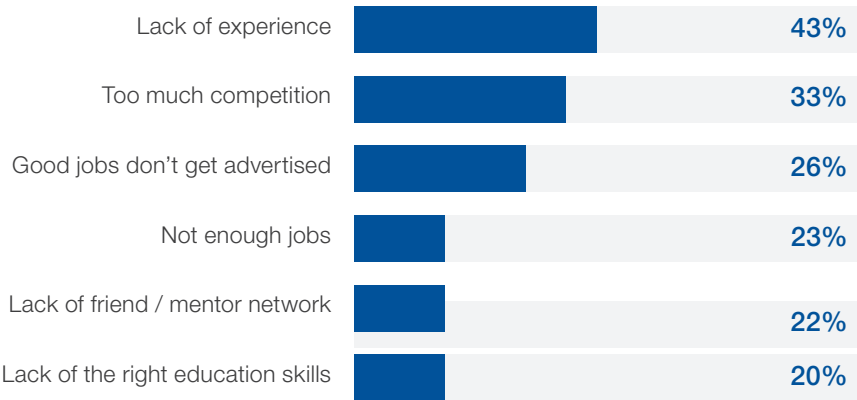
Top concerns when applying for jobs were “lack of experience”, “too much competition” and “good jobs don’t get advertised”. Although it is present as a concern globally, the response “not enough jobs” does not get the same level of attention among young people as it does from leaders and policy-makers. This may be driven by their strong belief that technology is creating more jobs than it is destroying. Given the general optimism, it can be concluded that a majority of young people expect to surmount the obstacles regarding jobs. But their concerns can guide policy-makers looking to improve job prospects for young people and increase their knowledge about youth optimism and job opportunities.

In the Middle East and North Africa region, the highest concern was that “good jobs don’t get advertised”.

Once they get a job, young people believed that the most important factors needed to have a successful career in the private sector were “intellectual ability/skills”, “continuous learning” and “good social networks”. The ability to get along with the manager on the job was ranked a distant 8th place, selected by the lowest number of respondents. This may indicate an intergenerational gap that may lead to issues at work.

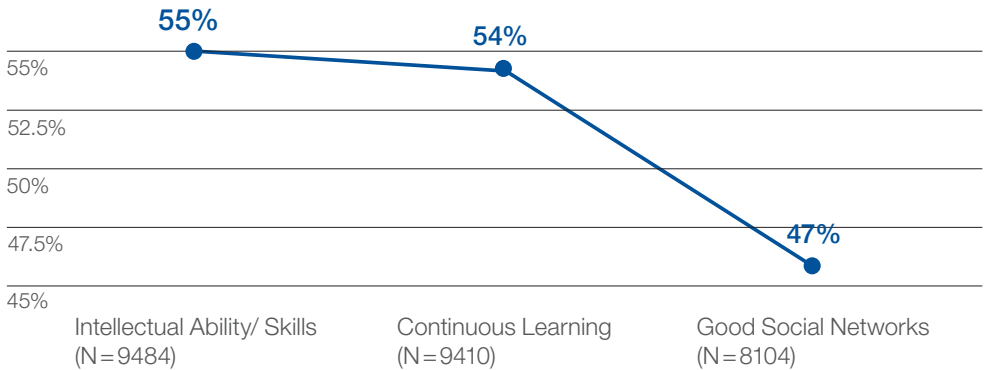
## What are your three (3) biggest concerns about your job prospects when you apply for a new job?

Percentage of unique votes. 1816 people answered this optional question. Respondents were allowed to select up to three answers.



## What are the 3 most important factors to have a successful career in the private sector?

Percentage of unique votes. Participants could chose up to 3 answers. Next answer is emotional intelligence with 41% of unique votes.



## Business and the Workplace

The top characteristic that young people indicated they value the most in their colleagues as well as in their managers was “integrity/honesty”. This reinforces one of the four key messages of these findings. From their managers, the other top characteristics valued were “effective at executing decisions”, “effective communicator”, “effective at making decisions” and “embraces diversity/treats everyone the same”. From their colleagues, the top choices reflect a desire to work with creative people who are “effective at exploring possibilities”, are intellectually curious and happy to learn, and are “self-motivated” with a “positive attitude”.

In both areas, the “track record of past achievements” is ranked lowest (less than 5% of respondents). It is interesting that the three least-valued characteristics are the same for both managers and colleagues and are ranked in the same order. In order of decreasing preference these are: “self-belief and confidence,” “Shares / exposes own vulnerabilities” and “track record of past achievements.”

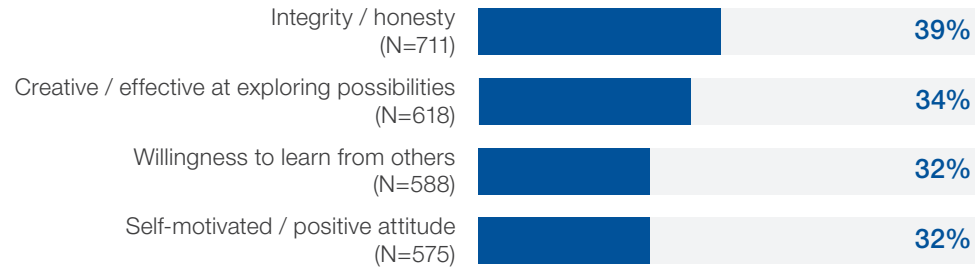
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*We hear frequently that ‘people join an organisation, but leave people.’ When you join an organisation you make a choice based on its reputation, its mission, the potential for growth and impact, and also the compensation. Unfortunately it is very difficult to judge the people you are going to be working with during the interview process. And this is critical because we observe that individuals only stay in organisations when their colleagues and managers actually help them to achieve their goals and ambitions. For organisations that create world class products and services by combining talent with state of the art tools, resources and processes, it is essential to nurture the environment in which that talent thrives*

Alois Zwinggi. Head of Operations and Resources, Member of the Managing Board. World Economic Forum

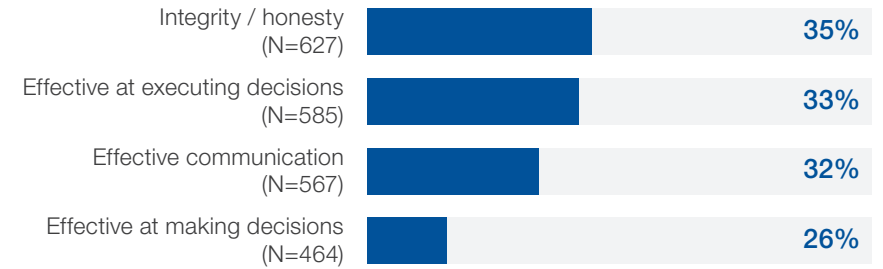
## What characteristics do you value the most in the people that you work with?

Percentage of unique votes. 1811 people answered this optional question.



## What characteristics do you value the most in your manager?

Percentage of unique votes. 1794 people answered this optional question.



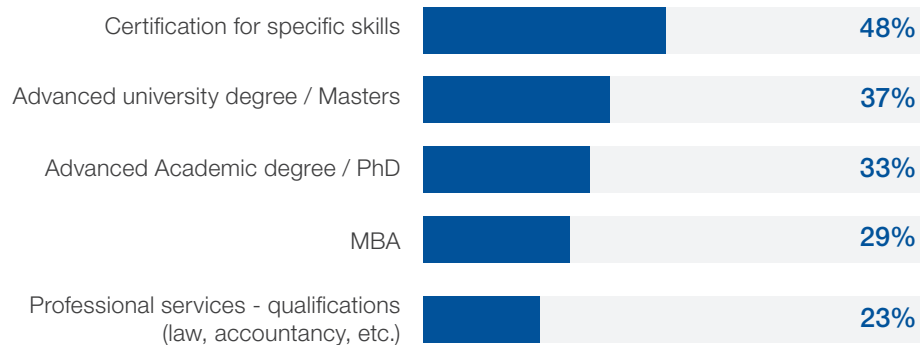
## Business and the Workplace

Once they have started their careers, the main kind of additional education that young people would consider was “certification for specific skills/online certification”, followed by an “advanced university degree/Master’s”. An MBA was ranked 4th. This indicates the progress that online education is making and signals the strong potential ahead. “Online education/certification” was the top choice for all employees from small or large companies and even public-sector employees.

As many as 82% of young people would be willing to consider relocating to advance their careers. The USA is the top-rated destination globally that young people would relocate to for their careers; the respondents were invited to select three destinations and the USA topped each list by an important margin. The USA also tops the list when the results are reviewed by region: every region’s top choice was the USA, except from respondents from North America, whose top destination was the United Kingdom.

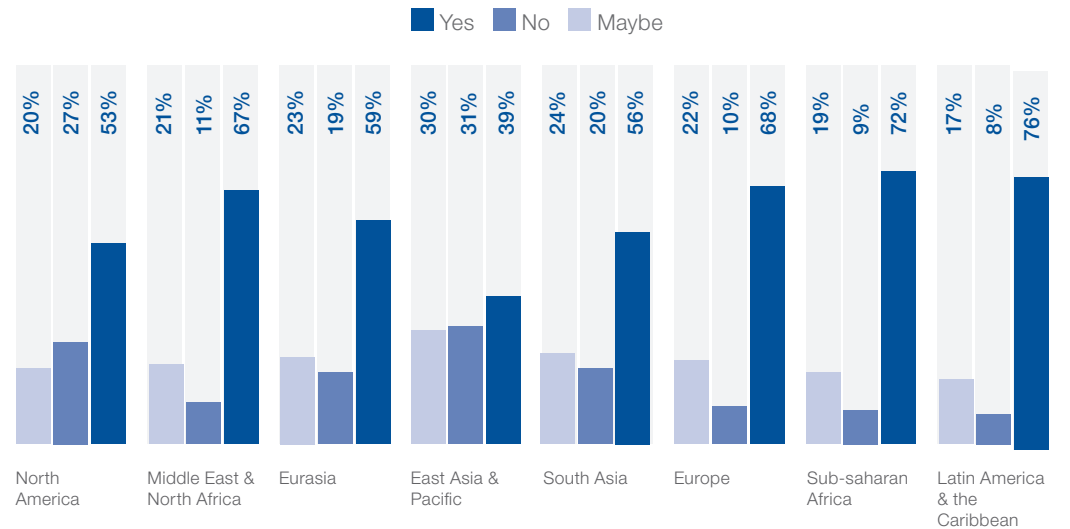
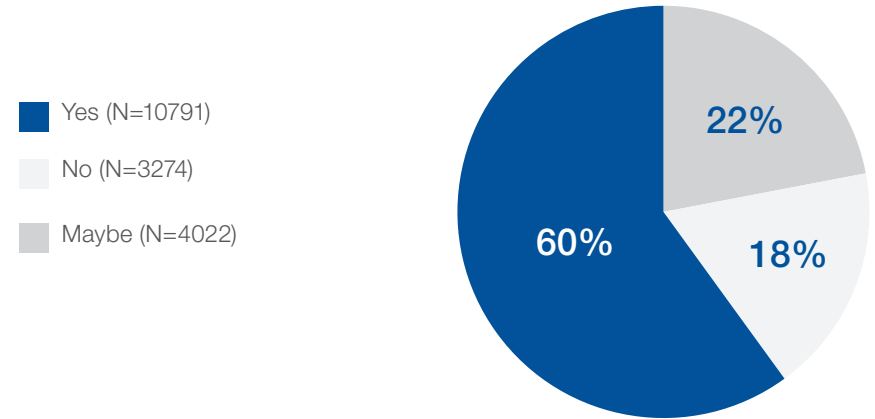
### Once you have started your working career, what kind of additional education would you be willing to pursue?

Percentage of unique votes. 1817 people answered this optional question.



### Would you be willing to live outside your country of residence in order to advance your career?

17060 people answered this question.





## Business and the Workplace

This section explores thoughts on the workplace.

The department in an organization that young people believed to be the least effective is the Human Resources (HR) department. This department ranks much higher than any other department, and it is possible that it is the chosen focal point for the discontent regarding the workplace practices that young people would like to see evolve.

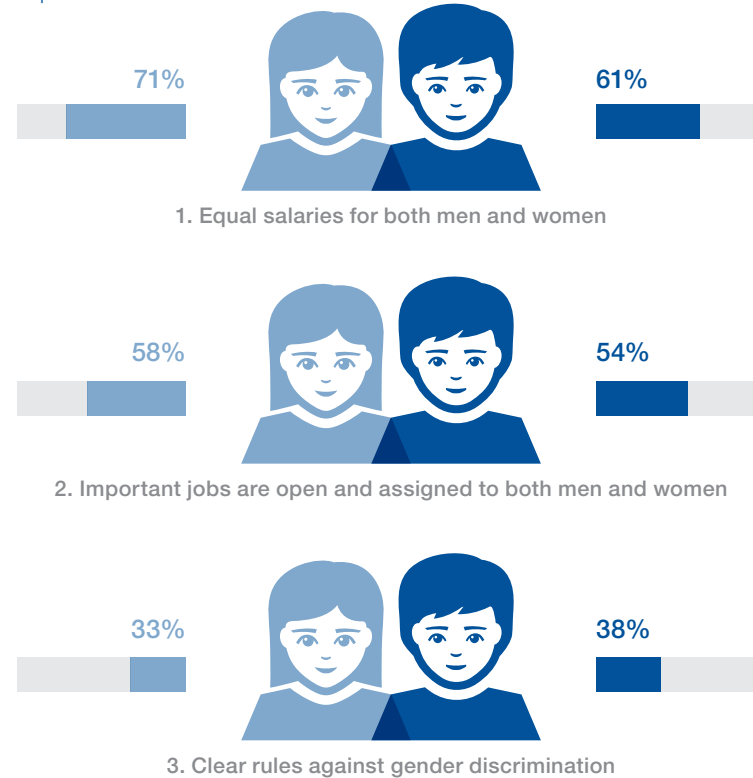
One of these workplace practices concerns the work/life balance where the discontent is likely to be focused on HR.

Another practice pertains to gender equality in the workplace. Since one of this Survey's key findings is the idea of unity or shared destiny, it is consistent that 67% of respondents indicated that the top recommendation to close the gender gap at work is to ensure equal salaries for men and women. Over half (56%) demanded that important jobs be assigned to both genders. In addition, 35% asked for clear rules against gender discrimination. These priorities are consistent in every region. Of interest also is that, once again, men and women prioritized the same things in a very similar manner (please see image).

It is likely that as a consequence of the absence of several of these workplace preferences, the HR department bears the brunt of the discontent.

### What are the most important factors that contribute to gender equality in the workplace?

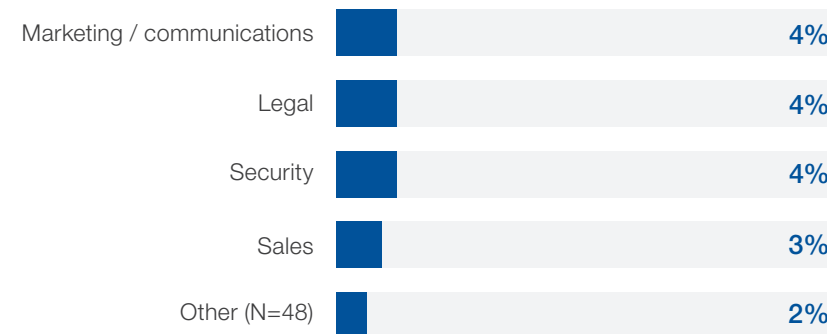
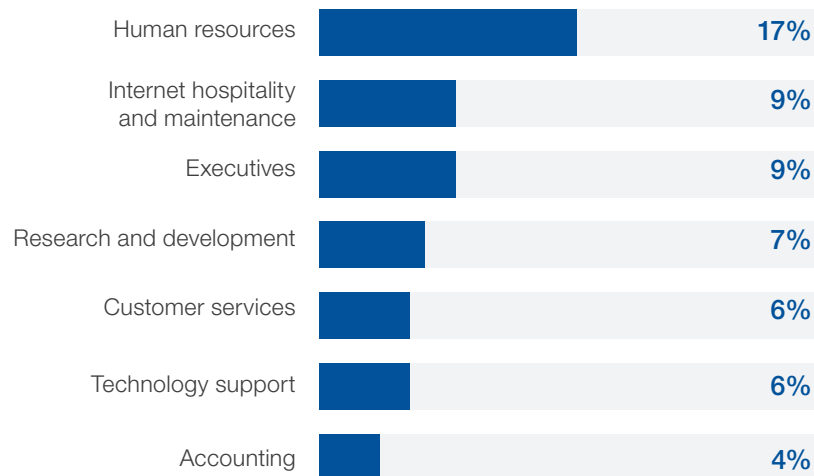
Percentage of unique votes. Participants were asked to choose up to three answers. 8555 female participants and 7143 male participants answered this question.



# Business and the Workplace

## What department in a traditional company do you find to be the least effective?

1781 people answered this question. The first choice with 25% of the votes was the None answer choice.



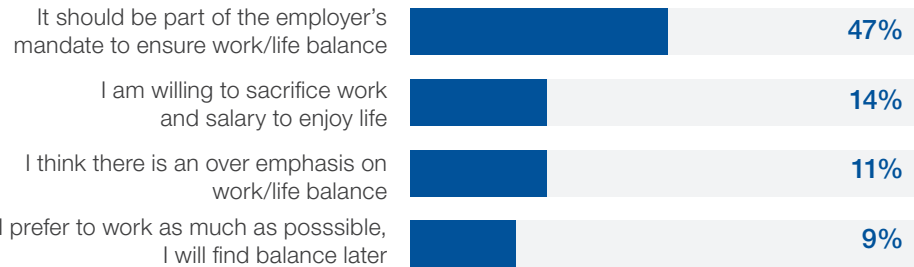
# Business and the Workplace

By far the most common attitude to work/life balance was “I think it should be part of the employer’s mandate to ensure work/life balance”. This was the top choice across regions. This choice was even more dominant among women (51%) than among men (43%).

In one of the clearest recommendations for action, 73% of respondents indicated that companies can improve work/life balance by “introducing flexible work options (working from home, flexible hours)”. The other recommendations included “provide facilities”, “allow time for personal projects” and “increase salaries and allowances”.

## Which of the following comes closest to your attitude towards work/life balance?

1787 people answered this optional question.



## What do you think companies should do to improve work/life balance?

1776 people answered this optional question.



Percentage of unique votes. Respondents were allowed to select up to three answers choices. Next top answer, with 31% of unique votes is “Increase salary and allowances”.

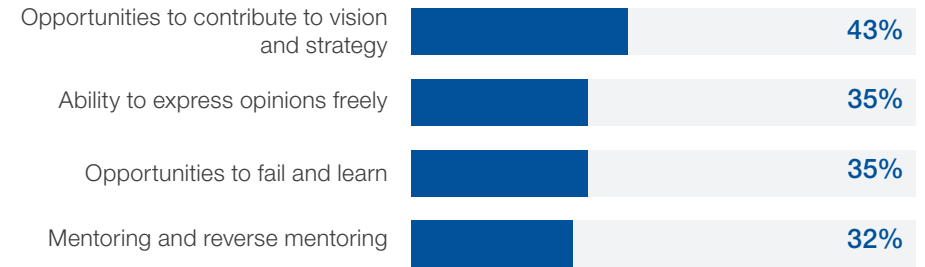
## Business and the Workplace

To create a youth-friendly culture in the workplace, the top recommendations were “opportunities to contribute to vision and strategy”, “ability to express opinions freely” and “opportunities to fail and learn”. “Mentoring & reverse mentoring” was a noteworthy 4th place. While some are the responsibility of an employee’s direct manager, the top recommendation is likely to be the responsibility of the organization’s top executive. Since most employees do not have direct access to the top executive – and in many cases even their direct managers do not have this access – young people may look to the HR department to provide the processes and structures that create such opportunities to contribute to the organization’s vision and strategy. Even for those responsibilities that the direct manager should manage, such as the ability to express opinions freely, young people may expect the HR department to act as a defender of the youth-friendly culture by holding direct managers accountable.

When asked what makes young people feel most valued at work, the highest number responded “my ideas being listened to by my superiors and implemented”. This response was followed by “having opportunities to grow professionally”, which is consistent with what the young people said they looked for in their search for a job.

### What can businesses do to create a youth friendly culture at the workplace? (Top 4)

Percentage of unique responses. 15839 people answered this question. Respondents were allowed to choose up to three answers among 14 answer choices.



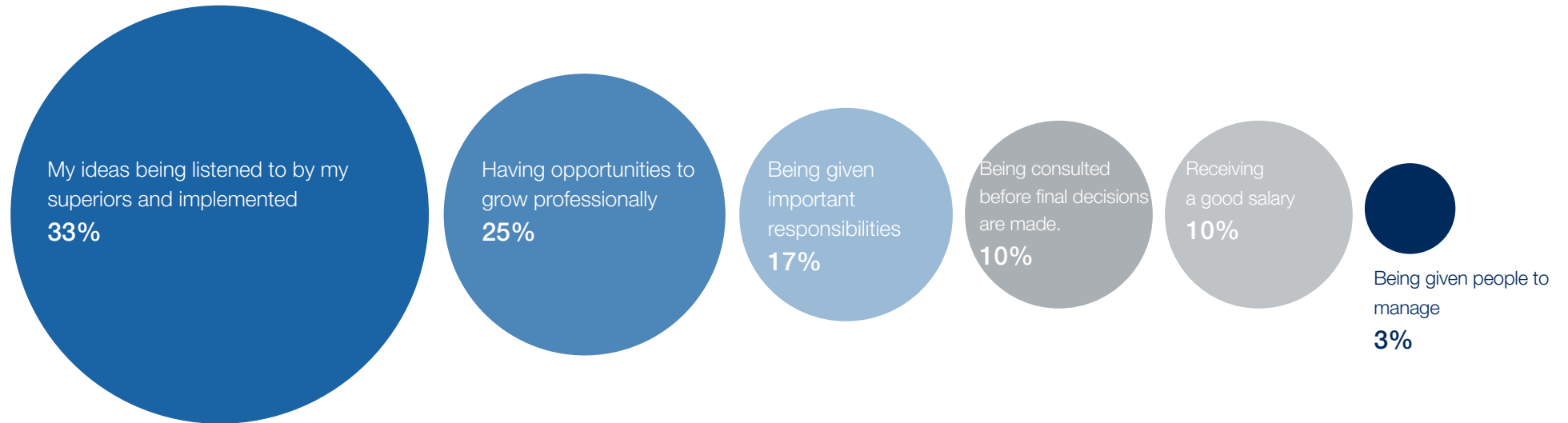
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*Our support of the Global Shapers movement reflects our view that true leading begins with taking action. These young leaders understand and, indeed, exemplify that same approach*

Muhtar Kent. Chairman and CEO, The Coca-Cola Company.

## What makes you feel most valued in the workplace?

Percentage of unique (multiple answers allowed). A sub-sample of 1801 young people answered this optional questions.



## Business and the Workplace

Young people recommended that the best way to create an innovative culture in the workplace is “tolerance for failure/risk-taking”. The second best way is “encouragement for personal projects” and the third is to maintain a “strong connection with the purpose”.

While it may be the case that the authority to make decisions lies with executives, it is clear that the HR department is the focal point of discontent concerning workplace practices. HR departments that champion young people’s workplace recommendations are likely to strengthen their organization’s reputation and attractiveness to young people and provide a competitive advantage that other organizations are clearly struggling to develop.

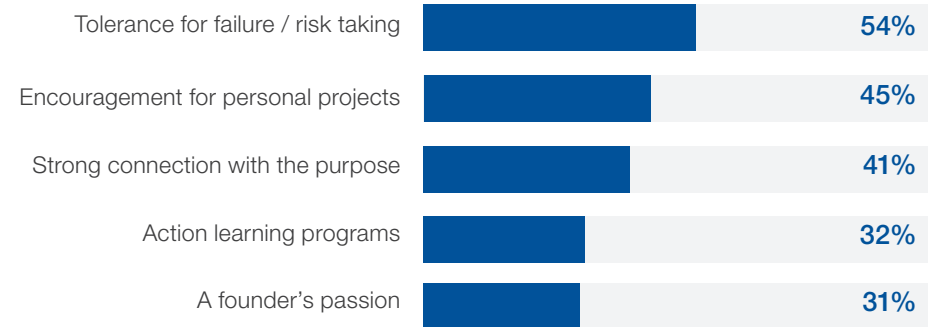
“

*The positive energy that our global youth display will be a central building block of our common future. These are the next generation of leaders and are focused on building a world of communities underpinned by strong values – they are poised to change our societies, countries and institutions for the better – we should all be lending an attentive ear and extending a helping hand.*

Arif Naqvi. Founder and Group Chief Executive, Abraaj Group.

### What contributes to an innovative culture in the workplace?

Percentage of unique votes. Respondents could select up to three answer choices. 1950 people answered this optional question.



## 9

# Acknowledgement and Gratitude

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*I was personally inspired by the results of the survey — it helped me find more meaning in the work that I do, bridging the millennial mindset with the institutions who are working towards systems change. Millennials are not the first generation of young people who want to change the world but we are the first digital natives and the early adopters of the Fourth Industrial Revolution. We've done more than embrace technology — we've developed a unique mindset. This millennial mindset is clearly reflected in the Global Shapers Annual Survey.*

Noa Gafni. CEO, Impact Squared and Fellow of Social Innovation, University of Cambridge. Global Shaper, London Hub

This effort was possible thanks to the insistence of Klaus Schwab, Founder and Executive Chairman of the World Economic Forum.

We would like to thank all Members and friends of the Global Shapers Community for the extraordinary support they gave to the Global Shapers Annual Survey 2016. Every action from sharing the Shapers Survey to taking the Survey helped us to believe that this was possible. In particular we would like to thank the Global Shapers who volunteered as members of the “GSC Survey Team”. Please see their names in the following page.

We are greatly indebted to the Survey Affiliates whose disciplined outreach ensured that this effort reached the targeted demographic in an efficient way. Thanks also go to the Survey Affiliates because they won the trust of the young people in their communities who lent their voices to this global effort. In particular, we highlight the Top 5 Survey Affiliates whose leadership played a significant role in the success of the outreach.

We thank all those whose contributions strengthened the Survey at various stages, especially several colleagues at the World Economic Forum. In particular Saadia Zahidi, Stephan Mergenthaler, Cynthia Hansen, Margareta Drzeniek, Thierry Geiger, Ciara Browne, Alexandre Raffoul, Till Leopold and Rebecca Ivey. We thank all members of the Foundations Team, especially the team that oversees regions of the Global Shapers Community: Albina Krasnodemska, Chidiogo Akunyili, Shimer Diao and Wadia Ait Hamza. We also thank Merid Berhe for great support. We thank members of the Public Engagement Team, especially Fon Mathuros, Georg Schmitt and Dai Di. We thank Mike Hanley and members of the Forum’s Digital Team. And we thank Kamal Kimaoui, Floris Landi and Ruslan Gaynutdinov.

Beyond the Forum, we thank several experts and constituents of the World Economic Forum who made themselves accessible, especially Sangeet Paul Choudary. We thank Adam Janes for his visualization expertise. And we thank Fabienne Stassen for superb editorial work.

Several individuals worked with the core team for significant periods, becoming full members of the team during those periods: Ines Ayari, a member of the Global Leadership Fellows programme at the World Economic Forum, and Daniela Serrano and Jiyuan Yu, Summer Associates from Harvard Kennedy School’s MPA/ID programme.



“

*Young people are saying that to make the world a better place, we have to improve it for everyone, not just a few. We have a shared destiny, and while we are optimistic about the future, we must be diligent: we will only arrive there by operating with integrity, openness and transparency, and by being action-oriented. Finally, young people overwhelmingly believe that it is possible.*

Yemi Babington-Ashaye, Head of the Global Shapers Community and Director at the World Economic Forum.

## Lead Contributors

The Global Shapers Annual Survey was designed and executed by:

**Yemi Babington-Ashaye**, Head of Global Shapers Community

**Vijay Raju**, Deputy Head, Global Shapers Community. Head of Partnerships, Foundations

**Pierre Saouter**, Project Specialist, Data, Knowledge and Platforms





## Global Shapers Community (GSC) Survey Team

The following Global Shapers were part of the “GSC Survey Team” and their contributions at various phases of the project contributed to its success: Adhit Shet, Aftab Arif, Amanda Luz, Anar Bayarsaikhan, Andrey Kovalev, Angela Peñaherrera, Ayman Almuhy, Baria Daye, Bart Kolodziejczyk, Bolor-Erdene Tumurchudur, Brice Loving, Ciprian Stanesco, Daniel Owusu, Daniel Stephen, Daniel Tedesco, David Kangye, Diana Guevara, Diksha Ahi, Elizabeth Muange, Enoch Wong, Enrica Sighinolfi, Gameli Adzaho, Gilbert Mitullah, Giovanni A. Costamagna, Hamza Kaabar, Iryna Minjkovsjka, Israel Bimpe, Jairon Merchan, Jessica Rosa, Jesús Rosiles Martínez, Juan Pablo Ríos Valles, Kathleen Largo, Kumar Manish, Lillian Seclele Madeje, Luisa Meneghetti, Luiza Thompson, Manga Clémence, Mehdi Nassih, Njoroge Kinyanjui, Noah Miller, Oleksandr Elkin, Pavel Vostrikov, Pranav Mehrotra, Reenad Bint Saud, Rendell de Kort, Saddam Sayyleh, Saurabh Pachariwala, Seif Borgi, Seth Franz, Sharanya Sekaram, Urvashi Prasad, Vyacheslav Polonski, Wajiha Khalid, Wiem Melki and Zied Touznai.

### Top 5 Survey Affiliates

Greater China Survey Team  
University of Karachi  
Dhaka Hub  
Lancaster Hub  
Calabar Hub

### All Survey Affiliates

Accra Hub	Kharkiv Hub	Port of Spain Hub
Astana Hub	Lancaster Hub	Riyadh Hub
Calabar Hub	Lima Hub	Rosario Hub
Dhaka Hub	Managua Hub	Toronto Hub
Greater China Survey Team	Mexico City Hub	Tunis Hub
Joinville Hub	Nicosia Hub	University of Karachi
Kazan Hub	Oranjestad Hub	Warsaw Hub

Survey Affiliates represent extraordinary team work. Where an Affiliate is a Hub of the Global Shapers Community, please learn more about the members of that team here: [www.globalshapers.org](http://www.globalshapers.org)



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