



SCHWAB FOUNDATION
FOR SOCIAL ENTREPRENEURSHIP

Transforming through Trust

How social innovators are transforming the lives of millions

January 2022

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Into a Third Decade of Impact

Being the Change Together



Hilde Schwab

Co-Founder
and Chairperson,
Schwab Foundation
for Social Entrepreneurship

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Foreword

Transforming through Trust celebrates both the values and the achievements of three cohorts of awardees of the Schwab Foundation for Social Entrepreneurship from 2019 to 2022.

We recognize and champion the impact these change leaders have achieved and, in particular, how they work to tackle the systemic, deep-rooted and most critical issues of our time in the midst of a pandemic.

Through values-based approaches, centring on inclusivity, collaboration and sustainability has collectively had an impact on 100 million people around the world, overcoming persistent and systemic barriers. Together with the combined impact of our community presented in the report, Two Decades of Impact, a total of 722 million lives have been directly improved by the work of this community of leading social innovators.

Over the past two decades, we have championed the work of Social Entrepreneurs. In the past three years we have witnessed how their work is more relevant than ever – by bringing quality healthcare to rural India in COVID, by empowering Black-owned businesses in Brazil to overcome the economic barriers of racial inequity, and by using artificial intelligence (AI) and big data to create inclusive and equitable education platforms from South Korea to South Africa. Social Entrepreneurs continue to demonstrate that the values of equity and justice underpinning models of innovation can help us meet the greatest challenges together.

Citizens, activists and our youth are increasingly crying out for strong action, requiring complex changes within governments, businesses and research institutions. We have seen this call answered by a committed group of social innovators called intrapreneurs: internal agents of change in large institutions of government and corporations that the Schwab Foundation started to recognize through three new awards in 2019.

Corporate Social Intrapreneurs use their influence within large private-sector organizations to change how things are done, how they define who the customers are. Through innovative business units or social business subsidiaries, they also prove how the core business model might be more inclusive and purposeful.

Public Social Intrapreneurs work to create better policy environments, public programmes and investments that enable social innovators to thrive and citizens to benefit and become active agents of change in society. These innovators are catalysing governments and large institutions to create more inclusive cities and equitable growth.

We have been guided by a generation of Social Innovation Thought Leaders who have helped shape the field's emergence to articulate its relevance.

Social innovation has changed enormously and our work to integrate social change leaders across all private, public, social and academic sectors recognizes the need for all institutions to transform and work entrepreneurially in the public interest.

Our world is in dire need of healing and rebuilding trust, while it also needs us to transform our economic, societal and planetary systems. Both the individual and collective work of social innovators in this report helps us recognize that change towards a better future is not only possible – it is already at work.



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Together with the combined impact of awardees presented in the Two Decades of Impact report, a total 722 million lives have been directly, positively affected by the Schwab Foundation's awarded social innovators.

François Bonnici

Director, Schwab Foundation
for Social Entrepreneurship

Introduction

For 20 years, the Schwab Foundation set about building one of the foremost communities of accomplished social change leaders in the world. It supports their impact journeys and provides a platform to amplify their voices and influence world leaders. At the 50th Annual Meeting of the World Economic Forum, we released the Schwab Foundation's first comprehensive impact report, *Two Decades of Impact*, demonstrating the cumulative impact and insights from the work of social entrepreneurs over this period.

In 2019, the Schwab Foundation Social Innovator of the Year Awards expanded to four categories to recognize a new generation of social change leaders across the private, public, social and academic sectors. This change acknowledges the diversity of social innovation models, shining a light on the global momentum for social innovation, and emphasizes the need to work across sectors on complex and systemic issues.

The awards recognize:

- Social Entrepreneurs: Founders or CEOs who innovatively address a social or environmental problem, with a focus on low-income, marginalized or vulnerable populations
- Corporate Social Intrapreneurs: Business leaders within multinational or regional companies who drive the development of new products, initiatives, services or business models that address societal and environmental challenges
- Public Social Intrapreneurs: Public sector leaders who harness the power of social innovation and social entrepreneurship to create public good through policy, regulation or public initiatives
- Social Innovation Thought Leaders: Experts and champions who are shaping and contributing to the evolution of the field

Awardees are recognized for their innovative approaches that achieve both significant direct impact as well as address the deeper, systemic causes of some of the world's most pressing social challenges.

The work presented here comprises the 77 social innovators awarded since the introduction of the new award categories, through three cohorts between 2019 and 2022. During this period the Schwab Foundation has awarded 13 Corporate Social Intrapreneurs, 10 Public Social Intrapreneurs, 16 Thought Leaders, and 38 Social Entrepreneurs.

The results of an external evaluation demonstrate how this group of social innovators are impacting directly an additional 100 million people. A large number of the awardees focus on improving the social and economic quality of life, providing appropriate and increased access to healthcare, education, energy, finance and water. Underpinned by principles of equity and justice, social innovators support people often excluded from the mainstream economic system (especially young people, women and minority groups) building the tools and capacities for people to construct an alternative path forward, engage with social and environmental issues, and maximize their potential.

They have shown that values-based approaches centring on inclusivity, collaboration, relationships of trust and long-term sustainability are more likely to be transformative in changing institutions, policies and mindsets, and disrupting traditional ways of working that hold systemic barriers in place. They have achieved enormous success with creativity, empowerment and adaptability, despite persistent and systemic challenges, exacerbated by the impacts and inequalities of COVID-19.

Compelled by a common future and the Sustainable Development Goals (SDGs), social innovators are increasingly working with both large institutional actors and more local grassroots organizations as they face systemic issues. They act as catalysts, mobilizing power and spurring collective action, often through partnerships, networks and alliances.

And in the midst of a global pandemic, social innovation leaders who have lived and learned experiences of the conditions of societal exclusion and environmental vulnerabilities are better placed to build trust in order to mobilize, orchestrate and sustain the transformative changes that are needed.

Regional breakdown

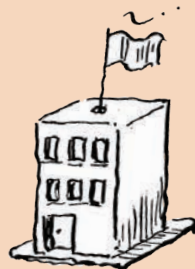
- North America **23%**
- Latin America **9%**
- Middle East and North Africa **6%**
- Sub-Saharan Africa **17%**
- Europe **17%**
- Asia **25%**
- Oceania **3%**



Who they are



Social innovators: **77**



Countries
Headquartered in: **31**



Gender: M:**58%** F:**42%**
Average age: **49**
(range from 32 to 75 y.o.)

Operating models:



For profit **43%**



Hybrid **10%**



Non-profit **47%**

Progress in a Pandemic

The Schwab Foundation's Awardees since 2019 are championing social innovation across the spectrum of society, achieving high-level international and national policy changes, building high-impact technology social enterprises to grassroots networks empowering communities of change. This multilayered approach proves to be essential in making an impact, tackling the need for short-term responses in crises with the longer-term arcs of systemic change

The advent of the COVID-19 pandemic proved to be particularly challenging for this community, who also showed extraordinary resilience and agility. The awardees have made progress in addressing both the immediate needs of groups who have been hardest hit by the pandemic as well as the long-term social and environmental challenges we face. They have done so through deep relationships and networks of collaboration and trust and have provided the tools and capabilities for people who have been economically and socially excluded to be pivotal in catalysing their own progress.

Levelling the playing field

41 million people with improved healthcare and 3.6 million with improved social and economic livelihoods through financial disbursements and capacity building

Intrinsically linked with SDG 10 focused on reducing inequalities, such approaches to drive equity are exemplified by Social Entrepreneur **Prema Gopalan**, Founder of **Swayam Shikshan Prayog**, who has changed the lives of 6 million women from poor and marginalized communities in India. Through forming support collectives and building the women's capacity in finance, business and leadership, they have transitioned from labours to farmers and entrepreneurs, enabling them to construct a pathway of resilience and independence.

Equipping young people to build their future

20 million young people with improved access to healthcare and nutrition and 2 million young people with better access to education

Through improved education, access to healthcare, nutrition and leadership development, these social innovators are providing youth with the tools to construct an alternative path forward, maximizing their potential. Social Entrepreneurs like **Enuma**, led by **Sooinn Lee**, are using AI to deliver mobile, tailored, self-learning systems that have far greater reach and can include children who are regularly excluded from education.

Fostering inclusion through access to finance

15.3m people empowered through better access to finance

The COVID-19 crisis has amplified the systemic barriers of gender, race and geography, disproportionately affecting communities that were already economically excluded. Corporate Social Intrapreneur **Hadi Wibowo**, President of **BTPN Syariah Bank in Indonesia**, works to ensure that his products and services reach those seen as "unbankable" for having neither financial records nor legal documentation. Through branchless banking that he pioneered, BTPN provides financial services to 6.6 million low and middle-income customers, directly addressing exclusion of underprivileged families.

lives
impacted



Creating the conditions to enable social impact

Over 169,000 entrepreneurs from social and economically excluded backgrounds directly supported by new funding models, entrepreneur incubators, accelerators and training programmes

Social Innovation Thought Leaders and Public Social Intrapreneurs enable the growth of social innovation by setting the foundations for individuals, businesses and institutions to work. Public Social Intrapreneur **Ann Branch** leads the **European Commission policy on social and inclusive entrepreneurship** who launched the Social Economy Action Plan for Europe in December 2021. **Kim In-Sun**, President of the **Korea Social Enterprise Promotion Agency**, is shifting the financial landscape of South Korea to support social enterprises through innovative funding models.

Strengthening social and economic development

Each award category leverages its unique elements to foster social and economic development with outstanding solutions, which places SDG 8 on decent work and economic growth among the highest ranked with awardees. Corporate Social Intrapreneur **Garance Wattez Richard**, Head of **AXA Emerging Customers** at **GIE AXA insurance**, is changing the definition of customers to be more inclusive, removing policy barriers and designing new products aimed at facilitating wider adoption of low to middle income customers. The impact achieved by social innovators is both increasing in scope and depth as Public and Corporate intrapreneurs spearhead progress from their institutional and business arenas.



Putting Sustainable Development Goals in action

Launched in 2015, the SDGs have effectively provided a shared language and common purpose to approach global issues. The top SDGs targeted across all award categories on the three cohorts give us an accurate picture of priorities and the diversity of ways in which the awardees tackle the most press social challenges.

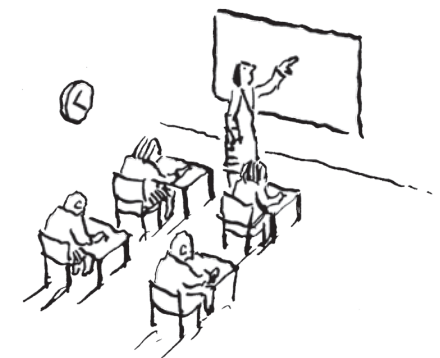
Rapid response and collaboration in the face of the pandemic

Social Innovators have been adept at rapidly pivoting intervention delivery to deploy immediate assistance to those hit hardest by COVID-19. The international community and businesses have also recognized the need for collaboration and came together to set up coalitions such as the COVID Response Alliance for Social Entrepreneurs, the Migrants Resilience Collaborative, and Catalyst 2030 among others. These collective efforts tackle issues faced by those most in need either directly or by supporting social innovators to deepen and scale up delivery.

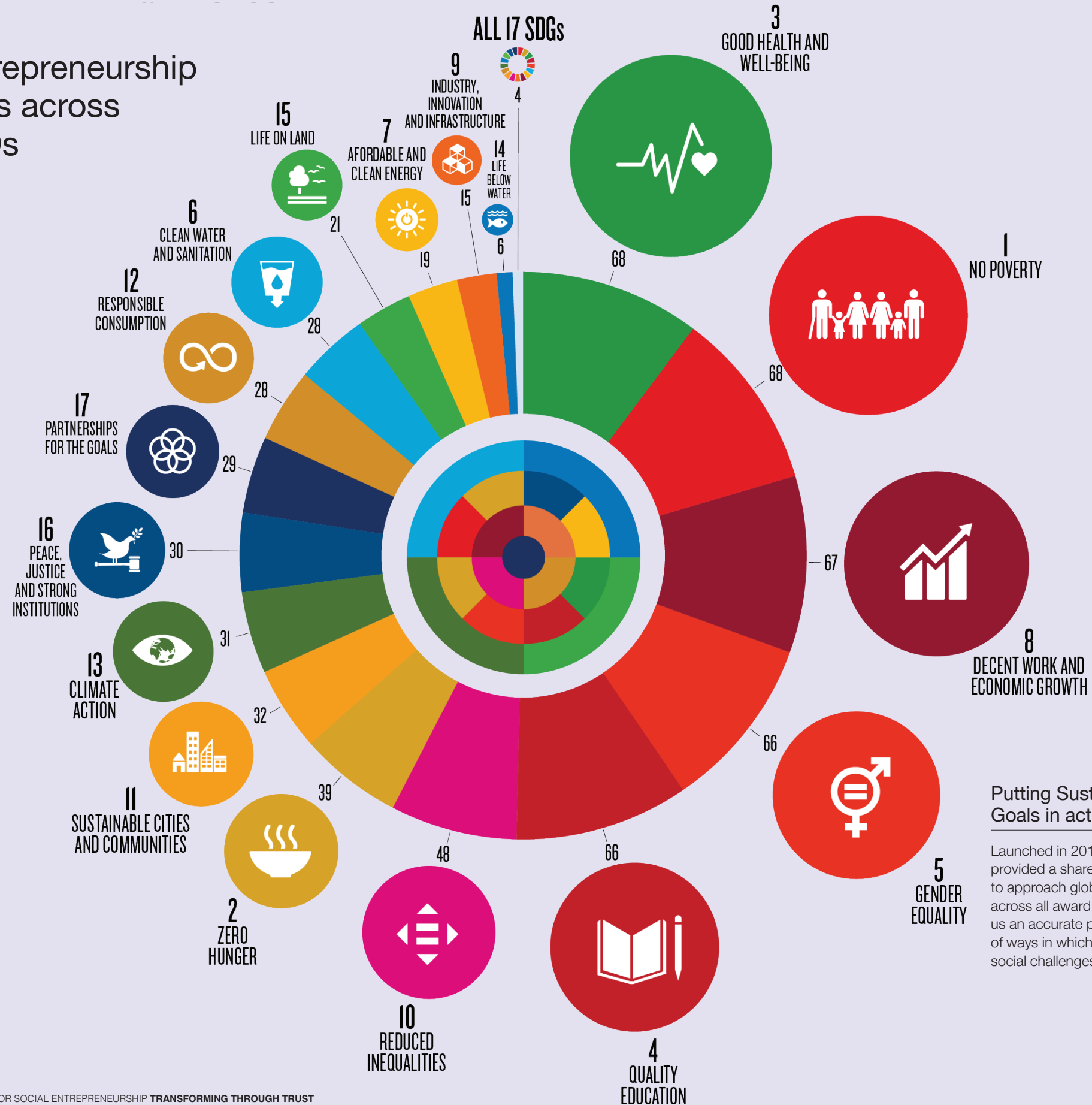
Ashif Shaikh, Founder of **Jan Sahas**, rapidly deployed a multipronged approach to support migrant workers in India to meet their immediate needs and build resilience for the long-term implications of the COVID-19 induced economic crisis. Within 100 days of the lockdown being announced, Jan formed partnerships with over 30 philanthropic and private sector donors to deliver immediate relief support through 42 NGOs in 19 states.

Syed Azim, CEO of **Glocal Healthcare**, pivoted its telemedicine and digital dispensary platform to provide a comprehensive COVID-19 response and by the end of June 2021 had treated some 165,191 COVID patients in India. Syed's platform and technology are highly scalable and have since been deployed across India and sub-Saharan Africa.

Jesús Gerena, CEO of **UpTogether** (originally Family Independence Initiative founded by Mauricio Lim Miller), in partnership with Stand Together, an NGO, launched the #GiveTogetherNow campaign and raised over \$100 million for low-income families in the United States. UpTogether's digital platform enables funds to be disbursed directly to low-income families efficiently.



Social entrepreneurship contributes across all 17 SGD



Putting Sustainable Development Goals in action

Launched in 2015, the SDGs have effectively provided a shared language and common purpose to approach global issues. The top SDGs targeted across all award categories on the three cohorts give us an accurate picture of priorities and the diversity of ways in which the awardees tackle the most press social challenges.





Towards Systemic Change

Given the complex challenges the world is facing today, from climate change and wealth inequalities to systemic racism and unequal access to health and education, the Schwab Foundation for Social Entrepreneurship is guided by its overall ambition to create a social innovation movement that transforms society for a more just, sustainable and equitable world. This translates in practice into a global platform that advances the world's leading models of sustainable social innovation.

Each awardee in the four award categories demonstrates an aptitude for affecting different system change conditions. Social Entrepreneurs seed grassroots action that leads to transformational change. Corporate Social Intrapreneurs masterfully use their influence within the private sector

to integrate social impact at the core of the business activity. Public Social Intrapreneurs open pathways for change by unlocking the power of policy making. While Thought Leaders continue to reflect on and challenge the boundaries of social innovation, shifting mindsets and practice.

As we look to the future, the Schwab Foundation aims to deepen its systemic impact in three main ways: advancing systems leadership and systems work; encouraging collective action; and supporting mainstream adoption of outstanding social models.

Social Innovators are playing a systemic role

Systems work is a distinct set of activities that goes beyond delivering products and services to overcome deep-rooted issues that surface as social barriers, such as resource flows, mindsets, behaviours and power dynamics. It implies a departure from growing single organization interventions to influencing the work of multiple actors in a system.

Kennedy Odede, Founder of **Shining Hope for Communities (SHOFCO)**, works to provide a set of holistic community services for those living in slums in Kenya. SHOFCO provides healthcare, gender-based initiatives, safehouses and education centres and has set up a platform for collective action and political engagement. Its structure enables slum dwellers to integrate horizontally across their community, building support

networks, which also facilitates the establishment of a political platform to unify their voices, empowering the community to engage to challenge the political elites and begin shifting power dynamics. Through multi-layered solutions, Social Entrepreneurs target grassroots and marginalized people as levers of change.

1.5 Corporate Social Intrapreneur, **Khalil Daoud**, Chief Executive Officer of **LibanPost**, is tackling systems of human migration in Lebanon by using biometric technologies to provide identity documents and financial aid for refugees and displaced people; a crucial element enabling integration and social support. With his programmes, he has been able to help 1.5 million refugees.

A mobilized social innovation ecosystem for collective action is transforming society

Many leaders and organizations within the Schwab Foundation community either have collective approaches rooted in their model or have evolved to develop them in order to tackle the complexity of the issues they work on. In the current context, it is clear that no one organization or individual can accomplish significant social change alone and, as a whole, the community acts as a powerful collective voice to advance social impact.

This stronger ecosystem for collective action materializes in several ways. One of them is through the development of global and local networks of social innovators with initiatives such as the Health Innovation Exchange, established by **Pradeep Kakkatil**, Director of Innovation at **UNAIDS**, forming formal knowledge hubs and communities of practice. Through these networks, resources are pooled, ideas shared and collective action shapes up.

New and more inclusive funding models are also emerging designed to accelerate entrepreneurship and enable collective action. Fadi Ghandour is shifting the impact entrepreneurship ecosystem in the Middle East, conducting research and raising the profile of social entrepreneurship in the region, while seeding many of the region's successful start-up and growth companies both in the traditional and social impact sectors.

A third expression of the ecosystem for collective action is the emergence of leaders that accelerate the mobilization process. Youth groups from South Asia to South America are being established to overcome systems of oppression by developing inclusive leaders. Social Entrepreneur **Adriana Barbosa**, CEO of **PretaHub**, has identified, supported and built the capacity of 100,000 Black entrepreneurs in Brazil. In turn, these entrepreneurs are leading the transformation of their communities through business that challenges structural racism.

Outstanding models of social innovation are adopted across sectors

As the work of social innovators solutions achieve greater depth, scale and prevalence, awardees continue to demonstrate both the value of their endeavours and the value of social innovation as an effective alternative model. We see intrapreneurs securing change not only within their companies but also beyond to influence their industry. Through **Nutrivida**, Corporate Social Intrapreneur **Gisela Sanchez** has designed an innovative model of highly nutritional low-cost products sold through a network of low-income mothers. The model has been a striking success, delivering fortified food to over 2 million children in Central America and becoming a trusted provider of the World Food Programme. Nutrivida's innovative model is now being championed globally and major global food competitors have begun to reformulate their products to match the increased nutrition.

Technology as a tool to drive systemic change

70 Social innovators frequently integrate technology to improve the depth, reach and quality of their solutions. Mobile technology continues to be a global game-changer, with 70% of awardees utilizing it to deliver their interventions. Mobile technologies play a significant role in enabling interventions that affect resource flows, practices, power dynamics and mental models. However, they play a less significant role in shifting policy where technology such as artificial intelligence (AI), machine learning and automation is used more frequently.

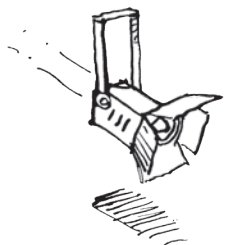
However, AI accounts for 43% of technologies used to affect policy change. It is reinventing the way children learn through ed-tech solutions, how government and business make decisions and providing patients with faster, safer and better-quality healthcare. Critically, AI is transforming how communities engage with government. **Phillip Atiba Goff**, Co-Founder of **Centre for Policing Equity**, has drawn on policing data and AI to develop the Justice Navigator, an interactive tool that tracks and analyses statistics on police behaviour, which, in turn, spurs data-driven reforms in police departments in the United States. Through transparency and data analytics, Phillip is transforming the relationship between communities and police services in the US.





A Social Innovation Movement

Spotlight on Social Entrepreneurs



For over 20 years the Schwab Foundation has been recognizing founders who innovatively address social or environmental problems, with a focus on low-income, marginalized and vulnerable populations and ecosystems.

The Schwab Foundation 2019-2022 Social Entrepreneur awardees are social pioneers addressing persistent structural inequalities including gender discrimination, economic exclusion and racial bias.

They work closely with the issues faced, and their scope covers a wide array of challenges from refugee family reunification and human rights to water infrastructure and financial inclusion. By empowering marginalized populations to be actors of their own change, Social Entrepreneurs enable lasting, transformational progress.

They empower socially and economically excluded people so they become architects of their own future. Through **RLabs**, **Rene and Marlon Parker** provide opportunities to a generation of unemployed, unskilled and underprivileged youth in 23 African countries, enabling self-empowerment, building of community solutions and economic independence. **Lindiwe Matlali** is delivering science, technology, engineering and mathematics education to students in South Africa, allowing students to gain high-quality and valuable education regardless of their socio-economic background. **Lisa McLaughlin** and **Robin McIntosh** are creating a new paradigm in addiction care in the US with **Workit Health**, an effective and accessible opioid addiction platform that shows exceptional retention rates, a decrease in addictive behaviours and anxiety, as well as an increase in healthy habits.

They leverage technology to leap-frog barriers to growth and make public services more inclusive. **Kennedy Njoroge** has created a blockchain-based smart contracting marketplace that decentralizes access to marketplaces and empowers smallholder producers to make better decisions and obtain better prices. With **WaterHealth**, **Sanjay Bhattnagar** has used the internet of things and automation systems to remotely monitor and control decentralized water systems, creating an efficient and scalable water management and distribution model. **Hla Hla Win**, CEO of **360education**, is using virtual reality and augmented reality to deliver educational content to children previously excluded from education as well as push for educational reform.



Celso Athayde founded **Central Univa das Favelas** (CUFA) in 1998 in Rio do Janeiro, Brazil, to engage and empower young people, especially young people of colour, to inspire change. In 2015, Celso founded Favela Holding, a group of companies whose central objective is to change the economic matrix of the favela. It is the first social holding in the world and promotes social entrepreneurship, new business opportunities and increased employability for those living and working in favelas.



37 *"I work in the territories of Brazil with over 37 million people. Some 87% are Black people. Brazil is a country based on slavery. Happiness was reserved for the few during slavery. The effects of colonial social inequality are brutal. The victims of this inequity need to understand they have a right and are a part of the prosperity that belongs to our country. Wealth has to be shared or there will be social chaos. The people we serve through Favela Holding are living lives that were not projected for them. They are now the bosses of their own companies. This is not a legacy they inherited; it is their time to see the effects of their efforts."*



Ashraf Patel founded **Pravah** and **ComMutiny Youth Collective** (CYC), which focuses on facilitating the development of a generation of empathetic, sensitive youth change-makers in India, helping them build more inclusive identities and societies. Ashraf's work challenges traditional concepts of youth leadership and expands youth empowerment through exploring the idea of a "fifth space". She suggests that traditional spaces for youth engagement – friends, family, education and employment, leisure and recreation – are not governed by young people, and that decision making, rules and expectations are set by others. In the fifth space, her work seeks to create a space where young people can discover themselves through community actions. Members of the expansive coalition she has established include young people, youth organizations, youth facilitators, and representatives from public and private sectors.

"When we started 25-30 years ago, there were no programmes with an emphasis on making connections between self and society in school curriculums. They didn't exist. You need young people in leadership at all levels. Building youth leadership is not the work of NGOs, colleges and schools. Youth development is the work of everyone – all of us can be youth workers. If every space becomes a space to nurture youth leadership, we will succeed."

"The idea of self-to-society or me-to-we is important language and it is what we champion. We knew that design principles could help build youth-centric and youth-empowered spaces. We've worked with many designers and these thousands of designs have emerged from our work, each contributing to our purpose to 'scale with soul'."



Alex Eaton

Organization: Sistema.bio
HQ country: Mexico
Operations: Latin America
Sector: Energy
SDG: 2, 13, 15

Alex Eaton, CEO and Co-Founder of Sistema.bio, grew up on a small farm and is committed to optimizing natural ecosystems. His company helps farmers put waste to work using patented bio-digesters that convert animal manure into renewable energy and organic, natural fertilizer. With as few as two cows, one bio-digester produces enough clean and renewable biogas to meet all the energy needs for cooking and heating in a rural household, as well as organic fertilizer to improve crop yields for up to five hectares, providing customers with a better quality of life.



Alexandre Tourre

Organization: Easy Solar
HQ country: Sierra Leone
Operations: Africa
Sector: Energy
SDG: 7

Alexandre Tourre is Co-Founder and CEO of Easy Solar. He has a background in financial inclusion and mobile money in Kenya and Afghanistan. Easy Solar is transforming people's lives in West Africa by supplying reliable solar energy and other transformative durable goods, including solar lanterns, home-lighting systems, appliances and cookstoves. It makes these affordable through a range of flexible financing options, using pay-as-you-go technology, and accessible through an extensive network of agents and shops.



Chris Sheldrick

Organization: what3words
HQ country: United Kingdom
Operations: Global
Sector: Information communications technologies
SDG: 9, 10

Chris Sheldrick, Co-Founder and CEO of what3words, has pioneered a simpler way to give precise locations by turning accurate GPS coordinates into user-friendly combinations of three words. Instead of using international addresses and postcodes, which are often too broad and not universal, what3words names every 3m square in the world with a unique three-word address. This simple solution means that everyone can easily talk about a specific location. NGOs, aid organizations, emergency services, delivery companies and governments are adopting the technology to improve business efficiencies, drive growth and save lives.



Nthabi Mosia

Organization: Easy Solar
HQ country: Sierra Leone
Operations: Africa
Sector: Energy
SDG: 7

Nthabiseng Mosia is Co-Founder of Easy Solar. A South African and Ghanaian dual citizen, she has worked as a management consultant and has extensive experience spanning the energy spectrum as well as in telecoms and financial services. Easy Solar is transforming people's lives in West Africa by supplying reliable solar energy and other transformative durable goods, including solar lanterns, home lighting systems, appliances and cookstoves. It makes these affordable through a range of flexible financing options, using pay-as-you-go technology, and accessible through an extensive network of agents and shops.



Jalil Allabadi

Organization: Altibbi
HQ country: Jordan
Operations: MENA
Sector: Health and healthcare
SDG: 3, 9, 10

Jalil Allabadi is CEO of digital health platform Altibbi. He is an industrial engineer by training, with a master's degree in Business Administration. Jalil was born in Lebanon to Palestinian parents. He has built Altibbi into a digital health platform for the Arab world. Inspired by a pioneering medical reference dictionary written by his father, Jalil created Altibbi to offer up-to-date medical information to users in the Middle East and North Africa (MENA) in Arabic. The platform has a unique mix of tools to deliver health awareness, information and advice to millions through its extensive content library and telehealth service.



Joseph Thompson

Organization: AID:Tech
HQ country: Ireland
Operations: Global
Sector: Information communications technologies
SDG: 9, 10, 17

Joseph Thompson is CEO and Co-Founder of AID:Tech, which uses blockchain for digital identity, aid and remittance delivery. AID:Tech has also released the first blockchain application of peer-to-peer traceable donations for clients of banks, corporations and consumers. The platform provides transparency and traceability to the distributions of resources, bringing access and inclusion to the underserved. Each AID:Tech digital ID represents a blockchain wallet address, which is unique and documents every transaction associated with it. AID:Tech was the first company in the world to deliver international aid using blockchain technology in 2015.



Kennedy Njoroge

Organization: Cellulant
HQ country: Kenya
Operations: Africa
Sector: Financial inclusion
SDG: 9, 10

Ken Njoroge is the founding CEO of Cellulant, which delivers a connected one-stop mobile payments and digital commerce service across Africa for businesses, mobile network operators, financial institutions, and their consumers. He has led the company from an idea sketched on a serviette in 2002 to an enterprise with more than 350 employees across 13 markets. He remains unwavering in his pursuit of connecting more than 500 million consumers in Africa with digital payment services. Over the past few years, he has invested time in training and advising the next generation of entrepreneurs and contributing to the growth of the entrepreneurship ecosystem in Africa.



Lisa McLaughlin

Organization: Workit Health
HQ country: USA
Operations: USA
Sector: Health and healthcare
SDG: 3, 9, 10

Lisa McLaughlin is Co-Founder and Co-CEO of Workit Health, a behavioural health company providing expert, evidence-based addiction care through telemedicine. She held leadership positions at leading digital health and learning companies before setting up Workit, which is working to reinvent substance abuse and addiction treatment. Using both virtual and in-person mental health support programmes, the team is tackling the nearly \$35 billion addiction recovery market, with a focus on accessibility for those who need it most. Its programmes provide holistic care to patients for all three addiction stages: prevention, treatment and detox.



Social Entrepreneurs 2019



Mehrdad Baghai

Organization: High Resolves
HQ country: Australia
Operations: Global
Sector: Children and youth development
SDG: 4, 5, 8, 10

Mehrdad Baghai is Chairman of Alchemy Growth, a boutique strategy advisory firm advising large companies on growth. He is an active investor in both the technology and private equity fields. In 2017, he reduced his business interests to take over as global CEO of High Resolves, a social venture which he co-founded with his wife, Roya, in 2005 to provide peak learning experiences that help young people reflect on their shared humanity. Since its inception in 2005, High Resolves has engaged with over 500,000 young people in Australia, the United States, Canada, Mexico, Brazil and many other countries.



Mostafa Farahat

Organization: Nafham
HQ country: Egypt
Operations: MENA
Sector: Education
SDG: 4

Mostafa Farahat is Co-Founder and CEO of online learning platform Nafham, which currently helps 5 million school students and young learners in six Arab countries. Established in 2012, Nafham is an award-winning educational platform and online tutoring service. It uses the power of the crowd to simplify and explain school curriculum lessons in short videos in a process called “crowd-teaching”, which enables students to access multiple explanations for the same lesson in 2005, High Resolves has engaged with over 500,000 young people in Australia, the United States, Canada, Mexico, Brazil and many other countries.



Phillip Atiba Goff

Organization: Center for Policing Equity
HQ country: USA
Operations: USA
Sector: Governance and civic engagement
SDG: 10, 16, 17

Phillip Atiba Goff is Co-Founder and CEO of the Center for Policing Equity (CPE), which serves as a bridge between police departments and communities to reduce burdensome and disparate policing. He is a US national leader in the science of racial bias after pioneering experiments that have exposed how our minds learn to associate Blackness and crime implicitly, often with deadly consequences. This research led to the co-founding of CPE, a university research centre now supported by the 501c3 Policing Equity organization. Created at UCLA, the centre is now the world's largest research and action think-tank on race and policing.



Prema Gopalan

Organization: Swayam Shikshan Prayog (SSP)
HQ country: India
Operations: India
Sector: Community empowerment
SDG: 1, 4, 5, 8

Prema Gopalan is Executive Director of Swayam Shikshan Prayog (SSP), a learning and development organization that aims to promote women's economic and social empowerment as entrepreneurs and leaders for sustainable community development. Her belief is that excluded and resource-poor communities can be revitalized through economic growth and social progress, if the true potential of grassroots women entrepreneurs is realized. Based in Pune, SSP has built a robust ecosystem that empowers women-led entrepreneurship and leadership in emerging high-impact sectors such as clean energy, agriculture and nutrition, health and sanitation.



Roberta Faria

Organization: Editora MOL
HQ country: Brazil
Operations: Brazil
Sector: Information, communications and technology
SDG: 9, 10

Roberta Faria is Co-Founder and Executive Director of Editora MOL, a social impact publishing house that created the concept of societal projects. The group prints inspiring content – magazines, books, calendars, tabletop games and much more – and sells it for below-the-market prices in big retailers, donating part of the revenue to non-profits that fight for major causes. Since 2008, MOL has sold more than 20 million units, donating more than R\$39 million to more than 100 non-profits, becoming the largest social impact publishing house in the world.



Robin McIntosh

Organization: Workit Health
HQ country: USA
Operations: USA
Sector: Health & Healthcare
SDG: 3, 9, 10

Robin McIntosh is co-founder and co-CEO of Workit Health, a behavioural health company providing expert, evidence-based addiction care through telemedicine. She worked at the crossroads of technology, healthcare and engagement platforms before setting up Workit, which is reinventing substance abuse and addiction treatment. Using both virtual and in-person mental health support programmes, the team is tackling the nearly \$35 billion addiction recovery market, with a focus on accessibility for those who need it most. Its programmes provide holistic care to patients for all three addiction stages: prevention, treatment and detox.



Rodrigo Wright Pipponzi

Organization: Editora MOL
HQ country: Brazil
Operations: Brazil
Sector: Information, communications and technology
SDG: 9, 10

Rodrigo Wright Pipponzi is Co-Founder and CEO of Editora MOL, a social impact publishing house that created the concept of societal projects. The group prints inspiring content – magazines, books, calendars, tabletop games and much more – and sells it for below-the-market prices in big retailers, donating part of the revenue to non-profits that fight for major causes. Since 2008, MOL has sold more than 20 million units, donating more than R\$39 million to more than 100 non-profits, becoming the largest social impact publishing house in the world.



Sanjay Bhatnagar

Organization: Water Health International
HQ country: USA
Operations: Global
Sector: Natural Resources
SDG: 6

Sanjay Bhatnagar is President and CEO of WaterHealth International (WHI), and Founder of THOT Capital Group, a private equity firm investing in energy and infrastructure. WHI's approach of decentralized sustainable water purification makes it possible to deliver safe water services to communities once considered unreachable by constructing and operating micro-water utilities called WaterHealth Centres. It uses commercially available water purification technologies, remote monitoring and smart card systems to provide affordable, safe drinking water to nearly 450 underserved communities in India, the Philippines, Ghana and Bangladesh.



Social Entrepreneurs 2019



Hla Hla Win

Organization: 360Ed
HQ country: Myanmar
Operations: Myanmar
Sector: Education
SDG: 4, 5, 10

Win Hla Hla is Co-Founder and CEO of 360Ed, a Myanmar-based start-up tackling the problem of access to quality education for those at the bottom of the pyramid. 360Ed is composed of educators, tech experts, content creators and scholars who are committed to revamping the education reform process by leveraging advances in virtual reality, augmented reality and other emerging technologies for learners in Myanmar. Its work is grounded in experimentation, innovation, collaborative partnerships and extended fieldwork.



Daniel Asare-Kyei

Organization: Esoko
HQ country: Ghana
Operations: Africa
Sector: Food systems
SDG: 1, 2, 10

Daniel Asare-Kyei is CEO of Esoko, a Ghana-based group that empowers rural communities on the African continent through digital transformation and financial inclusion. He is a technologist, agricultural economist and an entrepreneur, having spent the past 17 years working at the nexus of development, entrepreneurship and science. Initially focused on providing content services to farmers to improve productivity, Esoko now provides a community management platform for organizations to implement and track community-based projects. Via its cloud platforms, Esoko also provides excluded communities and project beneficiaries with information services and access to digital financial products.



Adriana Barbosa

Organization: PretaHub
HQ country: Brazil
Operations: Latin America
Sector: Diversity and inclusion
SDG: 4, 8, 10, 16

Adriana Barbosa is Founder of Preta Hub, a centre for Black creativity and enterprise in Brazil. She started her journey in São Paulo in 2002 by creating with a friend a fair for Black entrepreneurs, which has since become a major cultural and economic success, bringing together annually over 700 exhibitors, 50,000 visitors and a revenue flow of around R\$800,000. She has also founded Festival Feira Preta, the largest event on Black culture in Latin America and an equal opportunity space to showcase and celebrate Afro-contemporary trends in the arts and the creative economy.



Henrique G. Brammer Junior (Guilherme Brammer Jr)

Organization: Boomera
HQ country: Brazil
Operations: Brazil
Sector: Circular resources
SDG: 11, 12, 13

Henrique Guilherme Brammer Junior is founder of Boomera, a Brazilian recycling company. Frustrated by the environmental impact of waste like cigarette butts, disposable diapers and espresso pods, he founded Wisewaste in 2011 and renamed it Boomera in 2017. The group has developed a methodology called the Circular Pack to gain scale and impact by turning waste into a range of products, bringing together technology, design, science and social inclusion. It has also established partnerships with customers like Procter & Gamble, Adidas and Nestlé to find environmentally friendly solutions for their waste.



Jesús Gerena

Organization: UpTogether
HQ country: USA
Operations: USA
Sector: Community empowerment
SDG: 1, 10

Jesús Gerena is CEO of UpTogether, a community movement and platform using data and personal success stories to transform stereotypes, beliefs and policies. Its vision is for all people in the US to be seen and invested in for their strengths and be able to build their social and financial assets. Since 2001, it has demonstrated that people and families in historically undervalued and financially under-resourced communities have the initiative and capacity to move themselves and their communities out of poverty. It invests in the entrepreneurship of people in undervalued communities and works with government and philanthropies to do the same.



Javier Goyeneche

Organization: Ecoalf
HQ country: Spain
Operations: Europe
Sector: Circular resources
SDG: 12, 13, 14, 15

Javier Goyeneche is Founder and President of EcoAlf, a sustainable fashion brand that develops fabrics from recycled materials. He launched the company after growing frustrated with the amount of waste being produced by the fashion industry. In partnership with specialist manufacturers, EcoAlf transforms discarded fishing nets, PET plastic bottles, used tyres, coffee and post-industrial cotton and wool into high-quality yarns and components for clothing, accessories and footwear. It manages the full process in the supply chain, from waste collection to recycling technologies, manufacturing, design and retail.



Dharsono Hartono

Organization: PT Rimba Makmur
HQ country: Indonesia
Operations: Indonesia
Sector: Environment
SDG: 2, 13, 15

Dharsono Hartono is CEO of Rimba Makmur Utama, an Indonesian company that manages the Katingan Mentaya Project, which conserves large areas of peat forest in Borneo, while providing sustainable sources of livelihood for local communities. Following six years at Pricewaterhouse Coopers and JP Morgan in New York, Dharsono went on to executive roles at a local Indonesian company before starting his Katingan Mentaya Project in 2007. Rimba Makmur Utama implements a sustainable land-use model by reducing deforestation and degradation, promoting conservation, enhancing ecological integrity and growing economic opportunities for rural communities in Central Kalimantan.



Sooinn Lee

Organization: Enuma Inc.
HQ country: South Korea
Operations: Asia and East Africa
Sector: Education
SDG: 4, 10

Sooinn Lee is Co-Founder and CEO of Enuma, a children's educational software company changing the paradigm of basic education through digital learning. She has developed many highly acclaimed applications that engage a wide range of young learners around the world, including those with special needs, in independent and effective learning. Enuma's approach combines universal learning principles with best practices in commercial game design and educational research to build the best-quality, digital learning products. Its flagship product, Todo Math, has been ranked #1 in the App Store in 20 countries.

Social Entrepreneurs 2020



Lindiwe Matlali

Organization: Africa Teen Geeks
HQ country: South Africa
Operations: Africa
Sector: Education
SDG: 4, 5, 8, 10

Lindiwe Matlali is Founder and CEO of Africa Teen Geeks, one of Africa's largest computer science NGOs. Its mission is to bring science into children's classrooms, driven by the belief that no child should be left behind by the tech revolution. The social enterprise teaches children and unemployed youth how to code, exposes them to computer science and inspires a future generation of technology entrepreneurs and innovators. The organization plugs a vital gap in science, technology, engineering and mathematics (STEM) education in South Africa, with a particular focus on girls.



Shanti Raghavan

Organization: EnAble India
HQ country: India
Operations: India
Sector: Disability
SDG: 4, 8, 10

Shanti Raghavan is Founder of Enable India, which works for the economic independence and dignity of persons with a disability. She created the organization in 1999 after experiencing her brother becoming blind at the age of 15. Enable India has helped change the mindset of businesses and government agencies, has built models and frameworks for inclusion, and has built collectives to scale across the country and world. Today it is pioneering new models for the future of work in a post-COVID world and campaigning for "inclusion" – the competency that leaders need to have to work with any kind of "difference".



Anushka Ratnayake

Organization: myAgro
HQ country: Senegal
Operations: Africa
Sector: Food systems
SDG: 1, 2, 8, 10

Anushka Ratnayake is Founder and CEO of myAgro, a non-profit social enterprise based in West Africa pioneering a mobile layaway savings model that enables farmers to invest their own funds in high-quality seeds, fertilizers, tools and training. She has worked in rural Africa since 2008, helping to increase market access for small-scale farmers. Under the myAgro model, farmers pay in advance for inputs and training by buying a myAgro card at their local village store and depositing their money into a layaway account by texting in the scratch-off code.



Azim Sabahat

Organization: Global Healthcare Systems
HQ country: India
Operations: Africa, East and Northern Asia
Sector: Health and healthcare
SDG: 3, 10

Sabahat S. Azim is Founder and Managing Director of Glocal Healthcare Systems, a social venture that seeks to bring state-of-the-art healthcare to rural populations in India by offering an integrated model of comprehensive block-level primary and secondary care hospitals, digital dispensaries and technology. He is a medical doctor, a former Indian Administrative Service officer and an entrepreneur. Under his stewardship, Glocal has set up and is operating 11 integrated super-specialty hospitals in the states of Bihar, Uttar Pradesh, Odisha and West Bengal. Glocal stands for global quality, delivered at a local level.



Ashif Shaikh

Organization: Jan Sahas
HQ country: India
Operations: India
Sector: Humanitarian and migration
SDG: 3, 5, 8, 10, 16, 17

Ashif Shaikh is Co-Founder and Director of Jan Sahas, a national grassroots organization in India committed to ensuring dignity and equality for all. He is a human rights activist who has pledged his life to eliminate slavery and end violence based on caste and gender. For 20 years, Jan Sahas has worked with excluded communities for safe migration, prevention of sexual violence against women and children, eradication of forced labour practices like trafficking, manual scavenging, bonded labour and commercial sexual exploitation of children. It works across nine states in India, partnering with community-based organizations, philanthropies and governments.



Dipesh Sutariva

Organization: EnAble India
HQ country: India
Operations: India
Sector: Disability
SDG: 4, 8, 10

Dipesh Sutariya is Co-Founder and CEO of Enable India, a non-profit organization that works for the economic independence and dignity of persons with disability across India, since 1999. The group is transforming attitudes towards employment of the disabled and creating a new market in which the needs of the corporate sector are met by a growing cohort of disabled professionals who are dispelling the myths and stereotypes about hiring persons with disability. Enable India's models and content are also used in other organizations in India, as well as some in Africa, Asia, Europe and the US.



Celso Athayde

Organization: CUFA Favela Holding
HQ country: Brazil
Operations: Brazil, Bronx, NY (Global CUFA)
Sector: Community empowerment
SDG: 1, 10

Celso Athayde is Founder of the Central Union of Favelas (CUFA), a Brazilian non-profit organisation established 20 years ago to represent and promote the interests of people living in over five thousand favelas in Brazil, estimated at 17 million people and equivalent to approximately 8% of the population. Recognised both nationally and internationally in the fields of social assistance, sports and recreation and community development, CUFA promoted the unification of young people from favelas, mostly black youth, who sought means of expression through activities such as graffiti,

DJ workshops, break, rap, audio-visual media, street basketball, and literature. Also founded by Celso Athayde, "Favela Holding" is a conglomeration of 23 companies whose goal is to develop the favelas and empowerment of their residents through fomenting entrepreneurship amongst these communities and promoting business and employment opportunities for favela residents.



Rana Dajani

Organization: Taghyeer
We Love Reading (WLR)
HQ country: Jordan
Operations: MENA
Sector: Education
SDG: 1, 4, 5

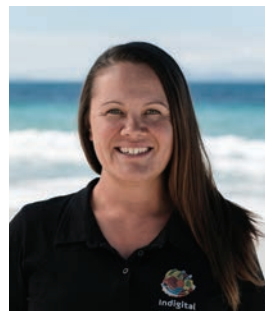
Rana Dajani is Founder of Taghyeer/We Love Reading (WLR), a non-profit organization based in Jordan. She is also a Professor of Molecular Cell Biology at Hashemite University in Jordan, a Harvard Radcliff fellow, a Fulbrighter, and Eisenhower fellow, and a Yale and Cambridge visiting professor. She specialises in the research area of refugee youth and the epigenetics of trauma across generations, and is a world expert on genetics of Circassian and Chechan populations in Jordan. She established stem cell research ethics law in Jordan and is an advocate for biological evolution, and a Member of the UN Women Jordan advisory council. Rana established a women mentor network and received the Partnerships for Enhanced Engagement in Research (PEER) award in 2014. She also organised the first gender summit for the Arab world 2017.



Jos de Blok

Organization:
Stichting Buurtzorg
HQ country: Netherlands
Operations: Global
Sector: Health and healthcare
SDG: 3

Jos de Blok is an award-winning social entrepreneur and CEO and Founder of Buurtzorg (neighbourhood nursing). Founded in 2006 with one team of four nurses, Buurtzorg has transformed home-based healthcare and it has created an innovative method for nursing care at home. Jos, himself a nurse, believes in an empowered nurse-led team approach, as well as an empowered patient. He believes most patients can be encouraged to participate together with their Buurtzorg nurse in finding solutions to their home-care needs, and that many of these solutions can be found in the community.



Mikaela Jade

Organization: Indigital
HQ country: Australia
Operations: Australia
Sector: Diversity and inclusion
SDG: 8, 10

Mikaela Jade is a Cabrogal woman of the Dharug-speaking nation of Sydney. Her company, Indigital, founded in 2014, is Australia's first Indigenous edu-tech company. Indigital is built on a belief that together we can use digital technologies to help preserve and proliferate 80,000 years of human knowledge while engaging people in education that leads to skills, jobs, and wealth creation to build a stronger future for all. Indigital Schools, the company's flagship programme, is an Elder-led, fully curriculum-integrated exploration of cultural expressions, heritage and knowledge through augmented and mixed reality production. It exists to preserve, access and share traditional knowledge, language and law.



Kennedy Odede

Organization: SHOFCO
HQ country: Kenya
Operations: Africa
Sector: Community empowerment
SDG: 1, 4, 5, 10

Kennedy Odede grew up in Kibera, Africa's largest slum, and started Shining Hope for Communities (SHOFCO) in 2004 with passion, 20 cents, and a soccer ball. SHOFCO proposes to eradicate extreme poverty in urban slums, demonstrating a model that can be replicated around the globe. SHOFCO believes that the key to peace and prosperity is through empowering communities to participate actively in their own transformation and harnessing their collective voice to advocate for change. In 2020, SHOFCO has reached 2.4 million individuals across 17 urban slums through COVID response at scale. Over the next five years, they aim to build a nationwide community platform that links people to dignified critical services.



Rene Parker

Organization: RLabs
HQ country: South Africa
Operations: Africa
Sector: Workforce development
SDG: 1, 8, 10

Rene Parker is a social impact entrepreneur with extensive experience in building social ventures at scale. As CEO of RLabs she led its transformation from the humble beginnings of a community project in Cape Town into an award winning global social enterprise. RLabs is a global movement that has inspired replication of the model in 23 countries and impacted more than 20 million people since its inception in 2009. Rene has a passion for empowering women in technology and business and continues to support start-ups and innovation hubs across Africa by providing mentorship and strategic direction.



Marlon Parker

Organization: RLabs
HQ country: South Africa
Operations: Africa
Sector: Workforce development
SDG: 1, 8, 10

Marlon Parker is a social entrepreneur and advocate of using technology for good. As Co-Founder of RLabs Marlon led its transformation from the humble beginnings of a community project in Cape Town into an award winning global social enterprise. RLabs is a global movement that has inspired replication of the model in 23 countries and impacted more than 20 million people since its inception in 2009. Rene has a passion for empowering women in technology and business and continues to support start-ups and innovation hubs across Africa by providing mentorship and strategic direction.



Wenfeng Wei (Jim)

Organization: Hangzhou DADDYLAB Technology Co., Ltd
HQ country: People's Republic of China
Operations: People's Republic of China
Sector: Consumer protection
SDG: 12

Wenfeng Wei (Jim) is Founder of Daddylab, a social enterprise to keep children away from toxic and harmful products. Daddylab was established in 2015 and now has over 300 staff, including 45 technical experts with a diverse range of academic backgrounds. Over 300 different categories of consumer products have been tested since its formation in 2015. It is a social platform which combines the function of a third-party testing agency, a market watchdog, a consumer rights advocacy forum, and an e-commerce platform selling products which are tested in a very transparent, scientific, verifiable, and reproducible way.



Ashraf Patel

Organization: Pravah and ComMutiny
HQ country: India
Operations: India
Sector: Children and youth development
SDG: 4, 10

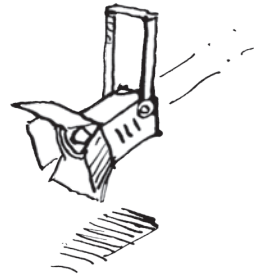
Ashraf Patel has played a key role in shaping the youth work field over two decades as co-Founder of Pravah and ComMutiny - The Youth Collective. She is a passionate practitioner and advocate of inside-out youth leadership. She is committed to collaboration and is a part of shaping a cross-sectoral community of leading stakeholders called the VartaLeap Coalition, working towards strengthening youth-centric development as a systemic approach based on values of justice, equality, liberty, and fraternity, enshrined in the Indian Constitution, that also further societal wellbeing and global citizenship. Ashraf is an Ashoka Fellow and was recognised as the Social Entrepreneur of the Year (SEYO 2020) and awarded Distinguished Alumni for Public Service (2014 XLRI).

Social Entrepreneurs 2022

Spotlight on Corporate Social Intrapreneurs

Corporate Social Intrapreneurs are leaders within multinational or regional companies who drive the development of new products, initiatives, services or business models that address societal or environmental challenges.

They are key internal agents of change. They are bridge-builders between their organizations and the stakeholders they are working with, and even more so within their organizations. Anchoring themselves in their vision for social impact, they work to build trust and change mindsets across multiple groups. **Sam McCracken**, General Manager of **Nike's N7**, and Garance Watez-Richard, CEO **AXA Emerging Customers**, both highlight the need to shift mindsets within the organization, changing perceptions that creating social value is not an "either or" with doing business. **Amar Ali**, Founder of **Africa Improved Foods** and President of Africa Region for **Royal DSM**, in collaboration with the International Finance Corporation (IFC), FMO and the Government of Rwanda, works to address malnutrition in East Africa, helping to raise the overall quality of food in a region where 36% of children under five are stunted, and demonstrates what's possible.



400

They have much in common with Social Entrepreneurs and often work side by side with them to accelerate and amplify their impact. In South Africa, **Nicola**

Galombik, through the **Yellowwoods** Inclusive and Sustainable Growth Catalyst division, has designed and incubated social enterprises at scale such as the Harambee Youth Employment Accelerator. The accelerator is tackling youth employment with over 400 employers, government and donor partners. Through **Danone** Communities, **Corinne Bazina** empowers innovative social businesses as minority shareholders, providing capital before breakeven, when it is hard for social entrepreneurs to obtain financing, technical and managerial expertise.

They are the realization of stakeholder capitalism and the shift towards purposeful business.

Rob Acker, CEO of **Salesforce.org**, the social enterprise branch of Salesforce, works to make world-leading customer relationship management (CRM) tools available to and effective for the non-profit, education and philanthropy sectors. Its success has brought closer alignment and influence over the core technology business, creating a self-sustaining business model that evolved from a traditional corporate foundation to a social enterprise within the core business, customized purpose-built solutions and over 1,000 employees. They form an important part of the growing social innovation ecosystem and bring the huge power of business to make progress on inequality and inclusion. With the solutions created through the **Mastercard** Lab for Financial Inclusion, **Salah Goss** serves the unbanked and underserved bottom of the pyramid earning less than \$5 a day. Salah moved on to become Senior Vice-President for Social Impact at the Center for Inclusive Growth and in June 2020, in response to mounting incidents of racial inequity and injustice across the US, she launched the In Solidarity plan to invest \$500 million in Black communities over the next five years.



Sam created a "business within a business" serving Indigenous people directly

Sam McCracken, N7, Nike

In 1999, Sam McCracken wrote a plan for how Nike could both provide Native American communities with access to Nike products and also promote tribal health and address Native American health disparities through physical activity. Recognizing that Native American communities face economic and social discrimination, suffer from poor health and lack access to services, Sam created a "business within a business" serving Indigenous people directly with products designed for them by role models for young people. Communities decide themselves how they want to access the programme and contribute to its evolution.

600,000

Since then, he has pushed Nike to be the first leading corporate brand to step into Indigenous communities with the philosophy of purpose over product. To date, through the programme, Sam has engaged 600,000 young people in 268 communities in the US and Canada. While there is a philanthropic element to the programme, Sam is clear it is the holistic nature of the engagement that is key to its success; the relationships with the communities are much more important.

By building trust with both the Indigenous communities and his Nike colleagues, Sam has built an understanding on both sides that this partnership between a Fortune 500 company and a community is meant to have a lasting and inclusive effect.



Amar Ali

Organization: Royal DSM
HQ country: Kenya
Operations: Africa
Sector: Nutrition
SDG: 2, 17

Amar Ali is President, Africa Region at Royal DSM, responsible for developing the business and driving the purpose-led company's ambitions in nutrition, health and sustainable living. He has a strong track record as CEO of Africa Improved Foods where he impacted the lives of more than 1.5 million World Food Programme beneficiaries each year, establishing the largest anti-stunting scheme in the region with the Government of Rwanda. DSM delivers innovative solutions for human nutrition, animal nutrition, personal care and aroma, medical devices, green products and applications, and new mobility and connectivity.



Garance Wattez-Richard

Organization: GIE AXA
Initiative: AXA Emerging Markets
HQ country: France
Operations: Global
Sector: Financial inclusion
SDG: 9, 10

Garance Wattez-Richard is Founder of AXA Emerging Customers, which was established by the insurance giant to close the insurance gap in emerging markets and protect people described as being "in the middle of the pyramid" in developing economies. These emerging customers are in a precarious intermediary position because their incomes are often too high for them to be eligible for limited social security nets but they have not quite reached the levels which would give them access to traditional private insurance. Garance has previously worked on advocating the potential for the insurance industry to advance gender empowerment.



Harald Nusser

Organization: Gilead Sciences Inc.
HQ country: USA
Operations: Global
Sector: Health and healthcare
SDG: 3, 17

Harald Nusser is Head of Global Patient Solutions at biopharmaceutical company Gilead Sciences, which has a mission to advance the care of patients suffering from life-threatening diseases worldwide. He previously headed Novartis Social Business, after joining Sandoz International in 2015 to lead Novartis Access, which merged with legacy access to medicines programmes of the company into the new social business unit. Harald started his career at Schering as a mathematician in global R&D before moving to Bayer, where he led the HealthCare business in sub-Saharan Africa, Uruguay, Paraguay, Bolivia, Peru, Laos, Myanmar and Cambodia.



Khalil Daoud

Organization: LibanPost
HQ country: Lebanon
Operations: MENA
Sector: Humanitarian and migration
SDG: 9, 10, 11

Khalil Daoud is Chairman and Managing Director of Lebanese postal operator LibanPost. He has led the company since joining in 2002, after the failed attempt by a Canadian consortium to revive postal services long interrupted by war. Under his leadership, LibanPost has seen massive internal reforms based on infrastructure overhaul, capacity building, product line and sales channels diversification, business expansion, brand establishment, premises rehabilitation and automation investments. These have transformed the company into a modern and profitable organization in less than five years. The strategy has earned LibanPost the confidence of Lebanese people and shareholders alike.



Pranav Kothari

Organization: Educational Initiatives (EI)
HQ country: India
Operations: Asia
Sector: Education
SDG: 4, 5, 8, 10

Pranav Kothari is CEO of Educational Initiatives (EI), an EdTech company that leverages the twin levers of cutting-edge educational research and technology-based solutions to revolutionize how children engaged in the K-12 education space learn. During more than a decade at the company, he has spearheaded the deployment of EI's adaptive learning product, Mindspark. Under his leadership, EI's Large-Scale Education Programme products have reached over 12 million underprivileged students in the Indian states of Rajasthan, Uttarakhand, Madhya Pradesh, Himachal Pradesh, Andhra Pradesh and Chhattisgarh.



Rob Acker

Organization: Salesforce.org
HQ country: USA
Operations: Global
Sector: Capacity-building and technical assistance
SDG: 8, 9, 10

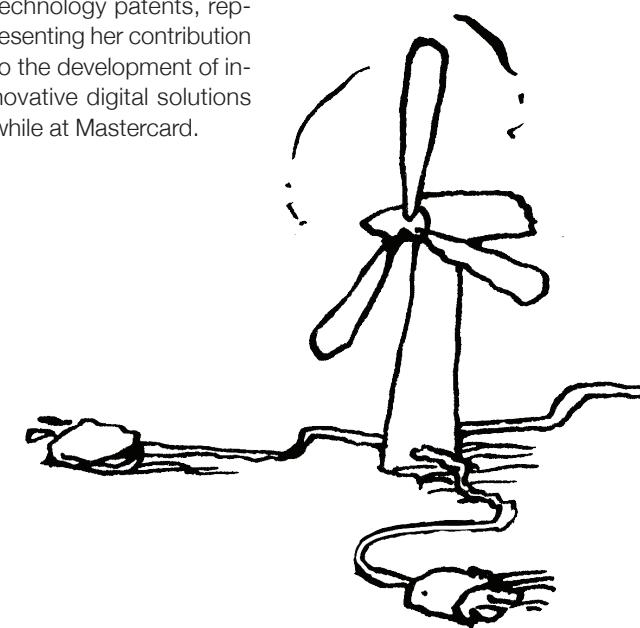
Rob Acker is CEO of Salesforce.org, the social enterprise branch of Salesforce, which is working to make world-leading customer relationship management (CRM) available to and effective for the non-profit, education and philanthropy sectors. He has grown Salesforce.org into one of the most innovative corporate philanthropies in the world. The organization has scaled its customer base by 10 times, annual grants by four times, and has become a leading example of the power of technology-for-good. Prior to joining Salesforce, Rob worked at Oracle for four years.



Salah Goss

Organization: Mastercard
HQ country: Kenya
Operations: Global
Sector: Financial inclusion
SDG: 8, 9, 10

Salah Goss is Senior Vice-President of Mastercard, running international markets for financial inclusion at the base of the economic pyramid. A financial inclusion expert specializing in digital solutions, she was Head of the Mastercard Lab for Financial Inclusion in Nairobi where she oversaw technology innovation and product development focused on developing markets. She holds three process and technology patents, representing her contribution to the development of innovative digital solutions while at Mastercard.



Corporate Social Intrapreneurs 2019



Corinne Bazina

Organization: Danone
Initiative: Danone Communities
HQ country: France
Region: Global
Sector: Food systems
SDG: 2, 6, 8

Corinne Bazina is Vice-President of Danone Communities, which brings together men and women, as well as financial resources, to help social entrepreneurs develop sustainable businesses that address challenges such as malnutrition, access to water and overall poverty reduction. She has led Danone Communities' expansion to support 12 social businesses in 15 countries. It is now directly reaching 6 million people every day. Her intrapreneurial work also focuses on the internal transformation of Danone, by encouraging employees of the food company to support social initiatives.



Nicola Galombik

Organization: Yellowwoods Holding
HQ country: South Africa
Region: Africa
Sector: Children and youth development
SDG: 4, 5, 8, 10

Nicola Galombik is Executive Director of Yellowwoods Holdings, a private investment group with a portfolio of investments primarily in the financial services, restaurant and hospitality sectors. The firm is based in Johannesburg, South Africa, with a business footprint that extends across 20 markets globally. The group's purpose is to grow businesses and catalyze inclusive markets that provide opportunities for economically marginalized populations, primarily young people and primarily in Southern Africa. The Yellowwoods Inclusive and Sustainable Growth Catalyst division works to create and optimize inclusive, sustainable impact through its investment portfolio and social enterprises.



Prashant Mehra

Organization: Mindtree
HQ Country: India
Region: Global
Sector: Information, communications and technology
SDG: 2, 4, 8

Prashant Mehra is Chief Architect, Social Inclusion at Mindtree, a global information technology solutions company with revenues of over \$700 million. He builds open-access digital platforms around livelihood, education and civic engagement, collectively called the Commons Platform. His chosen focus areas include small-holder farmer agriculture, community-owned supply chains and involving communities in problem solving. He is Co-founder of Platform Commons Foundation, which works closely with governments and community organizations towards deploying livelihood platforms and converting them into a federation of interconnected platforms.



Hadi Wibowo

Organization: PT Bank, BTPN Syariah Tbk
HQ country: Indonesia
Region: Indonesia
Sector: Financial inclusion
SDG: 5, 8, 10

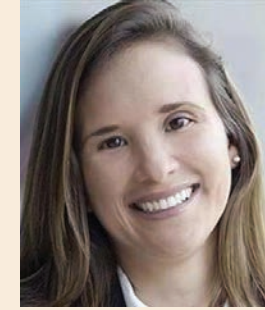
Hadi Wibowo is President Director of BTPN Syariah, the only bank in Indonesia that serves productive underprivileged families – the so-called unbankables – who have neither financial records nor legal documentation. A passionate advocate for financial inclusion, he is recognized as an intra-preneur within the financial sector for the initiatives he has spearheaded for marginalized communities. He is known for his promotion of women and low-income women entrepreneurs living in rural areas specifically. BTPN Syariah views reaching the unbankables as not only as a challenge but also an opportunity.



Sam McCracken

Organization: Nike
Initiative: N7
HQ country: USA
Region: North America
Sector: Diversity and inclusion
SDG: 3, 10

Sam McCracken is General Manager of Nike N7 and visionary of its N7 programmes, and the N7 fund, which has awarded \$8+ million in grants to 250+ communities and organizations, reaching more than 500,000 young people. Sam has also driven 25 unique product collections and brand stories for the N7 product line. He was the Bill Bowerman award winner 2004 appointed by President Barack Obama to the U.S. Department of Education's National Advisory Council on Indian Education and more.



Gisela Sanchez

Organization: BAC Credomatic
Initiative: Nutrivida
HQ country: Costa Rica
Region: Latin America
Sector: Nutrition
SDG: 2, 10

Gisela Sanchez is the Chief Corporate Affairs Officer at BAC, the leading bank in Central America. She is in charge of Corporate Affairs, Strategy, Marketing and Sustainability. Before joining BAC, Gisela worked for FIFCO and before as a consultant for governments, NGOs and companies in Central America. Gisela is an industrial engineer and has an MBA from Kellogg at Northwestern University. She is a Fellow of the Aspen Institute (CALI), and she received the Stephan Schmidheiny Innovation on Sustainability Award. She is a laureate of the John Mc Nulty Prize and currently she is the President of AMCHAM Costa Rica. She is one of the "Unusual Pioneers" of the Schwab Foundation and she has been named twice as part of the 50 most influential women in Central America by Forbes Magazine.



Spotlight on Public Social Intrapreneurs

€2.5 This award category champions leaders within governments and international organizations who harness the power of social innovation to create public good through appropriate policy, regulatory tools and programmes

• They promote policies that support and grow the social innovation ecosystem. Awardees have contributed to the shaping of six national policies and through their work in international organizations they are also having a pan-national impact.

Ann Branch, at the **European Commission**, has recently contributed to the adoption of a Social Economy Action Plan with concrete measures and a €1 billion fund to help mobilize and support the 27 European countries in developing policies and programmes to advance the social economy.

• They enable greater citizen participation and engagement. For example, **Cynthia McCaffrey**, as Director of **Global Innovation for UNICEF**, is creating new models of partnership that leverage core business values in the public, private and academic sectors to deliver fast and lasting results for children. Led by **Sanjay Pradhan**, the **Open Government Partnership organization** secured 2,500 transparency commitments that globally increase citizen access to policy decision-making and delivery.

• They work to rebalance financial and information resource flows towards social innovators. In healthcare, **Pradeep Kakkatil**, Director of Innovation in **UNAIDS**, has enabled the mobilization of over \$200 million in investments in scaling up identified innovations. As Mayor of Barcelona, **Ada Colau** decisively shifted the balance of support for social economy and social enterprise by allocating €16 million of the city's budget to supporting the Social and Solidarity Economy.



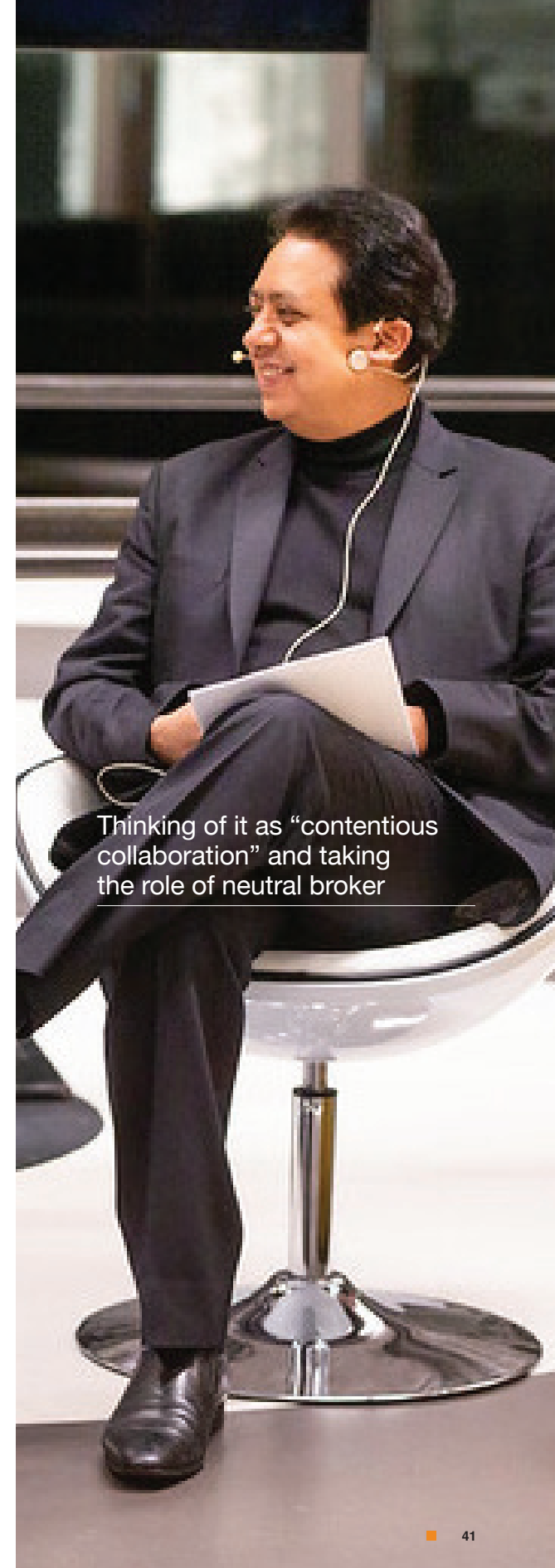
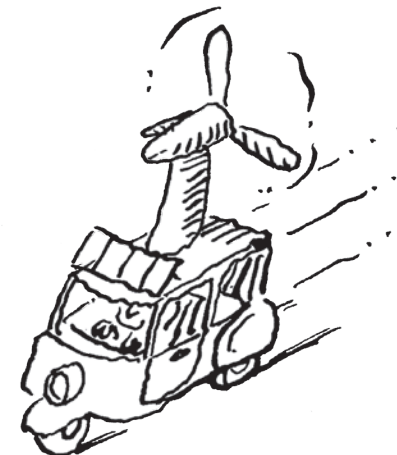
• Critically for the ecosystem, they are social innovators themselves, acting as agents of change in the public sector. For example, **Jonathan Wong's** efforts from within the **UN Economic and Social Commission for Asia and the Pacific** have resulted in a significant increase in support for policy-makers in the region in the areas of social enterprise and social investment.

Sanjay Pradhan, Open Government Partnership

As CEO of the **Open Government Partnership**, **Sanjay Pradhan** sees this award as for the reformers that his organization supports and champions. They span the 78 countries that have signed the Open Government Declaration. The team uses an action plan approach where government departments are reviewed and reforms recommended and are then independently assessed annually. Sanjay emphasizes that co-creation between government and civil society is integral: "When government and civil society cocreate the action plans become more ambitious and get more results."

Open Government Partnership staff provide structured assistance for the co-creation processes, thinking of it as "contentious collaboration" and taking the role of neutral broker. It is essential to this work that teams are trusted. Sanjay notes that his team largely achieve this through being seen to be good brokers and bridgebuilders.

"Our reform agenda is to address crises of democracy. Using these mechanisms you can tackle other crises we have – pandemic, climate, inequality. Enabling citizens to be informed and getting their voices heard on adaptation and reform ... Hope comes from courageous reformers – and results."



Thinking of it as "contentious collaboration" and taking the role of neutral broker



Ann Branch

Organization: European Union
HQ country: France
Operations: Europe
Sector: Social innovation
SDG: 9, 10, 16

Ann Branch grew up in an Anglo-Finnish family in London and has worked for European Union institutions for 20 years. She has led work on social and inclusive entrepreneurship for the European Commission since 2015, including both policy and developing new funding instruments. She has also been a driving force in the cultural and creative sectors, the Erasmus+ Programme in the education field, on education for innovation, and social dialogue and industrial relations. The EU maintains diplomatic relations with nearly every country in the world and has strategic partnerships with key international players.



Christophe Itier

Organization: France's Ministry for Ecological Transition
HQ country: France
Operations: France
Sector: Social innovation
SDG: 16

Christophe Itier, High Commissioner for Social and Solidarity Economy and Social Innovation at France's Ministry for Ecological Transition, has played a key role in coordinating social and economic inclusion programmes in President Emmanuel Macron's government. An expert on education, public health and social sectors, he has worked in the past with regional authorities and for seven years he managed La Sauvegarde du Nord, a medico-social association of 1,500 employees and 200 volunteers, helping more than 34,000 people a year experiencing difficulties. He has also served as President of Le Mouves (French national Movement for Social Entrepreneurs).



Geoff Mulgan

Organization: University College London
HQ country: United Kingdom
Operations: Global
Sector: Social innovation
SDG: All

Geoff Mulgan is Professor of Collective Intelligence, Public Policy and Social Innovation at University College London. He was CEO of the UK innovation foundation Nesta and is Founder of the Demos think-tank. A one-time BBC reporter, he has been a pioneer of social innovation for many years, including working on strategy in the Prime Minister's office under Tony Blair. He is also Co-Founder of Social Innovation Exchange, Action for Happiness and UpRising. His books include, Big Mind: How Collective Intelligence Can Change Our World, and Social Innovation: How Societies Find the Power to Change.



Jonathan Wong

Organization: United Nations Economic Commission for Asia Pacific
HQ country: Thailand
Operations: Asia Pacific
Sector: Social innovation
SDG: 8, 9, 10, 16, 17

Jonathan Wong is the Chief of Technology and Innovation at the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP). He joined ESCAP from the UK Department for International Development (DFID), where he was the inaugural Head of Innovation. He has led the establishment of several high-profile innovation initiatives including the Global Innovation Fund, a partnership between the Omidyar Network and the governments of the US, UK, Sweden, Australia, and South Africa. He has extensive experience in social innovation and entrepreneurship, innovative financing, impact investing and technology. He also has substantial policy expertise on these agendas, having advised governments across Europe, Africa, Asia and the Pacific.



In-Sun

Organization: Korea Social Enterprise Promotion Agency (KoSEA)
HQ country: South Korea
Operations: South-East Asia
Sector: Social innovation
SDG: 16, 17

Kim In-Sun is President of the Korea Social Enterprise Promotion Agency (KoSEA), a government-backed body that fosters and promotes social enterprises in South Korea. She has more than 14 years' experience in social enterprise. Among its many roles, KoSEA certifies social enterprises, and – if they meet the requirements – provides them with administrative and financial support. It also aims to establish and support social enterprise networks within each industry sector, locality and at the national level. It works closely with social entrepreneurs by providing consulting services to areas including business administration, technology, taxation and human resources.



Maryam Uwais

Organization: Special Adviser to the Vice-President on Social Investments in Nigeria
HQ country: Nigeria
Operations: Nigeria, Africa
Sector: Social and economic development
SDG: 4, 8, 9, 10, 11, 16, 17

Maryam Uwais is Special Adviser to the Vice-President on Social Investments in Nigeria, overseeing cash transfer, school feeding, job creation and microcredit programmes for those at the bottom of the financial pyramid in the country. Nigeria established the National Social Investments Programmes (NSIP) in 2016 to tackle poverty and hunger in Nigeria. The suite of programmes under the NSIP focuses on ensuring a more equitable distribution of resources to vulnerable populations, including children, youth and women. Since 2016, these programmes combined have supported more than 4 million beneficiaries.





Pradeep Kakkatil

Organization: UNAIDS
 HQ country: Switzerland
 Operations: Global
 Sector: Health and healthcare
 SDG: 3, 10, 17

Pradeep Kakkatil started his career in India as a print and television journalist and filmmaker. He gave up his media career when a close friend tested positive for HIV in the early 1990s and Pradeep began to tackle the potential threat of HIV to people of his generation. He became a principal investigator for the World Health Organization Global Programme on AIDS on the sex industry in south India. At UNAIDS, Pradeep founded the global Health Innovation Exchange – a platform that helps connect innovators, governments and investors to develop and scale innovations for health. The platform has mobilised over \$200 million in investments in scaling up identified innovations, including in establishing the largest production facility for safety syringes in Africa.



Sanjay Pradhan

Organization: Open Government Partnership
 HQ country: USA
 Operations: Global
 Sector: Civic engagement and governance
 SDG: 16, 17

Sanjay Pradhan serves as the CEO of the Open Government Partnership. He leads a partnership of 78 countries, 76 local governments and thousands of civil society organizations, working together to make governments more transparent, participatory, and less corrupt. Sanjay leads OGP's policy dialogue with Heads of States, Ministers, and civil society organizations. Sanjay earlier served as the World Bank's Vice President. He is a global spokesperson on governance and anticorruption, appearing in major world forums including TED, the UN, the European Parliament, the BBC. He has published widely and holds a Ph.D. and a Bachelor's from Harvard University.



Public Social Intrapreneurs 2022



Spotlight on Social Innovation Thought Leaders

Social Innovation Thought Leaders are recognized experts and champions who are shaping and contributing to the evolution of social innovation. The Schwab Foundation recognizes their lifelong contribution as pioneers of the movement.

These awardees are ground-breakers in social innovation, systems thinking and building larger ecosystems that have led the way in shaping and expanding these fields. Social Innovation Thought Leaders have significantly increased the knowledge and, with that, the resources directed into supporting the evolution and impact of social innovation in all its forms. Given the multiple spheres and disciplines within which Thought Leaders work, it is important to recognize the vast and fundamental indirect impact these leaders have had on the ecosystem.

Integrating and advancing social innovation into practice. **Catherine Clark**, Director of the **Centre for the Advancement of Social Entrepreneurship (CASE)**, **Filipe Santos Dean**, **Católica Lisbon School of Business and Economics**, and **Tse Ka Kui**, who promotes the **B Corp** business model, are working alongside businesses and practitioners to integrate social innovation as a pathway to achieve both profit and social impact. **Catherine Clark** has helped to define and build impact investing and social entrepreneurship for over 30 years. She is pioneering and a leading influence on how to use business and capital as a force for good and has embedded her work throughout impact investment institutions all over the world.

Building larger, stronger and deeper social innovation ecosystems. They have built capacity and delivered technical assistance within governments, the private sector and academia, taking the concept of social innovation into new spheres. **Fadi Ghandour**, through **Wamda Capital**, a start-up incubator in the Middle East, and **Cheryl Dorsey**, through **Echoing Green**, are making social innovation more inclusive, equitable and accessible.

Ground-breakers in social innovation and systems thinking. Over many years, awardees such as Christian Seelos, Peter Senge and Roberto Unger have provided a theoretical and philosophical foundations of social innovation and deepened the role innovators play by incorporating system thinking approaches. Christian Seelos' decades-long research on innovative business models in the context of deep poverty brought deep insights into alternatives to poverty alleviation strategies. Management Society Peter Senge, Senior Lecturer at the Massachusetts Institute of Technology, has devoted his career to helping people see and understand the larger systems in which we operate. He develops extended learning and change communities that work as vehicles to create both deep and long-term change and as exemplars of living and working differently.

Alberto Alemanno, The Good Lobby

With his dedicated team at the non-profit, civic start-up **HEC Paris** and **The Good Lobby**, Alberto Alemanno is seeking to change attitudes on lobbying and re-establish advocacy as a space for citizen engagement and activism. The Good Lobby does not lobby but acts as an enabler, continuously evolving to impact different actors in the system it seeks to change.

The organization was originally conceived as a means of creating capacity-building in the civil society sector to address the power imbalance Alberto witnessed. However, over time, informed by those the organization was working with, the approach moved to other partners, working with foundations and then corporate organizations directly to achieve more impact. Alberto explains that in partnering with foundations:

"We're aiming for social norm change, across society as a whole. But the tool that we're leveraging is philanthropic input – we are supporting a scale-up of the investment philanthropies do by ensuring their ROI is greater through either enabling policy shift or social norm change."

Working with corporates presents a further evolution as the focus is on supporting companies to align their ESG direction with their political engagement. On joining the 2022 awardees cohort, Alberto realized that The Good Lobby could add value to Social Entrepreneurs, setting in motion thoughts for further development of the model to impact another set of actors within the system.

The Good Lobby does not lobby but acts as an enabler, continuously evolving to impact different actors in the system it seeks to change.





Cheryl Dorsey

Organization: Echoing Green
HQ country: USA
Operations: Global
Sector: Social innovation
SDG: 8, 17

Cheryl Dorsey, President of Echoing Green, has been at the forefront of catalysing the social entrepreneurship movement for more than two decades. She has led Echoing Green to become a key organizations funding, incubating and nurturing social entrepreneurship. By identifying and supporting leaders of social enterprises through its fellowships and other innovative initiatives, Echoing Green has helped launch and grow many high-impact ventures. Its community now consists of over 700 social entrepreneurs and has recently celebrated 30 years of operations. Echoing Green fellows have launched enterprises such as One Acre Fund, Tech for America, SKS Microfinance and more.



Christian Seelos

Organization: Center on Philanthropy and Civil Society, Stanford University
HQ country: USA
Operations: Global
Sector: Systemic change
SDG: 8, 17

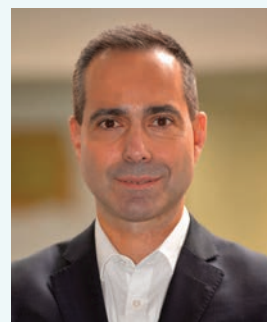
Christian Seelos is Director of the Global Innovation for Impact Lab at the Stanford University Center on Philanthropy and Civil Society. His research on innovative business models in the context of deep poverty has been recognized by several awards. In the 1980s and early 1990s he was Associate Professor for Molecular Biology and Cancer Research at the University of Vienna, while in the mid-1990s he advised UNSCOM and led several missions as part of the disarmament of Iraq's biological weapons programme. Stanford University is renowned as a powerhouse of Silicon Valley entrepreneurship and innovation.



Fadi Ghandour

Organization: Wamda Capital
HQ country: United Arab Emirates
Operations: MENA
Sector: Capacity-building and technical assistance
SDG: 8

Fadi Ghandour is Executive Chairman of Wamda Group, a platform that invests, nurtures and builds entrepreneurship ecosystems in the Middle East and North Africa. He is also Founder of leading emerging markets global logistics company Aramex. A serial entrepreneur, Fadi has been involved with founding, investing and launching tens of companies and non-profits, ranging from digital tech, hospitality, fitness and wellness to security. Wamda's core competencies are in community development, media, research and advisory services. Collectively, these programmes constitute a valuable grassroots content, community and knowledge platform for entrepreneurs.



Filipe Santos

Organization: Católica Lisbon School of Business & Economics
HQ country: Portugal
Operations: Europe
Sector: Social Innovation
SDG: 8, 10, 17

Filipe Santos is Dean of the Católica Lisbon School of Business & Economics, a European top 30 school. He is an expert in entrepreneurship, following a PhD at Stanford University and a professorship at INSEAD researching and teaching new venture creation and social entrepreneurship. He is also Founder and President of Portugal Social Innovation, and since 2019 has been Chair of the European Venture Philanthropy Association, which brings together venture philanthropy funds, social investors, grant-making foundations, impact investing funds, private equity firms, professional service firms, philanthropy advisers, banks and business schools.



Frances Westley

Organization: University of Waterloo
HQ country: Canada
Operations: North America
Sector: Social Innovation
SDG: 8, 10, 17

Frances Westley is J.W. McConnell Emeritus Professor of Social Innovation at the University of Waterloo. In this capacity, she is one of the principal leads in a Canada-wide initiative on social innovation, Social Innovation Generation, a cross-sectoral partnership to build capacity for social innovation in the country. Waterloo provides work-integrated learning opportunities and fosters an entrepreneurial spirit that has created more than 5,000 jobs through Velocity alone, Canada's most productive start-up incubator by private investment. The university has a global network spanning more than 220,000 alumni in 151 countries.



Julie Battilana

Organization: Harvard Business School
HQ country: USA
Operations: Global
Sector: Social Innovation
SDG: 5, 8, 16, 17

Julie Battilana is the Joseph C. Wilson Professor of Business Administration in the Organizational Behavior unit at Harvard Business School and the Alan L. Gleitsman Professor of Social Innovation at Harvard Kennedy School. Her research examines the processes by which organizations and individuals initiate and implement changes that diverge from the taken-for-granted norms. She focuses on hybrid enterprises that diverge from the established organizational forms of both typical corporations and typical not-for-profits by combining aspects of both at their core. The aim is to understand how they can combine high levels of social and commercial performance.



Marie Lisa Dacanay

Organization: President of the Institute for Social Entrepreneurship in Asia (ISEA)
HQ country: Philippines
Operations: Asia
Sector: Social Innovation
SDG: 10, 16, 17

Marie Lisa Dacanay is the founding President of the Institute for Social Entrepreneurship in Asia (ISEA), and a regional pioneer of social entrepreneurship education and research. With more than 25 years of experience in development management and consulting, social entrepreneurship and international development cooperation, she acts as a bridging leader in promoting collaboration between the social enterprise sector and government, business, civil society and academia. ISEA provides a learning and action network to catalyse knowledge creation, capacity development and movement-building for social entrepreneurship in Asia.



Peter M. Senge

Organization: MIT-Sloan School of Management
HQ country: USA
Operations: Global
Sector: Systemic change
SDG: 8, 17

Peter M. Senge is Senior Lecturer in Behavioral and Policy Sciences at MIT-Sloan School of Management and the founding chair of the Society of Organizational Learning. He is also founding partner of the management consulting and training firm, Innovation Associates. As a systems scientist he is well known as author of the book, *The Fifth Discipline: The Art and Practice of the Learning Organization*, in which he developed the idea of organizations as dynamic systems in a continual state of learning. His work centres on promoting shared understanding of complex issues and shared leadership for healthier human systems.

Social Innovation Thought Leaders 2019



Roberto Mangabeira Unger

Organization: Harvard University
HQ country: USA
Operations: Global
Sector: Social Innovation
SDG: 16, 17

Roberto Mangabeira Unger is Roscoe Pound Professor of Law at Harvard University. A philosopher and a social and legal theorist, he was Minister of Strategic Affairs of Brazil (2007-2009). He won Harvard tenure in 1976 when he was just 29 and made his name in 1987 with a major work, *Politics: A Work in Constructive Social Theory*.



Catherine Clark

Organization: Center for the Advancement of Social Entrepreneurship, Duke University
HQ country: USA
Operations: Global
Sector: Social Innovation
SDG: 8, 17

Catherine Clark is Faculty Director at the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University's Fuqua School of Business and Founding Director of the CASE i3 Initiative on Impact Investing. She is an award-winning professor, with over 30 years of experience in using business for good, who has been a professional investor, philanthropist, researcher and consultant. Her focus is on developing the mindsets, tools, markets, policies and practices to drive social and environmental impact at scale. In 2001, she taught Columbia Business School's first course in social entrepreneurship.



Jaff Shen Dongshu

Organization: Leping Social Entrepreneur Foundation (LSEF)
HQ country: People's Republic of China
Operations: People's Republic of China
Sector: Social Innovation
SDG: 8, 17

Jaff Shen Dongshu is CEO of the Leping Social Entrepreneur Foundation (LSEF). With extensive experience in large state-owned entities, investment company management, consulting firms and non-profit organizations, he is a serial social entrepreneur who has been promoting social justice and sustainable development for more than 17 years. The LSEF jointly launched the East Asia Social Innovation Initiative with players in Japan and South Korea, aiming to create and support a social innovation movement in East Asia. It is dedicated to building a system for inclusive development to support and accelerate the mobilization of solutions for social impact.



Tse Ka Kui

Organization: Education for Good CIC Ltd
HQ country: Hong Kong SAR, China
Operations: Hong Kong SAR, China
Sector: Social Innovation
SDG: 4, 8, 17

Tse Ka Kui is Co-Founder of Impact Partners HK, which was set up to promote the art and science of movement building. He has devoted his career to spearheading social entrepreneurship, social innovation and B Corporations. His work has been instrumental in shifting the emphasis from government-funded social enterprises to privately-funded, entrepreneur-driven businesses for social purpose in Hong Kong. Impact Partners HK inspires and empowers individuals and organizations to build movements (not just products and services) to create scalable social impact.



Ndidi O. Nwuneli

Organization: Sahel Consulting Agriculture & Nutrition Ltd
HQ country: Nigeria
Operations: Africa
Sector: Food systems
SDG: 2, 8, 17

Ndidi O. Nwuneli is Co-Founder and Managing Director of Sahel Consulting Agriculture & Nutrition, which works across Africa shaping agricultural policy, creating catalytic ventures and implementing ecosystem solutions. She is an expert on African agriculture and nutrition, philanthropy and social innovation, with over 25 years of international development experience, and has founded or co-founded several other enterprises. These include AACE Foods, which sources from over 10,000 farmers and produces packaged spices, seasonings and cereals for local and international markets, and LEAP Africa, a non-profit organization committed to inspiring, empowering and equipping a new cadre of African leaders.



Alberto Alemanno

Organization: HEC Paris; The Good Lobby
HQ country: France
Operations: Global
Sector: Governance and civic engagement
SDG: 17

Alberto Alemanno is an award-winning academic, author, social and civic innovator. Over the last two decades, Alberto's action-oriented research and public interest work have been centred on how law, policies and social norms may be used to equalise access to power, by strengthening the advocacy capacity of civil society and making corporate political influence more accountable and sustainable. Through an unconventional mix of research, advocacy, and coalition-building, his civic start-up, The Good Lobby, kickstarted a movement for ethical, responsible and sustainable lobbying, that has been embraced by a wide variety of communities and is now influencing the revision of the relevant OECD Guidelines.



Hahrie Han

Organization: SNF Agora Institute, Johns Hopkins University
HQ country: USA
Operations: Global
Sector: Collective action
SDG: 10, 16

Hahrie Han is the Stavros Niarchos Foundation Professor of Political Science, the Inaugural Director of the SNF Agora Institute, and the Faculty Director of the P3 Research Lab at Johns Hopkins University. Hahrie is a leading thinker on the science of social change and has published four books and numerous award-winning articles that focus on the ways that people can act together to realise their vision of a just, democratic world.



Adam Kahane

Organization: Reos Partners
HQ country: Canada
Operations: Global
Sector: Collective action
SDG: 16, 17

Adam Kahane is a Director of Reos Partners, an international social enterprise that helps people move forward together on their most important and intractable issues. Adam is a leading organizer, designer and facilitator of processes through which business, government and civil society leaders can work together to address challenges. He has worked in more than 50 countries, in every part of the world, with executives and politicians, generals and guerrillas, civil servants and trade unionists, community activists and United Nations officials, clergy and artists. Adam is the author of *Solving Tough Problems*, about which Nelson Mandela said: "This breakthrough book addresses the central challenge of our time: finding a way to work together to solve the problems we have created."

Social Innovation Thought Leaders 2020

Social Innovation Thought Leaders 2022

Into a third decade of impact

Since the Schwab Foundation's Two Decades of Impact report, published in 2020 and its expansion to include business, government and academic change leaders into its community, the third decade of the Schwab Foundation's mission started amidst the COVID-19 pandemic bringing great focus on the need for social innovators. The foundation, with a handful of partners, launched the COVID Response Alliance for Social Entrepreneurs, with over 90 members representing and supporting over 100,000 social entrepreneurs.

The Schwab Foundation identified six emerging trends at the beginning of 2020 as important to guide its work, and these themes have been particularly relevant in this period.

1. Collective impact is powerful

The 2019-2022 cohorts have collectively had an impact on 100 million people around the world. Together with the combined impact of awardees presented in the Two Decades of Impact report, a total of 722 million lives have been directly, positively affected by the Schwab Foundation's awarded social innovators – supporting social innovators through the creation of a global movement of social entrepreneurs in Catalyst 2030 and coordinating the support actors through the COVID Response Alliance for Social Entrepreneurs.

2. Partnerships enable scale

In the face of the pandemic social innovators utilized strategic partnerships to enable scale and reach more people, more quickly. Within 100 days of the lockdown being announced, Ashif Shaikh, Founder of Jan Sahas, formed partnerships with over 30 philanthropic and private sector donors to deliver immediate relief support through 42 NGOs across 19 states in India to 10 million migrant workers.

3. Technology as an equalizer

Technology has morphed into more than just an equalizer. With the introduction of AI and blockchain

technology, ownership and decision-making is being distributed and made more transparent. Amidst the 1 billion people who cannot prove or demonstrate legal identity, Joseph Thomson, CEO of AID:Tech, uses blockchain to secure the user's digital identity from interference, making it digitally accessible to millions who have mobile phones but no other form of proof. With a digital identity, excluded and vulnerable groups can open bank accounts, get loans, access social services, register their children and exercise their right to vote. Through technology, communities can address biased service delivery through open-source data and advanced data analytics, enabling transparency and building trust between consumers to suppliers and citizens to governments.

4. Funding models are lagging

Over the past three years, while funding models are not as sophisticated as in other sectors, new and more inclusive funding models are emerging around the globe. New models, championed by and for women and those from racially excluded backgrounds, are specifically designed to accelerate entrepreneurship and enable collective action to transform society. Cheryl Dorsey, President of Echoing Green, has identified, supported and generated funding for over 800 transformational leaders from marginalized backgrounds.

5. SDGs are rallying cry for action

SDGs continue to be a rallying cry for action. They provide a shared language and common purpose for entrepreneurs to engage with those outside the ecosystem and build partnerships that lead to action. The SDGs, and now a wider adoption and recognition of ESG metrics, further enable Corporate Social Intrapreneurs to communicate their goals and achievements to a broader set of stakeholders. This enables the adoption and mainstreaming of social innovation models within large businesses.

6. Systems are changing

All awardees affect some combination of systems change conditions to tackle the root causes of problems faced. The Social Entrepreneur category exemplifies the transition from simple and single solution approaches towards championing pragmatic, multi-layered solutions that target the root cause of problems. Deep transformational impact is occurring where marginalized voices are being elevated, whether through political platforms for urban slum residences in Kenya, or Barcelona's citizen engagement platform.





Being the Change Together

Three years ago, the Schwab Foundation opened its community to award pioneering social innovators in business, the public sector and academia to join with its long-standing community of social entrepreneurs. It took the trust of a strongly knit community to open up and recognize the need to go beyond what had been built for two decades. The breadth of opportunity for this broader ecosystem continues to inspire and hold great potential.

The world has also been rocked by global health, societal and economic crises, which simultaneously transformed how interconnected we are with each other and left us in no doubt of the urgent need to come together to work collectively to create a more just, equitable and sustainable world. Now, more than ever, social innovators are key to us realizing this vision by “Working Together, Restoring Trust”, through three main imperatives.

Social innovators will continue to show working alternatives to how we respond to problems of inequality and exclusion and environmental degradation.

•Awardees can continue to use their different spheres of influence and connections to move beyond the traditional social innovate fora to disseminate new approaches and thinking across those areas of our economies and society that need change.

•As a community we need to come together to consistently put the perspectives, voices, or representative leaders at the global decision-making tables.

A community of social innovators connected with local and global actors can help bring transformative approaches to the critical issues of our time.

•To address issues of inequality and exclusion as well as the threat of climate change and environmental degradation, the systemic barriers of gender, race, geography, social exclusion and economic opportunities must be tackled.

•Social innovators supporting each other to make multi-level connections, having a meaningful seat and spheres of influence, will enable even greater impact.

Securing collective action together with business, government and society will unlock the scale of response these problems need.

•Social innovators are acting as champions and catalysts for greater institutional action by showing new ways to work and transforming business and government from within.

•It is necessary to support collective efforts, as with Catalyst 2030, the COVID Response Alliance for Social Entrepreneurs and the partnerships and platforms of social innovators, and do more to emphasize and recognize collective approaches.

The Schwab Foundation for Social Entrepreneurship will be working to support these imperatives, together with the World Economic Forum, our community of Social Innovators and a spectrum of partners to advance the adoption, mainstreaming and integration of proven social innovations into larger systems, driven by values and people who represent communities and the planet.



Acknowledgements

The Schwab Foundation recognizes the incredible group of social innovators in our community, along with their teams, for all their pioneering work around the world, their support for each other and the foundation, and their persistence and progress in the service of others and the planet.

We would like to thank the Schwab Foundation Board, who have steered the organization over the years, and our partners who support the foundation, in particular the Mostepe Foundation, the Frey Charitable Foundation, Goldman Sachs Foundation, Bertelsmann Stiftung, the GHR Foundation and Porticus.

Finally, we thank the Schwab Foundation and Alliance teams, **Carolien de Bruin, Gabriela Henchoz, Katerina Hoskova, Ekaterina Jallifer-Merlon, Amy Kirby, Rajkanya Mahapatra, Maria Inés Martín, Goy Phumtim, Pavitra Raja, Shiv Verkaran, and our colleagues at the World Economic Forum**, who work tirelessly to make this community's impact visible, supported and integrated. For this report, we thank our partners who undertook this external evaluation, Wasafiri, an institute and consultancy helping leaders and organizations create system change to tackle the world's toughest problems. The Wasafiri team comprised: **Nikki Feltham, Tom Chapman, Nic Vogelpoel and Cameron Willis**.

We are grateful to all the social innovators and their teams who contributed and who are profiled in the report.

A final word of gratitude to the following social innovators who shared their key achievements, challenges and experiences of the award and community for this work, either through progress surveys or interviews:

Alemanno Alberto, Professor of Law, HEC Paris and Founder, The Good Lobby, European Union
Ali Amar, President, Africa Region, Royal DSM, Kenya
Asare-Kyei Daniel, Chief Executive Officer, Esoko, Ghana
Athyde Celso, Founder and Chief Executive Officer, CUFA Favela Holding, Brazil
Baghai Mehrdad, Co-Founder, Chairman and Chief Executive Officer, High Resolves, Australia
Battilana Julie, Alan L. Gleitsman Professor of Social Innovation, Harvard Kennedy School of Government, USA
Billimoria Jerroo, Founder, One Family Foundation, Netherlands
de Blok Jos, Founder, Buurtzorg, Netherlands
Clark Catherine, Director and Adjunct Associate Professor, CASE i3 Initiative on Impact Investing, Duke University, USA
Dacanay Marie Lisa M., President, Institute for Social Entrepreneurship in Asia (ISEA), Philippines
Dajani Rana, Founder and Director, We Love Reading, Taghyeer, Jordan
Daoud Khalil, Chairman and Managing Director,



LibanPost, Lebanon
Dorsey Cheryl L., President, Echoing Green, USA
Ghandour Fadi, Executive Chairman, Wamda Capital, United Arab Emirates
Goyeneche Javier, Founder and President, EcoAlf, Spain
Han Hahrie, Stavros Niarchos Foundation Professor of Political Science; Inaugural Director, SNF Agora Institute, Johns Hopkins University, USA
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Their generous support, the Schwab Foundation for Social Entrepreneurship wishes to express its deep gratitude to:

Precious Moloi-Motsepe and Patrice Motsepe, The Motsepe Foundation
Tatjana and Rainer-Marc Frey, The Frey Charitable Foundation
The Goldman Sachs Foundation
Bertelsmann Stiftung
The GHR Foundation
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Helle Thorning-Schmidt, Prime Minister of Denmark (2011-2015)



Appendix

Impact reporting methodology

This study was undertaken by an external evaluation partner, Wasafiri, with two aims:

1. Understanding and estimating the cumulative impact of the Schwab Foundation's community of social innovators since introducing the new award categories in 2019 as well as the new emerging insights across public, private, social and academic sectors.
2. Build on the previous Two Decades of Impact report at the beginning of 2020 and understand what key systems change conditions awardees are utilizing to drive systemic change, and reflect on progress through a pandemic.

The following data sources were used to produce this report:

Data review: All available data collected from 77 social innovators from 2019 to 2022 Schwab Awardees were reviewed. These include application forms, publicly available organization impact reports, communications, and events.

•Pulse survey: A progress survey was issued to the 2019-2022 cohorts revealing key achievements, challenges and the value of award and community experience.

•Key informant interviews: Semi-structured in-depth interviews were conducted with 14 awardees focusing on achievements, challenges encountered, systemic approaches and adaptations made during the pandemic.

All numbers presented throughout this report come from publicly available data, self-reported sources and evaluations provided by the organization, or third-party external evaluations, and have not all been verified by the Schwab Foundation or its evaluation partner, Wasafiri.

The data of the report has built on the Schwab Foundation's Two Decades of Impact report to understand what key systems change conditions awardees are utilizing to drive systemic change. The analysis of what system change conditions are addressed by each awardee has been based on the analytical framework of The Water of Systems Change. (ref 1).





