



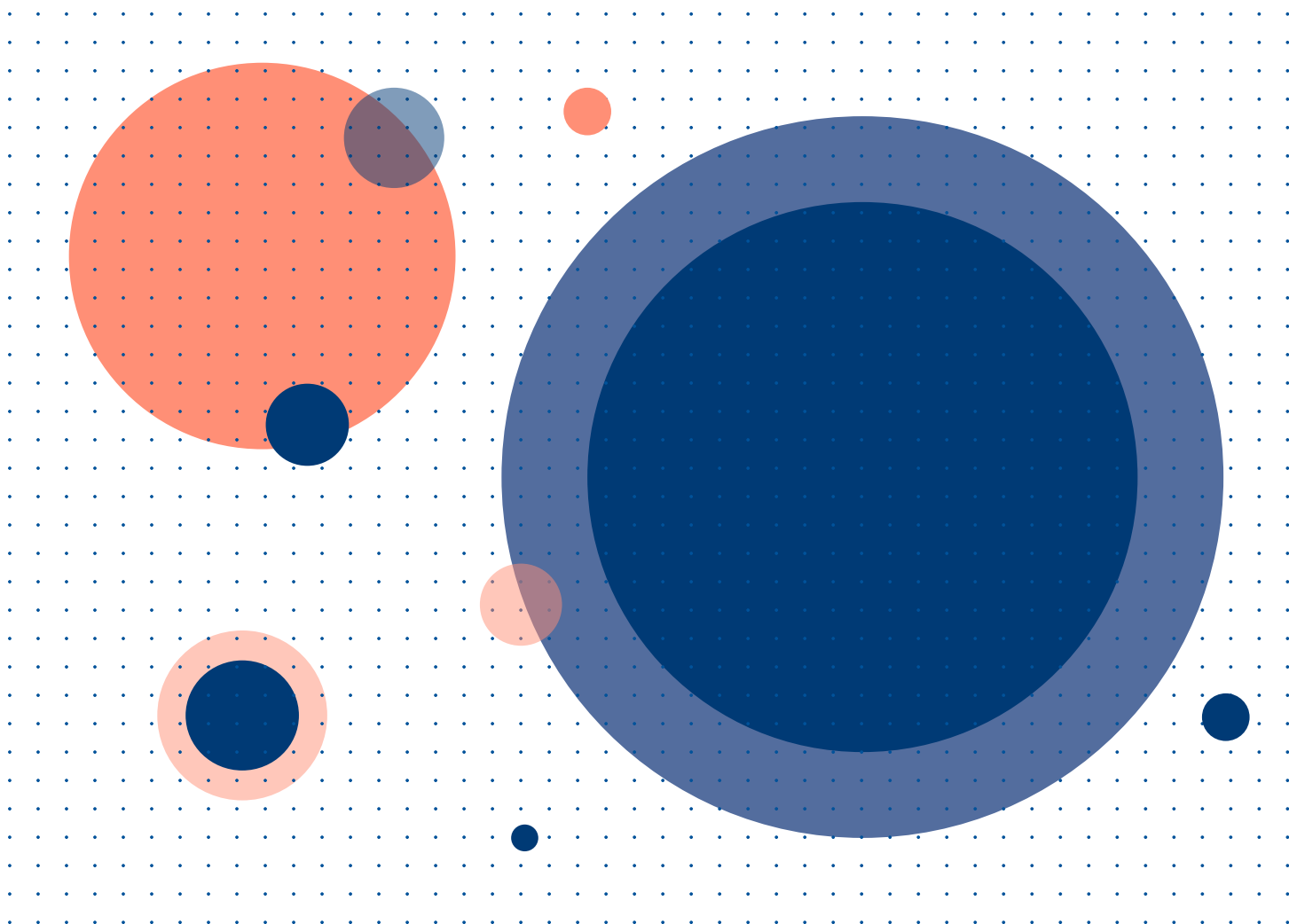
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COMMITTED TO  
IMPROVING THE STATE  
OF THE WORLD

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# Global Shapers Community

## Annual Report 2017-2018









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*Global Shapers meet with Jack Ma at The World Economic Forum Annual Meeting  
January 2018, Davos, Switzerland.*



*The Colombo Hub and Kandy Hub meeting with Colombo's first female mayor  
July 2018, Colombo - Philippines*



# 1 Preface and mission



**Klaus Schwab**

Founder and Executive Chairman,  
World Economic Forum

In a world where 52% of the global population is under 30 years of age, the World Economic Forum sees the integration of youth as an essential component to shape agendas on a local, national and global level. As a result, the Forum launched the Global Shapers Community seven years ago as a platform to engage young people and drive positive change around the world. We would like to share some of the community's main highlights in 2017-2018.

Since its creation, the community has, year by year, experienced sustainable and steady growth. As of the end of June 2018, the community comprised 7,176 Global Shapers working together across 370 hubs in 165 countries. Behind each number there is powerful story. Every single Global Shaper represents the hopes, the dreams and the individual power of a young person who is voluntarily investing time to be part of the solution to the world's most complex challenges. Every single hub represents a leadership incubator where the power of teamwork, diversity and action is exemplified. Every single country represents the collective impact of cross-hub collaborations and how the community is evolving into a youth leadership movement, one city at a time.

A key enabler of this quality growth was collaboration with like-minded stakeholders of the community. In 2017-2018, the community found valuable partners to tackle three of the most pressing challenges today: the Fourth Industrial Revolution, gender equality, and climate change. As a result, three global campaigns were launched within the community. Tasked by Klaus Schwab, Founder and Executive Chairman, World Economic Forum, the campaign **Shaping My City's Future** asked young people around the world: what would it take to build cities of the future in the light of the Fourth Industrial Revolution?

The campaign aimed to encourage hubs to develop solutions to improve their city's preparedness for today's and tomorrow's challenges. The **#WeSeeEqual** challenge, in partnership with Procter & Gamble, mobilised the collective power of Global Shapers to stand up for gender equality.

Lastly, thanks to collaboration with the Climate Reality Project, more than 292 Global Shapers were able to join U.S. Vice President Al Gore at the **Climate Reality Leadership Corps** training. Global Shapers joined the training that took place in Berlin, Pittsburgh, Mexico City and Los Angeles, as well as during regional SHAPE events, to learn how to lead the global fight for climate solutions.

This growth and these projects have not happened by chance. All of them are the result of committed Global Shapers working daily for the past seven years to shape the Global Shapers Community as we know it today. Hence, this year was also an opportunity to reflect on what the community has done throughout the years and look towards the future. As a result, the co-creation of a 2020 strategy and ambition was created to further scale the success of the Global Shapers Community and to deliver our mission of empowering youth.

The Global Shapers are an example of what a collective force can achieve when purpose, values and action collide together using diversity as its source of strength. This annual report aims to provide a summary into another purposeful and action-oriented year, where, thanks to the members, partners and collaborators, this success is possible.

## 2 Global footprint

### About Global Shapers

Founded in 2011, the Global Shapers Community is a global network of Hubs developed and led by young people between 20 and 29 years of age, who are exceptional in their potential, their achievement and their drive to catalyse positive change in their communities. The network's city based structure ensures that Global Shapers can contribute to improving the state of the world - one community at a time. Today the community has 370 active Hubs in 165 countries and territories, with over 7,176 Global Shapers worldwide.

### Strategic Objectives

The Community's mission is built on two strategic objectives centered around hub projects and events for shapers:

1. **Self-organising for impact**  
Creating and working in self-organised teams to spur innovative solutions to challenges in Shapers' local communities and the world
2. **Amplifying the voice of young people**  
Working with all stakeholders to ensure that young leaders have opportunities to shape global, regional and local agendas

7,176  
Global Shapers

370  
Hubs

165  
Countries &  
Territories

182  
Active Projects



## Global Shapers Community Values

Commitment



Cooperation

Service



Passion

Integrity



Hubs are city-based teams of Global Shapers, united by common values – inclusion, collaboration and shared decision-making. Every year, hub members run elections to fill the roles of Hub Curator and Vice Curator for the upcoming year to help lead the implementation of projects that improve the state of the world at a local level.

### 3 Impact and collaborations

Global Shapers combine new perspectives, grassroots knowledge and a sense of urgency to deliver projects that create lasting change in their communities. In 2017-2018, three global initiatives were implemented: Shaping My City's Future, We See Equal and Step Up Climate Action.

Hubs implemented multiple projects inside, but not limited by, these themes. The local impact was diverse - ranging from responding to disasters, combating poverty, fighting climate change and building inclusive communities.





## Shaping My City's Future

In September 2017, Klaus Schwab invited Global Shapers to take up the Shaping My City's Future challenge. Global Shapers were asked to evaluate their city's preparedness for the Fourth Industrial Revolution based on five principles (visionary leadership, local innovation ecosystems, smart regulation, public-private cooperation and global standards) and make tangible recommendations in each area that could improve the city's readiness for change.

Over 100 hubs offered tangible solutions for fostering more innovative and inclusive cities, including projects targeting sustainable waste management, intelligent transport systems, strengthened civic participation and preparing young people for the future of work. Projects delivered insights into local, regional and global challenges associated with the Fourth Industrial Revolution. Fifty winning ideas were selected to be presented at the Global Shapers Annual Summit 2018. Projects from this campaign include:

### Museum of the Future

Brussels Hub set out to create a Museum of the Future, to enhance citizens' understandings of the impacts of virtual reality, artificial intelligence, big data and the internet of things, and enable them to play an active role in shaping the future of the city.

### eSlums

Pune Hub began work to provide last-mile access of urban services to the most marginalised communities in the city through the creation of a mobile application that allows residents to report the availability of and barriers to public infrastructure.

### Waste Transformation

Antananarivo Hub began efforts to transform waste ecosystems in their city, by creating easy-to-use recycling processes that recover plastic bottles and allow local associations to manufacture consumer goods out of recyclable materials.

### Tech for Social Good

Edinburgh Hub launched an ambitious initiative to work with the emergency response ecosystem in their city to use drones to deliver AEDs to heart attack victims and social media to train citizens to become first responders.





## We See Equal

Following the World Economic Forum Annual Meeting 2018, Global Shapers and Procter & Gamble formed a partnership to raise awareness and mobilise action on gender equality. As part of the campaign, Global Shapers sparked a social media conversation on how and why they are challenging the status quo. As a result, #WeSeeEqual reached over half a million people in 2017-2018.

The partnership with Procter & Gamble includes a CHF 100,000 grant challenge where hubs submit ideas for projects that help to break stereotypes and advance gender equality. More than 100 hubs around the world developed grassroots solutions including awareness campaigns, education initiatives and skills-buildings efforts unique to their communities. Global Shapers are working on eliminating stereotypes, reducing barriers for women in the workplace, taking action to reduce violence against women, and promoting diversity and inclusion in leadership. Five winning proposals will be awarded CHF 20,000 each to implement their project in their city. Projects from this campaign include:

### Women in Coding

Giza Hub and Cairo Hub teamed up with AIMakinah, the first coding boot-camp in Egypt, to raise USD \$5,500 to train 25 young women to code and pursue careers in STEM subjects – science, technology, engineering and maths.

### CNN Debate

Istanbul Hub organised a TV debate on gender disparity in partnership with CNN Turk. The nationally televised debate explored pathways to gender equality in the workforce and encouraged women to participate in economic life.

### Men Talk

Ahmadabad Hub led a three-month series of workshops, talks, activities, role plays and a radio show, to help young men recognise their role in female empowerment.

### Toilets for School Children

Indore Hub helped under-privileged schools build toilet facilities to protect women and girls from gender-based violence and reduce female dropout. Four facilities were constructed, supporting 1,500 students in the city.



## Step Up Climate Action

For three consecutive years, the Global Shapers Annual Survey, taken by 30,000 young people around the world, have identified climate change as the most pressing issue facing their generation. Global Shapers have made it clear that they want to increase collective efforts towards climate action. In response, we partnered with The Climate Reality Project to provide Global Shapers with the training and tools to better understand climate science and drive environmental change in their home cities.

Thanks to the generosity of philanthropist Rosamund Zander and The Climate Reality Project, more than 200 Global Shapers have participated in the Climate Reality Leadership Corps training led by Al Gore.

Global Shapers are working together to launch initiatives to influence the Paris Agreement, limit plastics pollution, promote zero-emission transport, support land restoration efforts and build climate-change partnerships with local stakeholders to reach critical 2020 milestones.

Global Shapers have also launched a Climate Action Steering Group to mobilise young people around the world to #StepUpClimateAction – not only on Earth Day, but every day. Projects from this campaign include:

### Treellionaire

Led by the Dhaka Hub, this citizen-led tree-planting drive mobilised 27 hubs across South Asia to plant more than 10,000 trees in the region for climate-change adaptation.

### Shapers Bike

Led by the Sacramento Hub, all California-based hubs pushed for green transport solutions in their cities – including cycle lanes, bike sharing and encouraging citizens to walk to work to combat climate change.

### Ocean Clean-Up

San Salvador Hub led a city-wide clean-up, extracting more than 500 pounds of plastics from the ocean and completed a media campaign to prevent more plastic pollution from entering ocean waters.

### Water for Life

Cartagena Hub provided 250 families with portable, electricity-free water filters to remove biological toxins from their water supply in an effort to combat preventable diseases.



## Hub project highlights

Hub projects addressed a diverse range of local, regional and global challenges in 2017-2018. We continue to encourage hubs to co-create and collaborate with their fellow Global Shapers and local stakeholders.

### Responding to Disaster

Hubs across California joined forces to support undocumented victims of the 2017 wildfires. Hubs across Mexico co-designed a crowd-funding campaign for the victims of the 2018 Oaxaca earthquake, contributing USD \$25,000 to reconstruction efforts.

### The Model School

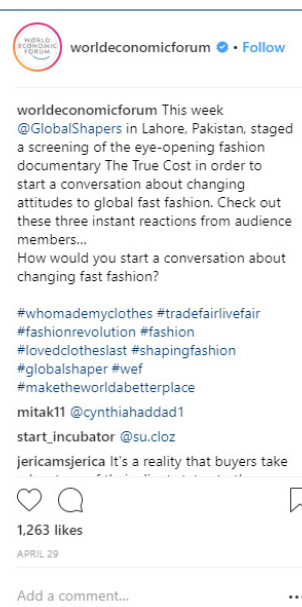
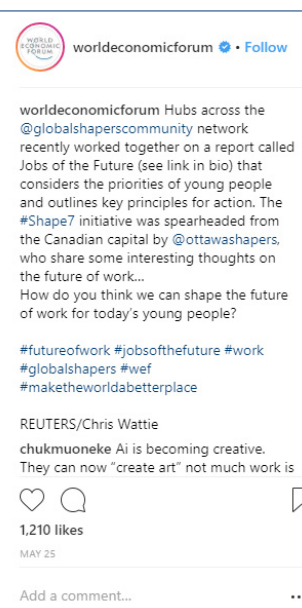
Since the 2015 Nepal Earthquake, Kathmandu Hub has worked with partners on the ground to build 10 semi-permanent schools in rural Sindhupalchowk. The schools are currently under construction and will serve as a community centres during natural disasters.

### Shaping the G7 Summit

Led by the Ottawa Hub, Global Shapers from across the G7 countries worked with the Canadian Minister of Innovation, Science and Economic Development to provide policy recommendations to ensure young people are equipped for the future of work.

### Promoting Sustainable Fashion

The Amsterdam Hub led Shaping Fashion, a collaboration of 12 hubs during Fashion Revolution Week. Global Shapers hosted local events and workshops to advocate for a fairer, safer and more sustainable fashion industry.







### **New Concept for Europe**

In Davos, the Forum launched the New Concept for Europe paper, outlining strategies for reform aimed at sustaining European leadership and values into the 21st century. The paper was the result of a six-month consultation with Global Shapers where they presented their findings to the prime ministers of Denmark, Ireland, Portugal and the Netherlands.

### **Mobilising Youth Voters**

To ensure policy-making represents the interests of the next generation, hubs launched initiatives to strengthen civic engagement among young people in federal and regional elections in Armenia, Germany, Italy, Mexico, New Zealand, Spain, the United States and Zimbabwe.

### **Africa 4.0 Workshop**

Ninety African Global Shapers participated in the Forum's Africa 4.0 workshop to brainstorm the future of critical uncertainties, including the future of production and youth participation in governance.

### **South Asia Book Week**

South Asian hubs have participated with the World Economic Forum in the #SouthAsiaBookWeek campaign. South Asian Global Shapers have co-curated the Transformation Map that has been presented at the India Economic Summit 2017.



## 5 Events

### SHAPE events

Shape events are community-based regional meetings created by Global Shapers for Global Shapers. In addition to sharing best practices and guidance from the Global Shapers team, Global Shapers gather at a regional level to network and find opportunities to collaborate. In 2017-2018, more than 1,000 Global Shapers participated in one of the 11 SHAPE events that took place across eight regions.

### 2017

#### SHAPE North America 2017

12-16 July, Toronto and  
Ottawa – Canada

The Toronto Hub and Ottawa Hub hosted 225 Global Shapers at #SHAPENA17. The event connected Global Shapers with the networks, capital and resources necessary to increase their impact in four policy areas: NAFTA; Women in Business; Innovation and Artificial Intelligence; and Clean Growth.



#### SHAPE MENA 2017

21-24 September, Beirut – Lebanon

The Beirut Hub and Tripoli-LB Hub hosted the first SHAPE MENA in Lebanon. Seventy Global Shapers from 37 hubs shared their knowledge in an immersive experience that helped build lasting relationships and new collaborations in critical areas such as refugees and climate change.



#### SHAPE Europe 2017

29 September-1 October, Milan – Italy

The Milan Hub hosted #SHAPEEU17 under the theme “Sustainability: Ideas into Action”. During the event 180 Global Shapers convened to rethink their communities using collaboration, integration and action. Global Shapers explored sustainability across three themes - people, planet and prosperity and proposed new hub projects to transform their communities.



#### SHAPE Eurasia 2017

5-8 October, Yerevan – Armenia

Hosted by the Yerevan Hub, 90 Global Shapers gathered for #SHAPEEurasia2017, which included remarks by the Prime Minister Karen Karapetyan (2016-2018). Under the theme, Shape Your Advantage, Global Shapers explored Armenia's national competitiveness for unlocking tourism potential, building digital intelligence, scaling start-ups, educating beyond margins and driving green growth.





## SHAPE Asia Pacific 2017

12-15 October, Cebu – Philippines

The Cebu Hub hosted more than 120 Global Shapers at #ShapeAsiaPacific2017 under the theme, Embracing the Past to Shape Up the Future. Global Shapers were joined by the Vice-Governor of Cebu, Agnes Almendras Magpale, and participated in sessions on community traditions, social practices and cultural heritage in the midst of urbanisation and migration.



## SHAPE Africa 2017

26-28 October, Addis Ababa – Ethiopia

Hosted by the Addis Ababa Hub, over 60 Global Shapers gathered for SHAPE Africa 2017 under the theme, #OurAfricaOurStory. Global Shapers interacted with high-level business and political leaders at the African Union to spark awareness for cultural and trade relationships between African countries. Global Shapers also visited the Ethiopian Airlines Academy, participated in cultural ceremonies and an open mic night to share their stories.



## SHAPE South Asia 2017

3-5 November, Bhopal – India

The Bhopal Hub hosted Shape South Asia 2017 where Global Shapers from India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan and Afghanistan came together to discuss issues under the theme, Shaping South Asia through the Fourth Industrial Revolution. The Global Shapers ran workshops and facilitated panel discussions on digital technologies in education, e-commerce, entertainment and e-governance.



## 2018

### SHAPE Latin America 2018

15-17 March, São Paulo – Brazil

The São Paulo Hub hosted 200 Global Shapers for SHAPE Latin America to promote the positive transformation of the state of the world. Global Shapers were involved in discussions on how to form coalitions, pass laws and get involved in the public sector. On the last day, all 200 Global Shapers visited a local favela to refurbish a school and its surroundings.



### SHAPE South Asia 2018

11-14 April, Dhaka – Bangladesh

On the most colourful weekend of the year, the Bengali New Year, 200 Global Shapers gathered to discuss topics under the theme, Shaping Inclusive Societies. The event provided an opportunity to explore and learn from Bangladesh's challenges and successes in poverty alleviation, low-cost healthcare innovation, financial inclusion and sustainable manufacturing.







## SHAPE Africa 2018

10-12 May, Johannesburg –  
South Africa

The Johannesburg Hub hosted 130 Global Shapers to discuss how transformations in technology and education will shape the future of Africa. #ShapeAfrica2018 was the most well-attended SHAPE Africa to date and was a national trend for three days in South Africa. Sessions also highlighted campaigns such as #Internet4All, #WeSeeEqual, #StepUpClimateAction and the critical role Global Shapers play in mobilising the youth perspective.



## SHAPE Eurasia 2018

1-4 June, Baku – Azerbaijan

The Sumgait Hub hosted 100 Global Shapers from 24 countries for a programme focused on the theme, Regional Transformation: Unleashing Human Capital. Global Shapers explored the innovations needed in education, entrepreneurship, technology and gender equality to close the human capital development gap. Fariz Ismailzade, Vice Rector of ADA University, welcomed Global Shapers to Azerbaijan and emphasised the importance of education, skills and jobs to fuel growth and competitiveness in the region.



## Upcoming activities

### SHAPE North America\*

9-13 August 2018  
Sacramento Hub, USA

### SHAPE Europe\*

17-19 August 2018  
Belfast Hub, United Kingdom

### Global Shapers Summit\*

(formerly called the Annual Curators Meeting)  
31 August - 3 September 2018  
Geneva, Switzerland

### World Economic Forum on ASEAN\*\*

11-13 September 2018  
Hanoi, Viet Nam

### SHAPE Innovation\*

17-20 September 2018  
Tianjin Hub, People's Republic of China

### Annual Meeting of the New Champions 2018\*\*

18-20 September 2018  
Tianjin, People's Republic of China

### Sustainable Development Impact Summit\*

23-25 September 2018  
New York, USA

### SHAPE Asia Pacific\*

19-21 October 2018  
Bangkok Hub, Thailand

### SHAPE MENA\*

23-25 November 2018  
Muscat Hub, Oman

### World Economic Forum Annual Meeting 2019\*\*

22-25 January 2019  
Davos-Klosters, Switzerland

\*Global Shapers Community Event

\*\*World Economic Forum Meeting



# Global Shapers at Forum global and regional summits

## Annual Curators Meeting 2017

8-11 August, Geneva, Switzerland

Global Shapers from cities around the world participated in the sixth version of the Annual Curators Meeting. Over the four-day learning journey, 350 Global Shapers came together as a global community to strengthen their leadership skills and focus their attention on collective action. Klaus Schwab announced the Shaping My City's Future challenge – a call to action for all hubs to join in the Forum's work to prepare for the Fourth Industrial Revolution.

## India Economic Summit 2017

4-6 October, New Delhi, India

Global Shapers were at the forefront of the summit with Malvika Iyer, a bilateral amputee and bomb-blast survivor working on gender issues at the United Nations serving as co-chair, and Urvashi Sahni, Founding Curator of Lucknow Hub, receiving the #SEOYIndiaAward2017. Global Shapers were invited to join panels alongside leaders, policy-makers and experts to discuss current challenges such as crime, climate change, terrorism and migration.

## World Economic Forum

### Annual Meeting 2018

23-26 January, Davos-Klosters, Switzerland

At #wef18, Global Shapers met global leaders including Jack Ma, Bill Gates and Carolyn Tastad to discuss leadership, gender equality, education and the role of business. Social media allowed us to extend our reach well beyond the 50 Global Shapers who were participating.

Our social media campaign, "How do you create #SharedFutures and build cooperation in a #FracturedWorld?," gave 750,389 impressions on Twitter and received 3.6 million video views via Facebook video.

## World Economic Forum on Latin America 2018

13-15 March, São Paulo, Brazil

Global Shapers are an important youth voice and provide invaluable insights into all of the Forum's meetings. Out of the 25 Global Shapers that participated in #LA18, seven had roles on panels and two submitted Agenda blogs related to issues in their local communities.



Global Shapers meet Bill Gates at The World Economic Forum Annual Meeting 2018 in Davos, Switzerland.

# Governance and finances

## Foundation Board members and supporters

The Global Shapers Community is led by a board of extraordinary global leaders.



**Klaus Schwab**

Founder and Executive Chairman,  
World Economic Forum



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



**Fahd Al-Rasheed**

Group Chief Executive Officer and  
Managing Director, King Abdullah  
Economic City, Saudi Arabia



**Jaideep Bansal**

Leader, Energy Access, Global  
Himalayan Expedition



**Layla Dong**

Founder, Blockshine  
Communication



**Jack Ma**

Executive Chairman, Alibaba  
Group



**Maria Teresa Kumar**

Chief Executive Officer, Voto Latino



**David Rubenstein**

Co-Founder and Co-Chief  
Executive Officer, Carlyle Group

In addition to our Foundation Board, the Global Shapers Community is guided by six Advisory Councils – Hub Engagement, Impact and Collaborations, Governance and Accountability, Partnerships and Events, Elections, and Alumni.

In 2017-2018, a total of 84 Global Shapers served as strategic advisers to the Global Shapers Community. They reflected the diversity and spirit of the community, providing mission-critical expertise for our long-term strategic planning. Together, Advisory Council members challenged Global Shapers to innovate, accelerate and refocus their daily work.

## Supporters

Through partnerships with the World Economic Forum, the following organisations support the Global Shapers Community:

- The Climate Reality Project
- The Coca-Cola Company
- GMR Group
- Hanwha Energy Corporation
- Oando Plc
- Procter & Gamble
- Reliance Industries Limited
- Rosamund Zander
- Salesforce
- Yara International

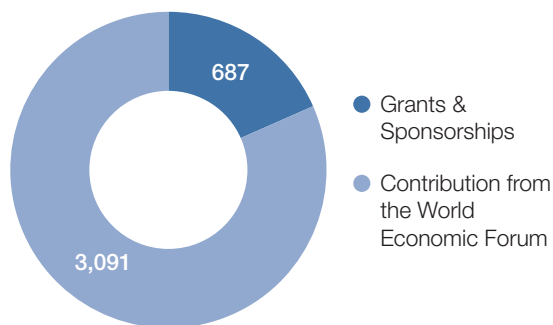
## Financial snapshot

Thanks to the generous in-kind support and commitment of the World Economic Forum, the financial status of the Global Shapers Community is healthy. From a cost perspective, our targets were met while also increasing our financial support for Shapers to participate in the essential Forum and Global Shaper events, including the Annual Curators Meeting, the World Economic Forum Annual Meeting and regional meetings.

On revenue, we continue to pursue a combination of corporate partnerships and grants that support the activities of the Global Shapers Community. The Global Shapers team strategy for seeking additional funding has already resulted in two grants: one from Procter & Gamble; and one from Rosamund Zander through the Climate Reality Project.

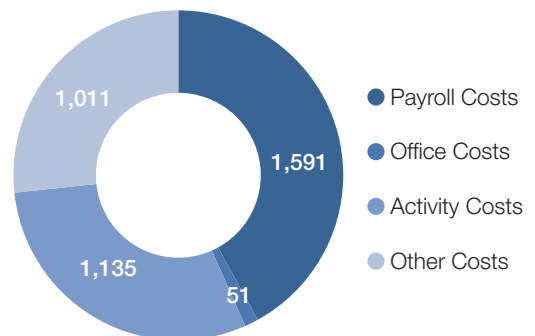
### Revenues 2017-2018 in kCHF

Total Revenues CHF 3,788



### Costs 2017-2018 in kCHF

Total Cost CHF 3,788



"Together with the Shapers, we believe that by changing the way we think and talk about women, we can create a better workplace, and a better world."

Carolyn Tastad  
Group President, North America  
Procter & Gamble USA





# List of Active Hubs

Abidjan Hub  
 Abu Dhabi Hub  
 Abuja Hub  
 Accra Hub  
 Addis Ababa Hub  
 Adelaide Hub  
 Aden Hub  
 Aguascalientes Hub  
 Ahmedabad Hub  
 Alexandria Hub  
 Almaty Hub  
 Amman Hub  
 Amsterdam Hub  
 Anchorage Hub  
 Ankara Hub  
 Antananarivo Hub  
 Arusha Hub  
 Astana Hub  
 Asuncion Hub  
 Athens Hub  
 Atlanta Hub  
 Auckland Hub  
 Austin Hub  
 Baku Hub  
 Baltimore Hub  
 Bamako Hub  
 Bandar Seri Begawan Hub  
 Bandung Hub  
 Bangalore Hub  
 Bangkok Hub  
 Bangui Hub  
 Barcelona Hub  
 Barranquilla Hub  
 Beijing Hub  
 Beijing II Hub  
 Beirut Hub  
 Belfast Hub  
 Belgrade Hub  
 Belize City Hub  
 Belo Horizonte Hub  
 Berlin Hub  
 Bern Hub  
 Bhopal Hub  
 Bhubaneswar Hub  
 Bilbao Hub  
 Bishkek Hub  
 Bissau Hub  
 Bogota Hub  
 Boise Hub  
 Boston Hub  
 Boulder Hub  
 Brasilia Hub  
 Bratislava Hub  
 Bridgetown Hub  
 Brisbane Hub  
 Brussels Hub  
 Bucharest Hub  
 Budapest Hub

Buenos Aires Hub  
 Bujumbura Hub  
 Bulawayo Hub  
 Cairo Hub  
 Calabar Hub  
 Calgary Hub  
 Cali Hub  
 Cambridge Hub  
 Canberra Hub  
 Cape Coast Hub  
 Cape Town Hub  
 Caracas Hub  
 Cartagena Hub  
 Casablanca Hub  
 Cebu Hub  
 Chandigarh Hub  
 Charlotte Hub  
 Chennai Hub  
 Chicago Hub  
 Chisinau Hub  
 Christchurch Hub  
 Cleveland Hub  
 Cluj-Napoca Hub  
 Cochabamba Hub  
 Coimbatore Hub  
 Colombo Hub  
 Copenhagen Hub  
 Cordoba Hub  
 Corrientes Hub  
 Cotonou Hub  
 Cuernavaca Hub  
 Culiacan Hub  
 Curitiba Hub  
 Dakar Hub  
 Dalian Hub  
 Dallas Hub  
 Danang Hub  
 Dar es Salaam Hub  
 Davao Hub  
 Denpasar Hub  
 Des Moines Hub  
 Detroit Hub  
 Dhaka Hub  
 Dharamsala Hub  
 Doha Hub  
 Douala Hub  
 Dresden Hub  
 Dubai Hub  
 Dublin Hub  
 Durban Hub  
 Dusseldorf Hub  
 Edinburgh Hub  
 Edmonton Hub  
 Ekaterinburg Hub  
 El Jadida Hub  
 Erbil Hub  
 Fargo Hub  
 Fez Hub  
 Florianopolis Hub

Fortaleza Hub  
 Frankfurt Hub  
 Freetown Hub  
 Fukuoka Hub  
 Gaborone Hub  
 Gaya Hub  
 Gaza Hub  
 Geneva Hub  
 Genoa Hub  
 George Town, C.I. Hub  
 Georgetown Hub  
 Giza Hub  
 Goma Hub  
 Guadalajara Hub  
 Guatemala City Hub  
 Guayaquil Hub  
 Halifax Hub  
 Hangzhou Hub  
 Hanoi Hub  
 Harare Hub  
 Helsinki Hub  
 Ho Chi Minh City Hub  
 Ho Hub  
 Hong Kong Hub  
 Houston Hub  
 Hubli Hub  
 Hulunbuir Hub  
 Hyderabad Hub  
 Ibadan Hub  
 Iloilo Hub  
 Imphal Hub  
 Indore Hub  
 Irvine Hub  
 Islamabad Hub  
 Istanbul Hub  
 Ithaca Hub  
 Ivanovo Hub  
 Jaipur Hub  
 Jakarta Hub  
 Jeddah Hub  
 Johannesburg Hub  
 Joinville Hub  
 Juba Hub  
 Kabul Hub  
 Kaliningrad Hub  
 Kampala Hub  
 Kandahar Hub  
 Kandy Hub  
 Kankan Hub  
 Kano Hub  
 Karachi Hub  
 Kathmandu Hub  
 Kazan Hub  
 Kharkiv Hub  
 Khartoum Hub  
 Khobar Hub  
 Kigali Hub  
 Kingston Hub

Kinshasa Hub  
Kochi Hub  
Kohima Hub  
Kolkata Hub  
Kuala Lumpur Hub  
Kumasi Hub  
Kyiv Hub  
Kyoto Hub  
Lagos Hub  
Lahore Hub  
Lancaster Hub  
La Paz Hub  
Las Vegas Hub  
Leon Hub  
Lilongwe Hub  
Lima Hub  
Lisbon Hub  
Ljubljana Hub  
London Hub  
London Hub II  
Los Angeles Hub  
Louisville Hub  
Luanda Hub  
Lucknow Hub  
Lugano Hub  
Lusaka Hub  
Luxembourg City Hub  
Lviv Hub  
Lyon Hub  
Madrid Hub  
Manama Hub  
Manaus Hub  
Manila Hub  
Manizales Hub  
Maputo Hub  
Marrakech Hub  
Maseru Hub  
Mbabane Hub  
Medellin Hub  
Meknes Hub  
Melbourne Hub  
Mendoza Hub  
Mexico City Hub  
Miami Hub  
Milan Hub  
Milwaukee Hub  
Minneapolis Hub  
Minsk Hub  
Mogadishu Hub  
Monrovia Hub  
Montego Bay Hub  
Monterrey Hub  
Montevideo Hub  
Montreal Hub  
Morelia Hub  
Moroni Hub  
Moscow Hub  
Mumbai Hub  
Munich Hub  
Muscat Hub  
N'Djamena Hub  
Nablus Hub  
Nagpur Hub  
Nairobi Hub  
Nassau Hub  
Newark Hub

New Delhi Hub  
New Orleans Hub  
New York Hub  
New York II Hub  
Niamey Hub  
Nice Hub  
Nicosia Hub  
Norfolk Hub  
Nouakchott Hub  
Odesa Hub  
Oranjestad Hub  
Orlando Hub  
Osaka Hub  
Oslo Hub  
Ottawa Hub  
Ouagadougou Hub  
Oxford Hub  
Palermo Hub  
Palo Alto Hub  
Panama City Hub  
Panjim Hub  
Paramaribo Hub  
Paris Hub  
Pathum Thani Hub  
Patna Hub  
Perth Hub  
Philadelphia Hub  
Phnom Penh Hub  
Phoenix Hub  
Pittsburgh Hub  
Port-Au-Prince Hub  
Port Harcourt Hub  
Portland, ME Hub  
Portland Hub  
Port Louis Hub  
Porto Alegre Hub  
Port of Spain Hub  
Prague Hub  
Praia Hub  
Prishtina Hub  
Providence Hub  
Puebla Hub  
Pune Hub  
Quito Hub  
Rabat Hub  
Raleigh Hub  
Ramallah Hub  
Rawalpindi Hub  
Riga Hub  
Rio de Janeiro Hub  
Riyadh Hub  
Rome Hub  
Rosario Hub  
Sacramento Hub  
Salé Hub  
Salvador da Bahia Hub  
Sana'a Hub  
San Francisco Hub  
San Jose Hub  
San Juan Hub  
San Salvador Hub  
Santiago Hub  
Santo Domingo Hub  
Sao Paulo Hub  
Sarajevo Hub  
Saratov Hub

Seattle Hub  
Seoul Hub  
Shanghai I Hub  
Shanghai II Hub  
Shanghai Yangpu Hub  
Shanghai Zizhu Hub  
Sharjah Hub  
Shenyang Hub  
Shenzhen Hub  
Shijiazhuang Hub  
Singapore Hub  
Skopje Hub  
Sofia Hub  
Soweto Hub  
St. Petersburg Hub  
Stellenbosch Hub  
Stockholm Hub  
Sumgait Hub  
Sunyani Hub  
Surat Hub  
Suzhou Hub  
Sydney Hub  
Taipei Hub  
Tallinn Hub  
Tamale Hub  
Tanta Hub  
Tbilisi Hub  
Tegucigalpa Hub  
Tel Aviv Hub  
Tianjin Hub  
Tijuana Hub  
Tokyo Hub  
Tomsk Hub  
Toronto Hub  
Tripoli Hub  
Tripoli - LB Hub  
Tshwane Hub  
Tunis Hub  
Turin Hub  
Ulaanbaatar Hub  
Ulan-Ude Hub  
Uyo Hub  
Vancouver Hub  
Venice Hub  
Victoria-BC Hub  
Victoria Hub  
Vienna Hub  
Vientiane Hub  
Vilnius Hub  
Vladivostok Hub  
Warsaw Hub  
Washington D.C. Hub  
Washington D.C. II Hub  
Windhoek Hub  
Xi'an Hub  
Yangon Hub  
Yaoundé Hub  
Yaroslavl Hub  
Yerevan Hub  
Yinchuan Hub  
Yokohama Hub  
Zagreb Hub  
Zurich Hub



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