



Global Technology Retreat
2025

Meeting Insights

San Francisco, USA
3 - 6 June

Leaders at the Global Technology Retreat 2025

Over 360 leaders from 50 countries were brought together to explore four critical themes shaping technology's role in our collective future, out of which:

Over 30 members from the Centre for the Fourth Industrial Revolution Network

Over 60 participants from the Innovator Communities

Over 100 stakeholders from the AI Governance Alliance Community Gathering



Innovation in Shifting Landscapes

As economic tensions and geopolitical realignments reshape how organizations discover, develop and deploy transformative technologies, leaders explored new pathways to maintain innovation momentum amid these shifts. The pillar examined how breakthrough innovations can emerge in this evolving environment, from reimaged funding models to new collaborative ecosystems.

The Forum launched its [Technology Convergence Report](#), developed with Capgemini, introducing the 3C Framework to help organizations navigate combinatorial innovation through three critical phases: combination, convergence and compounding. Drawing on insights from 2,000 global executives, the report maps 23 high-potential technology pairings

across eight domains, equipping leaders to harness intersections where breakthrough solutions emerge.

The [Frontiers for Young Minds collection](#) on emerging technologies and future generations was also launched.

Leaders addressed the fundamental challenge of building resilient innovation pipelines as traditional funding models evolve, emphasizing strengthened collaboration between academia, government and industry to unlock long-term value. As technological frontiers expand into brain-computer interfaces and autonomous systems, discussions emphasized the importance of maintaining innovation momentum while ensuring breakthroughs translate into trusted, scalable solutions.

"Mature technologies have established protocols, industry standards, big ecosystems, predictable business models. These attributes help you connect a less advanced technology to it. And it's in the process of doing this that you create something new."

Kary Bheemaiah

Vice-President and Chief Technology Innovation Officer, Capgemini Invent



Value Chain Disruption and Renewal

Organizations are reimagining how they create and deliver value as algorithmic competition and evolving market dynamics challenge traditional operational models. Participants explored practical approaches to build resilience into operations, workforce capabilities and competitive positioning across emerging industrial frontiers.

Leaders examined how breakthrough technologies are fundamentally reshaping value creation across industries. Quantum computing's potential for value chain optimization – from secure communications to materials discovery – emerged as organizations seek faster, more precise problem-solving capabilities. Similarly, the creative industries demonstrated how AI collaboration through co-authorship and generative design is redefining workforce models and value creation processes, offering frameworks that extend far beyond creative sectors.

"If you want to create a new campaign for automotive companies in South-East Asia, the agents do a lot of the work and the humans [review and] put it together. That [delivers] 20 to 30% productivity [gains]... content creation, customer targeting, things like that used to be done with analytic tools, spreadsheets... and now it's all presented for you."

Paul Daugherty
Senior Technology Advisor, Accenture

The discussions revealed new models for scaling innovation through cross-regional collaboration and knowledge sharing. Bioeconomy experts and regional leaders committed to co-developing digital platforms for sharing case studies and comparative insights, demonstrating how collaborative ecosystems can accelerate the transition to sustainable value chains. These partnerships illustrate the shift from competitive to collaborative approaches in building resilient operations.

An interactive [adaptation toolkit](#) was launched to provide step-by-step guidance for embedding resilience technologies, underscoring how practical tools and cross-sector collaboration are essential for organizations navigating operational transformation across fragmented markets.



Resilience amid Power Shifts

As strategic competition and shifting dynamics reshape the foundations of global technology governance, leaders examined how nations and organizations can pursue technological resilience while maintaining essential collaboration. Participants explored practical approaches to navigate tensions between national security priorities and the need for continued cooperation in critical areas from cybersecurity to space exploration.

Discussions emphasized the strategic importance of intelligent infrastructure that integrates digital and cognitive capabilities alongside physical assets as a driver of industrial competitiveness and national growth. Leaders underscored the need to build shared frameworks for intelligent infrastructure that can serve as blueprints for future industrial internet strategies, requiring enhanced private-public sector

cooperation to overcome structural barriers to digital transformation.

Experts explored the widening gap between the rapid pace of emerging technologies – particularly AI – and the limitations of current global governance models. Recognizing the urgency of this challenge, they committed to creating a multistakeholder working group to explore adaptive governance models, drawing insights from sectors such as finance and cybersecurity, and developing shared principles and operational mechanisms to guide future public-private cooperation.

The discussions highlighted the critical role of scaling government technology to build more agile, citizen-focused governance systems that can adapt to technological change while maintaining democratic accountability and public trust.

“Right now, it feels like we’re going to more of a fragmented world. I think having open communication lines is very important... I think the policy-makers who lean in to understand this new world of technology, and the technologists who lean into the world of policy, are the ones who are going to shape the future for the next 15 years.”

Michelle Zatlyn

Co-Founder, President and Chief Operating Officer, Cloudflare



Technology for Shared Futures

As societal challenges and environmental pressures mount, leaders examined whether emerging technologies can be deployed to solve pressing challenges across diverse stakeholders and communities. Participants explored pragmatic approaches to align technological development with broader social and environmental goals, creating solutions that work for people and planet across different contexts and value systems.

The Human-Machine Collaboration initiative was launched to develop cross-sector blueprints for integrating human talent with advanced technologies in ways that enhance both productivity and innovation.

Participants examined the evolving role of robotics, contributing insights to the [Global Future Council on Autonomous Systems](#) to guide responsible scaling and governance mechanisms that can keep pace with next-generation automation.

"Rather than assuming there's a lot that AI is going to do to us... the question is: how can we guide it in the right direction? The only way to do that is with a mindset shift – how can we be the architects of the future?"

Navrina Singh
Founder and Chief Executive Officer, Credo AI

Leaders addressed the tech sector's critical role in achieving nature-positive outcomes, contributing to the upcoming Nature Positive: Role of the Tech Sector report launching in December 2025. Discussions explored how technology can support biodiversity, ecosystem resilience and regenerative models, while examining Earth Observation data as a key enabler for informed responses to escalating climate and geopolitical risks.

The urgency of digital equity emerged as participants acknowledged the need to close connectivity gaps as AI redefines inclusion, exploring strategies to reach underserved populations and ensure equitable participation in a rapidly digitizing world. In food systems, leaders highlighted emerging technologies as essential for transforming agriculture amid water scarcity and land degradation, launching the [Harnessing Digital Technologies for Smarter Water Management in Agriculture initiative](#) in collaboration with the Technology for Climate Adaptation programme.



Experiences



UC Berkeley

Global technology leaders, innovation executives and research directors experienced exclusive hands-on access to five world-leading quantum labs at UC Berkeley, including direct engagement with ultra-cold atomic physics experiments, during the International Year of Quantum. The immersive learning journey equipped participants with practical frameworks for assessing quantum opportunities within their industries and a clear understanding of current quantum capabilities, limitations and transformative potential.



SRI International

Chief technology officers, innovation leaders and select CEOs across sectors learned about [SRI International's](#) proven methodology for transforming laboratory research into commercial success through live demonstrations of breakthrough technologies, including hands-on experience with [DaVinci Surgical robots](#) that revolutionized precision surgery. Participants gained practical tools and frameworks for evaluating breakthrough innovations and building repeatable innovation systems.



Art installations

Amid rapid innovation and global challenges, [Agentic Voicing Natures](#) (AVN) – an AI-powered installation by Grammy-winning artist Harry Yeff (Reeps100), created in partnership with ElevenLabs – transformed ecological data into real-time, emotionally resonant dialogue via custom AI agents. Bridging science, tech and art, AVN gave nature a voice to foster empathy and environmental awareness.

About the Retreat

The World Economic Forum Global Technology Retreat 2025 took place from 3 to 6 June 2025 in San Francisco, USA, convening over 360 senior leaders from business, government, academia and civil society. Over three days of dialogue and collaboration, participants explored how emerging technologies can drive human-centered and sustainable progress.

In an era marked by rapid innovation and growing complexity, the meeting provided a space to step back from the noise, forge new connections, and shape collective strategies for navigating the future.



We are entering a new phase of technological transformation driven by continued advances and convergence of foundational technologies like AI, quantum computing, biotechnology and advanced materials. As these systems mature and interact, they are reshaping industries and society. This year's Global Technology Retreat provided a space to explore collective strategies to navigate this complexity, update approaches to governance and cooperate to ensure that innovation remains inclusive.

Jeremy Jurgens
Managing Director,
World Economic Forum



Forum Insights

Reports/white papers

For detailed session summaries and additional insights, visit the session pages on Forum Live



Technology Convergence Report



Harnessing Digital Technologies for Smarter Water Management in Agriculture

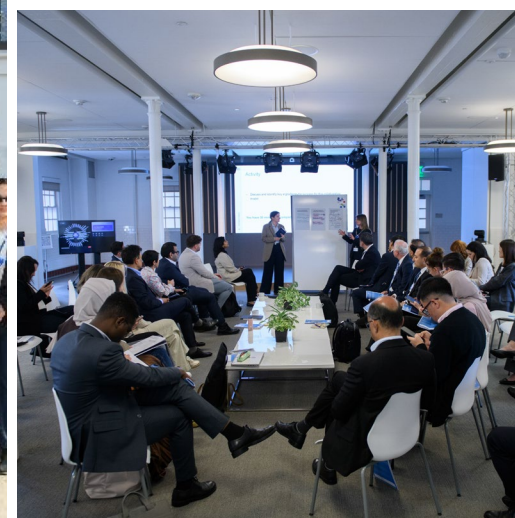


From Policy to Practice: Actionable Recommendations for a Commercial Bioeconomy



Autonomous Vehicles: Timeline and Roadmap Ahead

Global Technology Retreat Shared Moments





Global Technology Retreat 2025