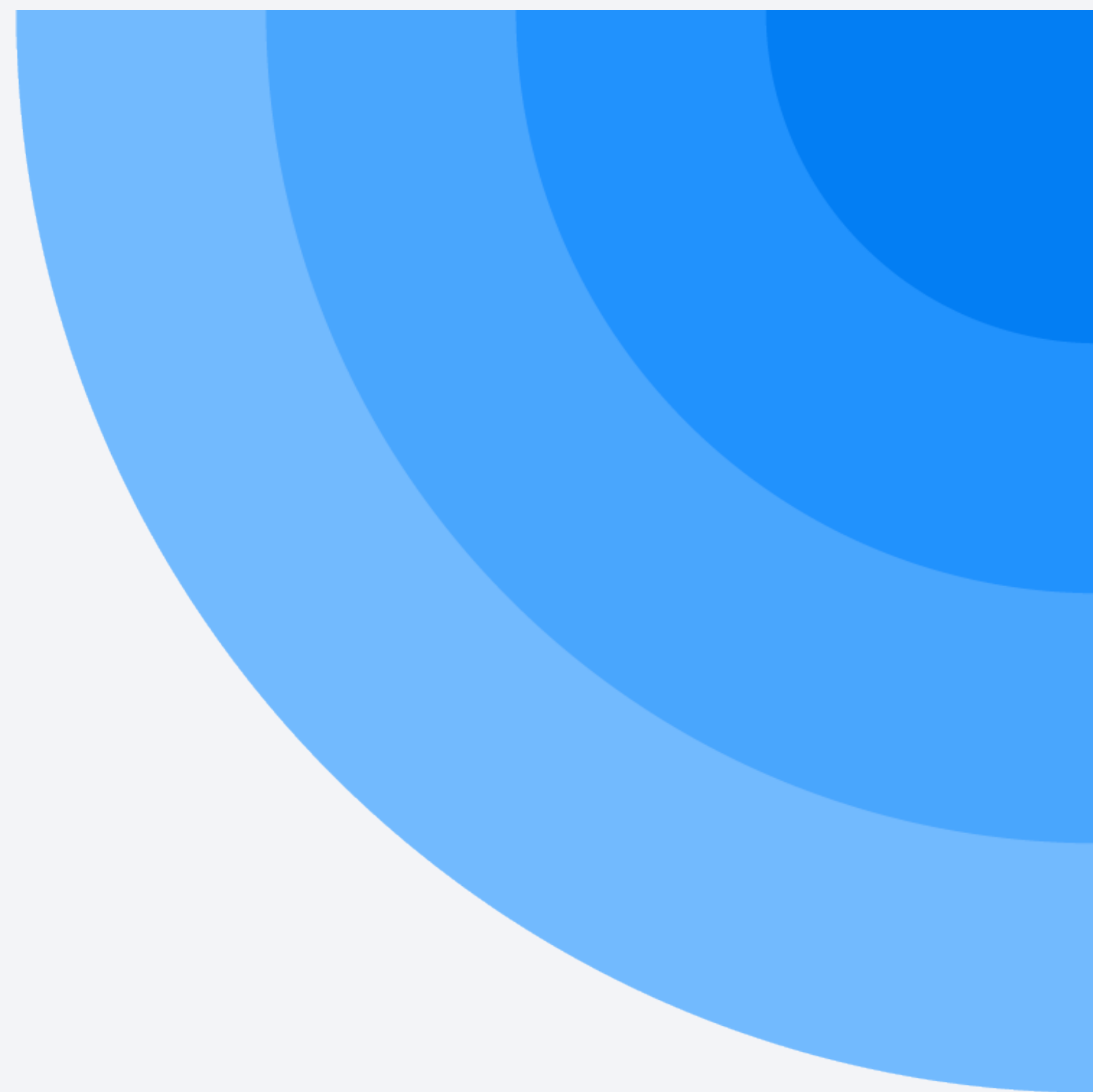
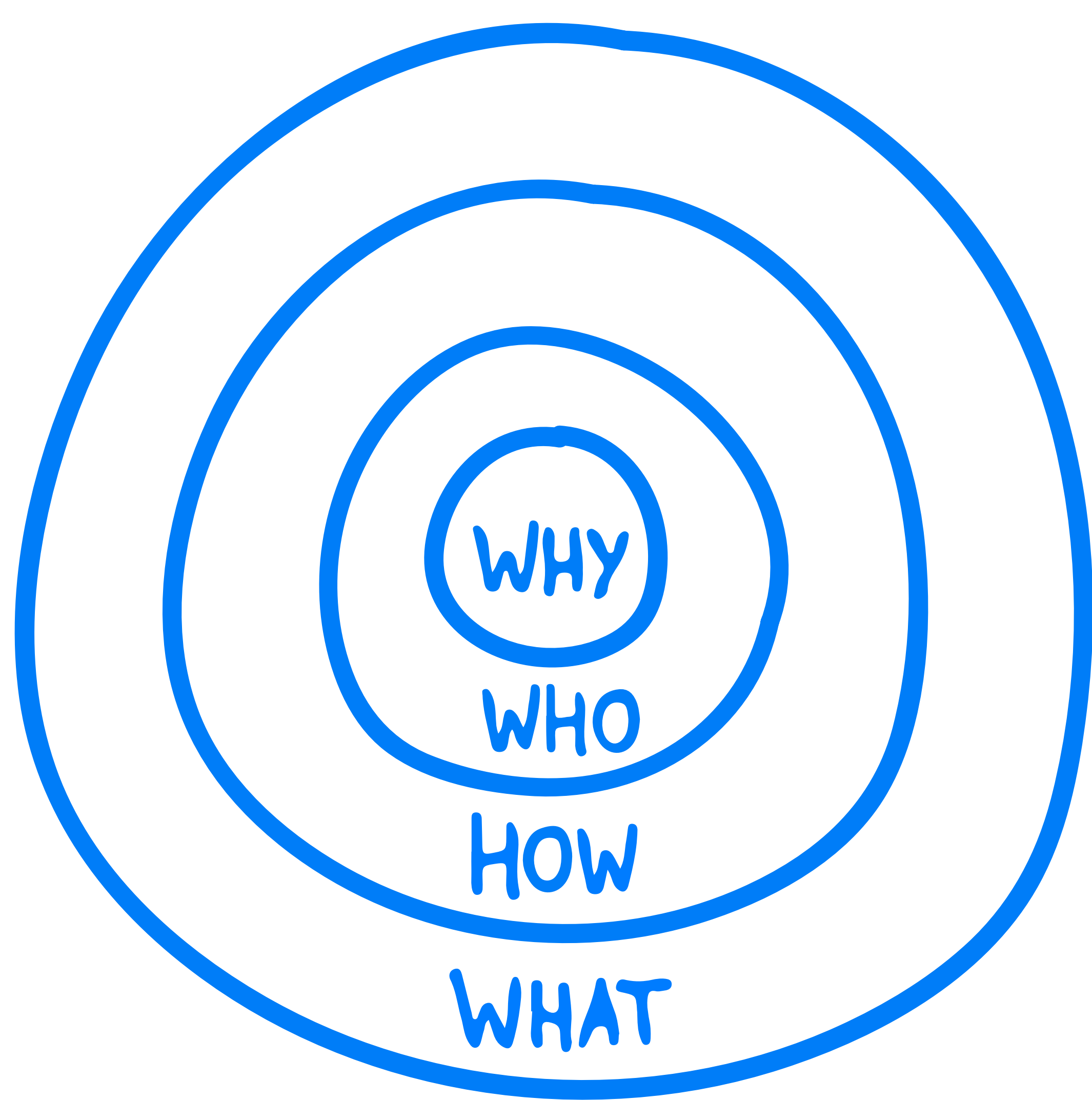




THE AIESEC WAY

The AIESEC Way is the guide that explains what is the purpose of our existence but also the unique way of how we are achieving it as an organisation.



WHY

Our vision

What is our purpose?
What do we strive to achieve?

WHO

Our target

Who do we serve?
For whom do we do what we do?

HOW

Our method

What makes us unique?
What is the method we use to achieve our why?

WHAT

Our product

What do we offer?
How do we apply our method?

The AIESEC Way is explained through an adapted version of the Golden Circle model which provides a simple and powerful explanation of what we believe in and what drives us.

REMINDER:

The goal of this document is not for you to try and memorise all words or concepts.

This document should connect you back to the purpose of the organisation and provide clarity for everyday actions. The AIESEC Way is not a sum of nice statements and it is not a document you should only glance through. Have in mind that the statements are not complete without its description. The AIESEC Way statements and descriptions must not be looked in isolation, it is a cohesive document that connects all elements of AIESEC's essence. You are encouraged to constantly review and discuss the AIESEC Way.

It all started after the

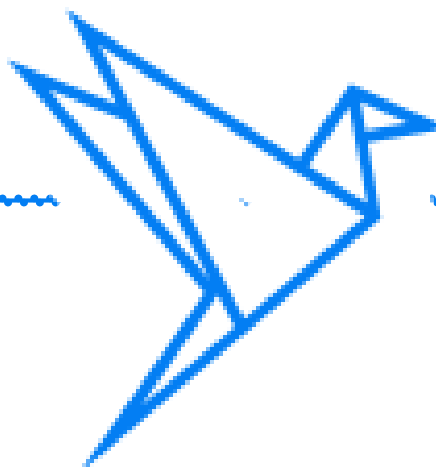


SECOND WORLD WAR

..... WHEN A GROUP OF
young people

DETERMINED THAT
**cross cultural
understanding**

WAS ESSENTIAL TO PREVENT SIMILAR CONFLICTS
AND FOSTER PEACE IN THE WORLD.



AIESEC was founded after the Second World War by a group of young people from Europe (Belgium, Denmark, Finland, France, Netherlands, Norway, and Sweden). The political and social context of the time shaped our fundamental principles.

.....
The perception of 'peace' has evolved. We now know peace starts with people accepting, understanding, and embracing what makes us unique. We inhabit a world that is interconnected, globalised, and technologically prolific. In such rapidly changing circumstances, we believe that young people must learn to adapt quickly and solve a diverse, growing range of problems.

.....
That is why AIESEC strives for Peace & Fulfilment of Humankind's Potential.



WHY

WE STRIVE TO ACHIEVE
peace
& fulfilment
OF HUMANKIND'S
potential.

In today's context, 'Peace' does not only mean avoiding war. Peace can refer to a world where no conflict arises from cultural, religious, or other differences in humanity. Peace can also refer to being in harmony with yourself. AIESEC's aspiration is for every young person to work towards their understanding of peace and take collaborative action towards fostering a better world.

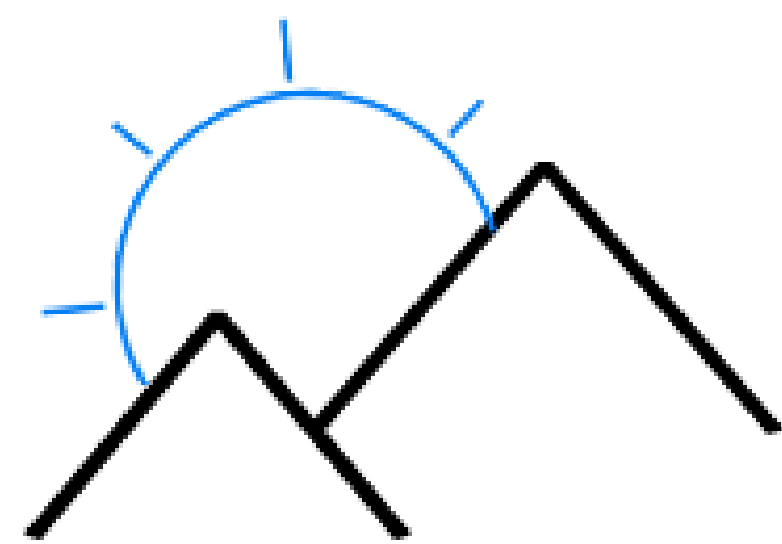
.....

Through "Fulfillment of Humankind's Potential", AIESEC envisions a world where people continually become better versions of themselves and empower others along the way.

WE ENGAGE AND DEVELOP

youth future

FOR THEMSELVES,
THEIR COMMUNITIES



and therefore
the world.

Getting young adults involved and developing them is essential. We believe that we as young people have the responsibility to create a long-lasting, positive impact on our own lives, our communities, and the world at large. We trust that we will drive and shape the future with our passion, dynamism, and innovative spirit.

we believe

• **LEADERSHIP** •

is the
fundamental
SOLUTION

and it can be developed in **anyone,**
anywhere.

we empower
YOUNG PEOPLE
to become
value-driven
• **LEADERS** •
who
positively
impact
the world around them.

AIESEC is a platform that strives to unlock the potential within humankind. We do that by enabling young people to demonstrate and live by values based on AIESEC's leadership development model. We believe that challenging experiences with AIESEC and leading with values in mind paves the way for a positive impact.

OUR UNIQUE LEADERSHIP DEVELOPMENT MODEL

AIESEC’s leadership development model seeks to prepare youth to take a stand on what they care about and embody the AIESEC values for long-lasting impact.

Activating Leadership

We lead by example and inspire leadership through actions and results. We take responsibility for developing the leadership of others we live it by inspiring others to be role models.

Defining elements:

Practicing empathy
Inspiring others

Acting Sustainably

We act in a sustainable way for our society. Our decisions take into account the needs of future generations we live it by building on what has been done in the past.

Defining elements:

Making long-term decisions
Managing resources sustainably

Demonstrating Integrity

We are consistent and transparent in our decisions and actions. We fulfil our commitments and conduct ourselves in a way aligned with what we envision we live it by fulfilling our promises and communicating in an open way, our actions back up our words.

Defining elements:

Living authenticity
Doing what is right

Enjoying Participation

We celebrate and enjoy the way we are and what we represent in the society considering the role of youth in the world we live it by putting a youthful energy in everything we do.

Defining elements:

Demonstrating enthusiasm
Being proud in who we are

Living Diversity

We seek to learn from different ways of life and opinions represented in our multicultural environment. We are inclusive by respecting and actively encourage the contribution of every individual.

Defining elements:

Building inclusive spaces
Capitalising on each others’ differences

Striving for Excellence

We continuously improve through creativity and innovation. We strive to deliver the highest quality performance in everything we do we live it by encouraging each other to be better and appreciating each others’ feedback.

Defining elements:

Self-developing based on feedback
Continuous learning



Our values guide our everyday actions and decisions. They shape our organisational culture, bringing the AIESEC way to life.

We embed these values in every leadership experience we deliver.

This is the leadership that we believe in and develop.



We believe that young people learn best by doing and reflecting. The following diagram shows the framework AIESEC provides in every experience, enabling young people to learn the most from every experience. The outer journey is the individual's interaction with the external environment. The Inner Journey is the internal change that happens within the individual. The combination of the two ensures that what someone learns from any experience will stay with them forever.

The elements in each are the following:

Impact

Your journey's impact on society. This enables young people to see their connection with the world and take ownership and responsibility for their actions and impact.

Individual responsibility

Taking individual responsibility with clear goals is a first step in the outer journey of leadership development.

Challenging role and environment

Your role and surrounding environment push you to leave your comfort zone, enabling you to learn.

Interaction with multiple stakeholders

The diversity and quantity of stakeholders to which an individual is accountable heavily influences one's leadership development. For example, interactions with diverse cultures or different types of stakeholders (boss-customer-colleague, AIESEC-company-NGO, etc.)

Reflect on your experience

Going through self reflection exercises to understand how you are achieving personal goals, changing throughout the experience, and capture your learnings and realisations.

Support system

In the outer journey there should be some support system for the inner journey. It can be a mentor, coach, buddy, etc. A support system can be provided by AIESEC or any other external stakeholder.

Set personal goals

The inner leadership journey starts with understanding where you are currently and with setting goals for what you want to gain from the experience.

Understand your personal values

By living the experience and going through inner journey you realise the fundamental things about yourself – your values and how they impact your everyday life.

Reinvent yourself

Capturing the learning from this experience to use it in the future: Understanding your new self.

LEAD

LEAD works as a catalyst in the form of spaces that we provide to our programs' participants to facilitate their Inner Journey, and thus ensure they are developing the leadership qualities from our model. To do so, the LEAD Content and Learning Environments are used as tools for hosting, in accordance to the objectives and audience.

we enable
YOUNG PEOPLE
TO DEVELOP THEIR LEADERSHIP THROUGH LEARNING FROM
practical experiences
 *in challenging*
environments.



Our Impact

We create direct and positive impact in the world by developing leadership in young people. We impact the world indirectly by designing cross-cultural opportunities that strive to address society's challenges.

Cross-Cultural Understanding

Cross-cultural understanding encompasses an understanding of different nations or territories, races, ethnicities, religions, as well as across different sectors and segments of society.

Leadership Opportunities

AIESEC provides diverse opportunities such as exchange opportunities, work experiences, volunteering, and other activities created for young people to develop their leadership in unfamiliar environments.

AIESEC Membership

AIESEC members collaborate in teams to create, support and manage these cross-cultural, practical experiences. This provides an opportunity for our members to live fulfilling team experiences that activate their leadership potential.

Our Partners

We define our partners as an individual, corporation, institution, or organisation that shares our values, adheres to our ethics, and helps us amplify our impact.

WHO WE ARE

AIESEC

IS A
GLOBAL, INDEPENDENT,
NON-PARTISAN, NOT-FOR-PROFIT
YOUTH-RUN ORGANIZATION.



AIESEC

DOES NOT DISCRIMINATE

ON THE BASIS OF

GENDER IDENTITY AND/OR EXPRESSION, SEXUAL ORIENTATION,
ABILITY, CREED, OR RELIGION, NOR ON THE BASIS
OF NATIONAL, ETHNIC, OR SOCIAL ORIGIN.

Global

AIESEC is present in all parts of the world. We have a global network that strives to make the world a better place through leadership development and peace while standing up for fundamental human rights.

Non Partisan

AIESEC chooses peace above all and therefore does not have a pre-defined or officially accepted political tendency or subscription.

Independent

AIESEC as a global network is not a subsidiary or an entity that is dependent on any other bodies in its work, sustainability or decision-making. As an organisation we are free to set our own goals and pursue them.

Not-For-Profit

AIESEC's main goal is to develop leadership for young people to have a positive impact in the world. We use our resources sustainably to generate impact rather than making profit for shareholders.

Youth-Run

AIESEC is completely run by youth for youth.

CAN YOU IMAGINE WHAT HAPPENS TO THE WORLD WHEN WE

engage▼
& develop

EVERY

YOUNG
PERSON?

THIS IS THE QUESTION THAT

DRIVES US

AS WE STRIVE TO ACHIEVE WHAT WE ENVISION

peace
& fulfilment

OF HUMANKIND'S
potential.

Note: This question should be exclusively used for aspirational purposes and not for strategy management, nor organisational decision making.

Appendix 1: Evolution of The AIESEC Way

It is usual and healthy for an organization to revisit and revise its description and ideals over the years. This is essential to adapt to the continuously changing environment and society. Indeed, AIESEC has discussed its description and ideals many times over the course of its history.

As a result of these discussions, the statements have been revised several times to best represent the relevance of our organization in that given period of time. Below, you can find how **THE AIESEC WAY** has evolved through the years of its existence.

AIESEC after the Second World War:

“AIESEC is an independent, non political and international association, which has as its purpose, to establish and promote friendly relations between the members. The function of the members is to supply information of study conditions, arrange trainee exchanges, provide contacts and other facilities for student visitors and undertake exchange visits for students”.

AIESEC in 1964:

“The aim of the association shall be carried out by the members arranging trainee exchanges, and providing contacts and other facilities for student visitors, and undertaking exchange visits of students”.

AIESEC in 1978:

“AIESEC shall be an independent, non-political, non-profit international association of scientific character, whose purpose shall be to develop internationally educated management which can effect various economic environments”.

TO THIS END AIESEC:

- Believes in finest quality as an approach towards all activities
- Shall build bridges between management, academic and student communities
- Shall promote international understanding, goodwill and empathy for different management attitudes.
- Shall complement a management and economic education with international educational programmes, which provide practical experiences in management, without discrimination and insights into the economic, political and social environment in which management operates.
- Shall provide students with a better understanding of societies actual problems throughout projects held at national and international level.
- Shall offer a challenge to AIESEC members to achieve the aims of the association.

AIESEC in 1989:

VISION: Peace and fulfilment of humankind's potential.

PURPOSE: To contribute to the development of our countries and their people with an overriding commitment to international understanding and co-operation.

- Creating opportunities for exposure and interaction between young people of different cultures and nations
- Assisting people in acquiring skills and knowledge through management education and practical experience.

Offering people the opportunity to interact with their social and economic environment at national and international level.

- Shall offer a challenge to AIESEC members to achieve the aims of the association.

AIESEC in 1999:

In 1992 AIESEC created its first long term organizational plan. It was called DIRECTION '96. This long term plan ended at IC 1996 in Poland when the organization decided to completely focus its efforts in exchange activities. However, the lack of a consistent plan to integrate and align all member committees resulted in a situation of confusion and lack of results across the network.

In 1998 AIESEC International decided to bring in Dianna Old, founder of The RAE Group, a professional consulting firm, in order to help the association begin a change initiative. There was not only a lot of confusion across the network, but also a lot of confusing descriptions on AIESEC, which The Rae Group addressed by providing a clear approach that enabled us to better understand and describe the organization.

As a result of our work with The RAE Group, a description of AIESEC and its ideals was introduced at IPM 1999 in Taiwan and later adopted. Along with this description of the organization and its ideals, The Rae Group was also responsible for the long term vision initiative called AIESEC 2005. It was created and used by The Rae Group at IPM 1999 to help the AI team and MCPs launch a global change initiative. Along with AIESEC's description and ideals, AIESEC 2005 became the springboard for significant positive change that still continues today. It included as well a definition and agreement upon the values of the organization; however the process of defining and agreeing upon those values was planned to be done later.

"The framework" used to refer to THE AIESEC WAY at that time is the property of The RAE Group; for such reason the original titles of the statements below have been replaced with the ones that comprise our new description: THE AIESEC WAY.

WHAT WE ENVISION: Peace and Fulfilment of Humankind's Potential.

OUR IMPACT: By developing individuals, we contribute to the development of our communities with an overriding commitment to international co-operation and understanding.

THE WAY WE DO IT: AIESEC facilitates international traineeship exchanges and supporting activities that provide practical learning experiences for our trainees and that facilitate the learning of our members and other stakeholders.

- AIESEC offers an International Traineeship Exchange Program that is supported by learning activities that are comprised of recruitment/selection, preparation, reception/integration and reintegration.
- AIESEC members mainly run the process for other university students. Few AIESEC members participate of the International Traineeship Exchange Program.
- Trainees (participants of the ITEP) are seen by the organization as the main delivery to our communities in order to achieve our vision.
- Our members are just the engine that makes the process happen and not necessarily participants of the process itself.

AIESEC in 2000:

Following IPM 1999, we needed to complete the values component of our association description that would guide our actions and operations. At International Congress 1999 in South Africa we ran through a process for doing this and also explored what we needed to do to utilize our common global association description and ideals to increase our profile, impact, and results. At that moment the challenge that we had in front of us was to act upon that agreement and to reach the goals that we all envisioned. By completing our organizational description and ideals – through agreeing upon OUR VALUES and simplifying THE WAY WE DO IT statement – IPM 2000 was a historical event in which the global association confirmed its commitment by legislating the complete description. This refreshed description would determine how the association was positioned internally and externally and how each member and entity in AIESEC acted until the latest refreshment at IC 2005 in India.

WHAT WE ENVISION: Peace and Fulfilment of Humankind's Potential.

OUR IMPACT: By developing individuals, we contribute to the development of our communities with an overriding commitment to international co-operation and understanding.

THE WAY WE DO IT: AIESEC facilitates international traineeship exchanges and supporting activities that provide practical learning experiences for our trainees and that facilitate the learning of our members and other stakeholders.

OUR VALUES:

- **Activating Leadership:** We lead by example and inspire leadership through our activities. We take full responsibility for our role in developing the potential of people.
- **Demonstrating Integrity:** We are consistent and transparent in our decisions and actions. We fulfil our commitments and conduct ourselves in a way that is true to our ideals.
- **Living Diversity:** We seek to learn from the different ways of life and opinions represented in our multicultural environment. We respect and actively encourage the contribution of every individual.
- **Enjoying participation:** We create a dynamic environment by active and enthusiastic participation of individuals. We enjoy being involved in AIESEC.
- **Striving for Excellence:** We aim to deliver the highest quality performance in everything we do. Through creativity and innovation we seek to continuously improve.
- **Acting Sustainably:** We act in a way that is sustainable for our organisation and society. Our decisions take into account the needs of future generations.

AIESEC in 2005:

The most recent global discussion about revising THE AIESEC WAY content started in 2004 and resulted with the refreshment of our organizational description and ideals in the International Congress 2005 in Agra - India. The definition of the 'AIESEC Experience' in 2002, a result of the Global Change Process initiated by the creation of AIESEC 2005 with The Rae Group at IPM 1999 in Taiwan, helped us to reconsider who our primary target group is. After a long time of different viewpoints, it symbolised increased unity and common vision among the membership of the organisation and a clear link to contribute to the achievement of our vision.

After the common agreement of the organization to implement the 'AIESEC Experience' at IPM 2004 in Sri Lanka, we realized that our organizational description and ideals were no longer an accurate representation of AIESEC. Formal discussion started to happen on THE AIESEC WAY changes in the organization at that point, including AIESEC International discussions, Steering Team meetings and MCPs participation at the International Congress 2004 and International Presidents Meeting 2005 as well as participation of MCVPs at the XPros 2005.

During those discussions it was determined that the organisation's description and ideals were tied to the former concept of AIESEC as an organization that provide a service to university students and indirect service to society by providing it with capable future leaders without considering the formal development of its members as those future leaders. The 'AIESEC EXPERIENCE' aims to set up the organization to provide these opportunities to all its members – this needed to be reflected in THE AIESEC WAY statements. As well, the fact that AIESEC contributes to the achievement of WHAT WE ENVISION by providing leadership for a positive impact in society was not clear.

By re-discussing THE AIESEC WAY, it was aimed to:

- Facilitate internal and external communication to create one common image/message around the world.
- Reflect the evolution of the organization itself after the Global Change Process that brought the 'AIESEC Experience' as the essence of what we do stated in THE WAY WE DO IT.
- Re-enforce the description and ideals of AIESEC.

AIESEC in 2008:

Since the 1999 changes were made to our association description and ideals with the support of The RAE Group, we have been using a language that is property of the consultancy firm due to not completing the final work on our description with them. (This "language" includes without limitation, 'the framework', its title, and the titles and format of the statements.)

In order to handle the property of this consultancy company properly, and find our way to completing the work on our organizational description and ideals, Dianna Old of The RAE Group supported us in the process of defining something that we think suits the unique needs of AIESEC. In this context THE AIESEC WAY was born. THE AIESEC WAY describes not only AIESEC and its ideals, but also states that this is our way. It helps us to differentiate ourselves even more from other organizations. THE AIESEC WAY also states that Peace and Fulfilment of Humankind's Potential is WHAT WE ENVISION. This will help us differentiate the role this statement plays in comparison with our AIESEC 2010 organizational vision, which is the vision we have for AIESEC in 2010. The OUR IMPACT statement as well as our GLOBAL DESCRIPTOR have also been slightly re-worded as compared to the initial format of 2005, with the same purpose of ensuring the current AIESEC WAY is not disclosing confidential information of The RAE Group and that the current toolkit is fully the property of AIESEC International.

AIESEC in 2015

After accomplishing the 2010 mid-term ambition, AIESEC continued growing very rapidly. Many changes were implemented (the AIESEC experience changed to being program-based and the focus switched to leadership development in every experience we provide). It became necessary to bridge the gap between our performance and our vision, so again the organisation decided to refresh the AIESEC Way. The AIESEC way was changed based on the trends of current generation. Golden circles methodology replaced the previous structure from 2008 in order to bring simplicity and easier understanding.

members for the creation of the next mid-term ambition AIESEC 2020. AIESEC also fundamentally changed some of the content of the AIESEC Way. In the HOW section, AIESEC clarified that leadership is the fundamental solution for achieving peace and fulfilment of humankind's potential. AIESEC also defined the leadership it develops based on an identification of what the world needs, what the organisation does well, and its members' feelings of the essence of leadership. The organisation also kept in mind the important decision made at IC 2010 in India, bringing in a much more inclusive ambition and long-term aspiration to "Engage and Develop every young person in the world". This significantly changed our approach toward how the organisation should operate and evolve.

AIESEC in 2021: The most recent revision of the AIESEC Way

In 2019 we started the process of designing the mid-term direction. While learning from the past, the organization decided to start the process before the 2020 direction ended, so we could ensure the next 5 years were focused on the implementation of the strategy rather than the creation of it. However, in 2020 an unprecedented event happened: the world underwent a humanitarian crisis, as we know it, the CoVID-19 (Coronavirus) pandemic. As an organisation that predominantly runs exchange-based operations, AIESEC was faced with the challenge of questioning its relevance in the current world context, and so the 2025 direction had to be redefined. At the same time, the organization had the opportunity to review all aspects of its essence, and ensure a well-rounded approach to the current context for the future generations. In April 2021, a group of AIESECers from all layers of the organization (including Alumni) took the challenge to review and redefine the AIESEC Way in a virtual summit. The proposal went through a 6-month review process including sensing forms, interviews and feedback rounds, until it was finally approved in the virtual legislation meeting of AIESEC's International Congress 2021 in July 2021.

What were the main changes?

- The scope of the meaning of the word "peace" was broaden to make it more inclusive.
- The WHAT became more inclusive of all cross-cultural understanding, leadership development experiences (not only exchange), and membership took a more central role in this area.
- The Leadership Development Model changed from a skills-based model to a value-based model, which subsequently modified the HOW of the organization, putting values at the center of how we work towards our vision
- The definition of AIESEC changed from "non-political" to "non-partisan" and a sentence about speaking up on human rights issue was added to make clearer what AIESEC stands for and should speak up about.
- The WHO element was added to the framework to ensure everyone has an equal understanding of who is AIESEC's main target audience.

The AIESEC Way: Current Version

Why?

Peace and Fulfilment of Humankind's Potential

Who?

We engage and develop youth to create better a future for themselves, their communities, and therefore, the world

How?

We believe leadership is the fundamental solution and it can be developed in anyone, anywhere. We empower young people to become value-driven leaders who positively impact the world around them.

What?

We enable young people to develop their leadership through learning from practical experiences in challenging environments. We provide opportunities that seek to enhance cross-cultural understanding, in collaboration with like-minded partners.

Who we are

AIESEC is a global, independent, non-partisan, not-for-profit youth-run organisation. AIESEC does not discriminate on the basis of gender identity and/or expression, sexual orientation, ability, creed, or religion, nor on the basis of national, ethnic, or social origin.

The AIESEC Way: 2015 Version

Why?

Peace and Fulfilment of Humankind's Potential.

How?

We place our confidence in youth, who hold the keys to unlock a better future. We believe that the fundamental solution to the world's problems is to develop their leadership potential. We define leadership as a summary of following characteristics: world citizenship, self-awareness, solution-oriented and ability to empower others.

What?

We enable young people to develop their leadership potential through learning from practical experiences in challenging environments. We do this through participation in and creation of cross cultural exchanges. Imagine what will happen to the world once we engage and develop every young person? This possibility drives us as we strive to achieve what we envision: Peace and Fulfillment of Humankind's potential.

Who we are

AIESEC is a global, independent, non-political, not-for-profit youth-run organization. AIESEC does not discriminate on the basis of gender, sexual orientation, disabilities, creed, or religion, nor on the basis of national, ethnic, or social origin.

Other Considerations

In the International Compendium, as part of **THE AIESEC WAY** there are three more elements that support us in describing AIESEC. These three elements are:

1. English is the sole official language of AIESEC.

As a global organization, English acts as the official language to facilitate communication among members. All international congresses as well as regional ones should use English as the official language of the meeting, this is to ensure equal opportunities for involvement for all international members present in each one of AIESEC events globally.

Materials to be used globally and delivered by AIESEC International should be in English for the same purposes mentioned above. Versions on other languages are allowed; however there should always be an English version.

2. AIESEC adopts the AIESEC Code of Ethics along with its supportive structures mentioned.

The external world message is clear: skills are just not enough. There is no leadership without ethics. AIESEC strives to provide leaders for a positive impact in society. The meaning of the positive impact that AIESEC wants to have in the world lies in AIESEC's ability to create, for each and every member, a steering wheel that will shape his/her actions ethically.

AIESEC's ethical process is a deep and steady move to make the AIESEC Experience the gateway to the values-driven leadership the world needs, thus getting AIESEC closer to its organizational description and ideals. The Code of Ethics adopted by the global plenary at IPM 2007 in Egypt was a key event in THE AIESEC WAY to develop ethical leaders.

The purpose of the **AIESEC CODE OF ETHICS** is to:

Provide the ability for AIESEC to consciously develop ethically sensitive leaders. The Code brings Ethics to our attention and puts the organization on a virtuous track.

Acts as a compelling reference point for every single member of the organization.

Open the gateway for what is needed for impact on the individuals that live an AIESEC EXPERIENCE.

The **AIESEC CODE OF ETHICS** is about the ethical principles we all adhere to, and the enforcement mechanisms to align them with OUR VALUES.

The **AIESEC CODE OF ETHICS** can be found in the International Compendium.

3. The AIESEC Brand

The AIESEC Brand can be found in the Blue Book.

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