



# 2023 Global Impact Report

*Generation*



# Table of Contents

3	A Message from Our CEO	12	Professions
4	Who We Are	13	Perspectives: Tech Report
5	Global Reach	14	Perspectives: Midcareer Report
6	Impact Milestones	15	Recognition
7	Impact Measurement	16	Financials
8	Breadth of Impact	17	Leadership
9	Depth of Impact	18	Philanthropic & Public Funders
10	Durability of Impact	20	Supporting Generation
11	Who We Serve		

# A Message from Our CEO

**We are on a mission to make economic mobility possible for people and their families around the world. We believe employment changes lives. And, towards the end of this year, we will mark the 10-year anniversary of starting this work.**

We celebrated a significant milestone at the end of 2023: more than 100,000 graduates from our programs to date – 50,000 of those in the past two years – who have, in turn, earned \$1 billion in life-changing wages.

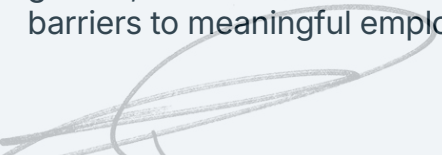
Last year, our graduates continued to achieve strong employment and income outcomes. We served more people than ever before in 2023, with over 30,000 graduates – up from 22,000 in 2022. We had our first graduates in Colombia and launched new programs in Ghana. We achieved 82% job placement for our graduates at three to six months post program.

We are creating change that lasts, working across a diverse set of countries. Within a year of graduating, 70%+ of employed graduates are earning above a living wage in 11 of our countries. Two to five years after graduation, most alumni remain employed – 83% of those in high-income countries, 91% in upper-middle income countries, and 62% in lower-middle income countries. And 58% of employed alumni in lower-middle income countries, 98% in upper-middle income countries, and 74% in high-income countries continue earning above living wage two to five years post graduation. Over 80% of alumni report positive personal well-being outcomes, and 84% want to give back to Generation.

We want to change the playing field for not only our 100,000+ graduates, but for everyone. Last year, we published two original research reports to move the entire field forward in our understanding of challenges and solutions. First, “Launching a Tech Hiring Revolution” to spotlight global entry-level tech hiring and the practices needed to make it more inclusive. Second, “The Midcareer Opportunity” – created in partnership with the OECD – to shed light on the challenges, as well as the immense potential, midcareer and older workers have.

We have been delighted to receive continued recognition for our impact. Globally, we were recognized as one of the top 200 social good organizations in the world in 2023 by thedotgood and won two Anthem Awards. Country programs across the Generation network received many national and regional recognitions as well.

The opportunity to do this work remains a privilege we don’t take lightly, and we are grateful for the commitment of our network colleagues, graduates, employers, and funders. We invite you to join us in building pathways to economic mobility for all people regardless of their age, race, gender, and socio-economic background and breaking down systemic barriers to meaningful employment.



**Mona Mourshed** CEO





# Who We Are

Generation is a global nonprofit network that supports people to achieve economic mobility and a better life.

## **Mission:**

We transform education to employment systems to prepare, place, and support people into life-changing careers that would otherwise be inaccessible

## **Vision:**

A meaningful career and sustained well-being for every person, anywhere in the world



# Global Reach

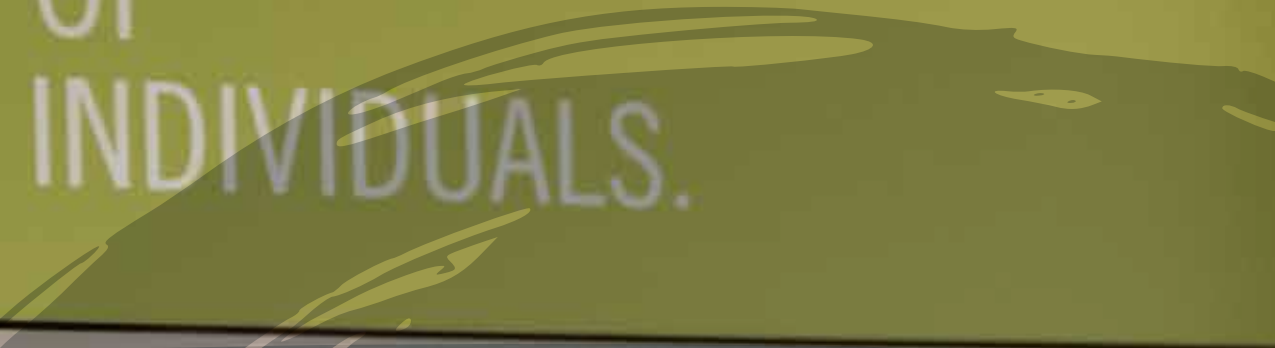
Generation comprises a global hub organization (Generation: You Employed or GYE) and a network of in-country affiliates around the world.

Our global hub (Generation: You Employed or GYE) develops the products, services, and digital infrastructure that underpin our methodology, creates data and research insights, leads network growth, and delivers programs in select countries (Colombia, Ghana, and the United States).

Our Generation country affiliates deliver our programs locally, each working with an ecosystem of partners (e.g., training providers, NGOs, local and national governments) to achieve our high employment and income outcomes.







INDIVIDUALS.

# Impact Milestones

We reached two major milestones  
at the end of 2023:

100,000+  
graduates

\$1 billion  
in life-changing  
wages earned

We are now at 117,000+ graduates and \$1.4 billion in wages earned to date.



# Impact Measurement

## Breadth


represents our annual and cumulative volume of graduates around the world.

## Depth

represents our graduate employment and income outcomes within 3 to 6 months of program completion.

## Durability

represents the sustained employment, income, and well-being outcomes for graduates over 5 years.

 Learn more about our approach to impact measurement in the following **op-ed**





# Breadth of Impact

**30,010**

graduates in 2023, 8,000 more than in 2022. We've had 117,000+ graduates since we launched in 2015

**35+**

professions in tech, healthcare, customer service, skilled trades, and green jobs. We've placed people in 47+ professions to date

**4,718**

employers in 2023. We've worked with 17,000+ employers to date





# Depth of Impact

**78%**

of graduates in 2023 employed within six months, with 63% placed in jobs within three months

**91%**

of graduates placed in jobs directly related to their Generation training

**65%**

of graduates are hired by repeat employers

**\$1 billion**

in wages earned by graduates at the end of 2023, which has now risen to \$1.4 billion



# Durability of Impact

Every year we survey alumni who completed our programs two to six years ago, and in 2023 we received more than 3,000 responses representing 14 countries across our network.

Lower-middle income countries

58%

of employed alumni earning a living wage\* 2-5 years after program completion (World Bank country income groups)

Upper-middle income countries

98%

High income countries

74%

86%

feel optimistic about the future

84%

want to give back to Generation with in-kind support

\*Across 14 countries, our living wage estimates are on average ~40% higher than minimum wages

[Learn more about our impact on our website](#)





# Who We Serve

Gender  
**53%**  
women

Education  
**73%**  
don't have a  
university degree

Dependents  
**28%**  
with 1 or more  
dependents

Unemployment  
**90%**  
were unemployed prior to  
starting a Generation program,  
with over half for 6+ months

[Learn more about who we serve on our website](#)





# Professions

We offer programs to prepare and place people in 35+ professions across 5 sectors:

## Technology

- Business development representative
- Cloud support engineer
- Data analyst
- Data engineer
- Digital customer support associate
- Digital marketing analyst
- Front-end developer
- IT support specialist
- Junior full-stack developer
- Mobile app developer
- Network and cyber security analyst
- .Net developer
- QA tester
- RPA developer
- Salesforce developer
- Software developer
- Unity junior game developer

## Customer Service & Sales

- Call center agent
- Commercial salesperson
- Customer service supervisor
- Financial salesperson
- Food & beverage steward
- Hotel front-of-house staff
- Retail sales associate

## Healthcare

- Administrative medical assistant
- Disability support worker
- Hospital front desk executive
- Nursing assistant
- Senior care professional

## Green Jobs

- Bicycle repair technician
- Heat pump installer
- Retrofit advisor
- Solar panel installer

## Skilled Trades

- CNC machine operator
- Sewing machine operator





# Perspectives:

## Launching a Tech Hiring Revolution

Even though employers are strongly motivated to expand their entry-level tech pipelines, they are struggling to shift restrictive hiring processes. To help address this critical challenge, we undertook a global survey of entry-level tech talent and employers in 8 countries. In the resulting report, "Launching a Tech Hiring Revolution", we identify four bold actions can unlock the necessary change to improve global entry-level tech hiring practices:

### Bring back the entry-level job

At the start of hiring, remove work experience and degree requirements and use certifications and other skills indicators to increase applicant pools.

### Take a skills-based approach

During the hiring process, use technical assessments to ensure applicants have the necessary skills for the job.


### Embrace technical skills and behavioral skills

Throughout the process, pay attention to behavioral skills as well as technical capabilities.

### Rethink hiring teams

Broaden your recruiting team to reduce tacit bias and bring in a wider range of diverse talent.

With support from The Hg Foundation, Bank of America, Clayton, Dubilier & Rice, and MetLife Foundation.

 [Download the full report](#)



# Perspectives:

## The Midcareer Opportunity

Generation and the OECD teamed up in 2023 to survey thousands of hiring managers, and employed and unemployed people across Europe, the UK, and the US. The resulting report, “The Midcareer Opportunity”, reveals unfounded but deep-seated ageism, explores barriers and enablers to career success, and outlines actions that employers, midcareer and older individuals, and policymakers can take to capitalize on the midcareer opportunity. Those recommendations include:

### Employers

- Proactively attract midcareer and older applicants
- Adjust hiring processes to evaluate the strengths of midcareer and older candidates

### Midcareer and older individuals

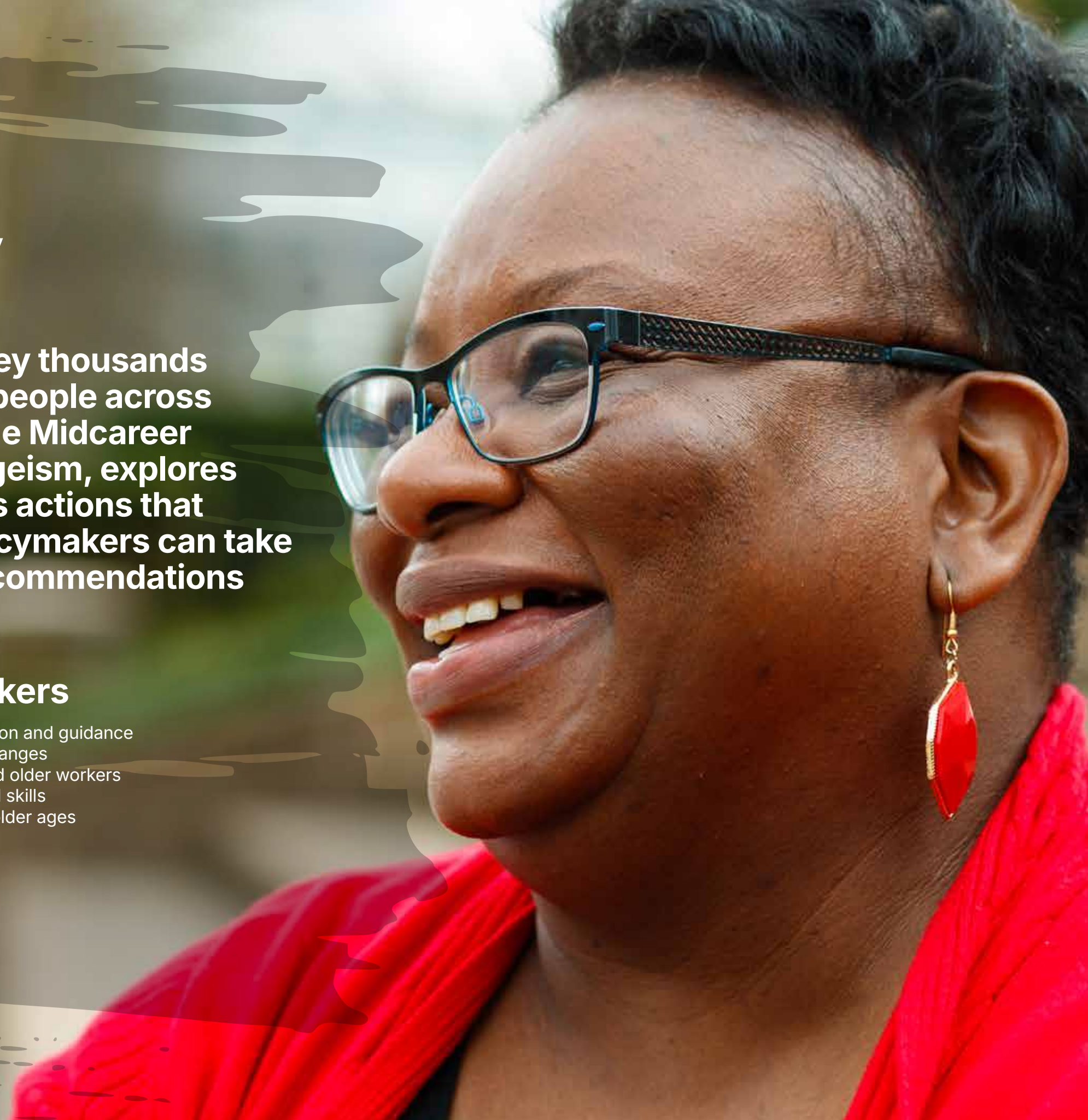
- Seek out job-relevant training and certifications
- Search for jobs in priority channels for employers

### Policymakers

- Provide information and guidance to support job changes for midcareer and older workers
- Fund training and skills development at older ages

This report was developed in partnership with the OECD, with financial support from Google.org and Clayton, Dubilier & Rice.

[Download the full report](#)





# Recognition

**We were honored to be recognized for our work in the last year by a wide range of organizations.**

We were recognized as one of the top 100 social good organizations in the world by thedotgood, which has been ranking the world's most impactful nonprofit organizations since 2012 in an effort to showcase the best practices and newest ideas in the nonprofit sector.

We won two Anthem Awards for the research report "Launching a Tech Hiring Revolution", which received a silver prize in "Research Projects or Publications" category, and the global communications campaign "Get the Facts on Skills-Based Hiring", to support the "Midcareer Opportunity" report launch, which received bronze in the "Campaign – Non-Profit" category.

Our CEO, Mona Mourshed was recognized as a 2024 Advocate for Aging, by Next Avenue and the American Society on Aging, one of the largest multidisciplinary associations in aging. She is part of a list of eight leaders who they cite as "redefining what it means to grow older."



[Learn more about our awards on our website](#)



# Financials

Generation’s global budget and spend reflect the global entity and country affiliates (local entities we created to launch and operate Generation in each of our countries) funded through various streams.

Revenue  
\$57,799,537

Expenses  
\$57,110,068

\$20m


global spend on content, tools, systems, and services to support country implementation

\$30m

country operations

\$8m

in-kind revenue and direct to partner contribution\*

 Note that audited financials will be available on our [website](#) later in 2024, alongside our prior year financials.

\*excludes \$3m paid directly to training partners



# Leadership

## Global Leadership

**Juliano Allegrini** Global Head of Marketing  
**Elaine Barr** Global Director of HR Services  
**Jihane Berrada** Global Director of Partnerships  
**Kelly Cassaro** Chief of Learning  
**Alma Merino Cedeno** Global Director of Digital  
**Goldie Chow** Global Director of Data & Impact  
**Mat Constantine** Director of Online Learning  
**Shalini Dwivedi** Global Director of Instruction  
**Jeremy Fox** Chief Executive Officer, Asia-Pacific  
**Ali Jaffer** Chief Operating Officer  
**Kat Kelley** Global Director of Learner Engagement  
**Annie Kim** Global Director of Compliance & Risk  
**Jastine Klink** Global Financial Planning and Analysis Director  
**Minh Huy Lai** Chief Operating Officer, Europe  
**Dana Lee** Global Director of Curriculum & Instruction, Product Development  
**Gillian McKenna** Chief People Officer  
**Patrick Morton** Chief Executive Officer, SAMEA  
**Mona Mourshed** Chief Executive Officer  
**Alyssa Owens** Global Director of Curriculum & Instruction, Affiliate & Partner Support  
**Gabriela Paranhos** Chief Operating Officer, Latin America  
**Guli Ruzmetova** Chief Financial Officer  
**Jennifer Sikes** Chief Communications Officer  
**Bonni Theriault** Chief Partnerships Officer

## Country Leadership

**Gloria Arlini** Chief Operating Officer, Generation Singapore  
**Fatène Ben-Hamza** Chief Executive Officer, Generation France  
**Brian Cheng** Chief Executive Officer, Generation Hong Kong  
**Mercedes de la Maza** Chief Executive Officer, Generation Mexico  
**Harry Grayde** Chief Executive Officer, Generation Chile  
**Michael Houlihan** Chief Executive Officer, Generation UK & Ireland  
**Malcolm Kinns** Chief Executive Officer, Generation Australia  
**Andrea Matsui** Chief Executive Officer, Generation Brazil  
**Corrinne Ngurukie-Yamo** Chief Executive Officer, Generation Kenya  
**Oscar Pasquali** Chief Executive Officer, Generation Italy  
**Phunyanuch Pattanotai (Aom)** Chief Executive Officer, Generation Thailand  
**Arunesh Singh** Chief Executive Officer, Generation India  
**Mercedes Valcárcel** Chief Executive Officer, Generation Spain

## Global Board of Directors

**Laura Corb** Senior Partner, McKinsey & Company  
**Michael Halbye** Board Member, Kirkbi A/S  
**Maysa Jalbout** Visiting Scholar & Special Advisor on the UN Sustainable Development Goals at MIT & ASU  
**Salah-Eddine Kandri** CEO, Southeast Asia, Central Asia, & Europe, Humania Capital (DIFC) Limited  
**Stephanie Khurana** CEO, Axim Collaborative  
**Wendy Kopp** Chief Executive Officer & Co-Founder, Teach for All  
**Siva Kumari** CEO, College Possible  
**Linda Fayne Levinson** Chair, AZA Finance, Clearpath Robotics, & Wndyr  
**Scott McKinley** Founding Partner, McKinley Hodge Group  
**Mona Mourshed** Chief Executive Officer, Generation  
**Dana Brakman Resier** Professor of Law, Brooklyn Law School  
**Michael Silber** Senior Partner, McKinsey & Company  
**Anne-Marie Slaughter** Chief Executive Officer, New America  
**Kevin Steinberg** Chief Executive Officer, Ascent Leadership Networks

## Global Senior Advisor

**Eduardo Kassner** Chief Data Officer, Software Digital, Platforms Division, Microsoft Corporation



# Philanthropic & Public Funders

**Thank you to the many funders who have contributed to either our global organization, Generation: You Employed, or one or more of our country affiliate programs.**

## Global Funders

- Admiral Group Plc
- Apollo Opportunity Foundation
- Autodesk Foundation
- Bank of America Foundation
- BairesDev
- BlackRock Foundation
- Cadence Foundation Fund
- Cisco Systems Foundation
- Citi Foundation
- Clayton, Dubilier & Rice (CD&R) Foundation
- Cloudera
- The Coca-Cola Foundation
- Colsubsidio
- Credit Suisse APAC Foundation
- Draper Richards Kaplan (DRK) Foundation
- Ezrah Charitable Trust
- FactSet Charitable Foundation
- Fiverr International Ltd.
- Garcia Family Foundation
- Gerson Lehrman Group (GLG)
- GitLab Foundation
- Global Opportunity Youth Initiative
- Google.org
- The Hg Foundation
- IKEA Foundation
- Internet Society Foundation
- Jacobs Engineering
- Jenkins Family Gift Fund
- JP Morgan Chase Foundation
- The Learning Agency
- LinkedIn
- Livelihood Impact Fund
- Macquarie Group Foundation
- Mastercard Foundation
- McKinsey & Company (founder)
- Menon-Garg Family Foundation
- MetLife Foundation
- Microsoft
- RippleWorks Inc.
- Silver Lake

- The Solid Foundation
- Standard Chartered Foundation
- SumUp
- Swedish International Development Cooperation Agency (SIDA)
- Unity Charitable Fund
- The Upwork Foundation
- Vanguard Charitable
- Verizon Foundation
- Workday Foundation

## Country Funders

- Accenture
- Admiral Group Plc
- Amazon Career Choice
- Amazon Web Services
- Arymax Foundation
- Australian Unity Support Foundation
- Axis Bank Foundation
- B3 Social
- Banchile Inversiones
- Banco de Chile
- Banco Santander – Neoris España
- Bank of America Foundation
- BlackRock Foundation
- BNP Paribas
- Capital City Partnership
- Challenge Fund Youth Employment (CFYE)
- Citi Foundation
- City Bridge Trust
- Cloudera
- The Coca-Cola Foundation
- Collier Charitable Fund
- Conrad N. Hilton Foundation
- Credit Suisse
- Credit Suisse, a UBS Group Company
- The Credit Suisse APAC Foundation
- Cyber Scotland
- Department for Education, UK
- Department of Social Services, Australia
- The D.H. Chen Foundation
- Digital Skillnet
- DXC Technology
- Enable Works
- Eni Plenitude S.p.A
- ESB
- European Social Fund
- Ezrah Charitable Trust
- FactSet Charitable Foundation
- Financing of Return to Employment (Forte) Ptd Ltd
- Fondazione Cassa Depositi e Prestiti (CDP)
- Fondazione Comunità Milano

Country Funders (continued) on the second page



# Philanthropic & Public Funders

## Country Funders (continued)

- Fondazione Generation Italy
- Fondo Repubblica Digitale – Futura
- Fondo Repubblica Digitale – Onlife
- Fonds de revitalisation Alixio Revitalia
- Fundacion Coppel AC
- Fundación MC
- Fundación Viento Sur
- Garcia Family Foundation
- GitLab Foundation
- Good Things Foundation
- Google.org
- Grande École du Numerique
- Greater London Authority
- Greater Manchester Combined Authority
- The Growth Company
- Gruppo MutuiOnline
- Hartley People Training
- The Hg Foundation
- The Hong Kong Jockey Club Charities Trust
- HOPE'87
- IDH (Sustainable Trade Initiative)
- IKEA Foundation
- Impetus
- Indeed
- International Association of Microsoft Channel Partners
- Internet Society Foundation
- Intesa San Paolo
- JAKALA
- Joseph Rowntree Foundation
- JP Morgan Chase
- JP Morgan Chase Foundation
- KKR
- Klépierre
- Laois & Offaly Education and Training Board
- Lenovo Foundation
- LinkedIn
- Livelihood Impact Fund
- London Stock Exchange Group Foundation
- M1 Drogheda Chamber Skillnet
- Macquarie Group Foundation
- McKinsey & Company
- Microsoft
- Microsoft Data Center
- Microsoft Datacenter Community Development
- Ministerio de Derechos Sociales y Agenda 2030 – Gobierno de España
- Ministry of Higher Education, Science, Research and Innovation, Thailand
- Monte de Piedad
- Motorola Solution Foundation
- Natwest Social & Community Capital
- Paul Ramsay Foundation
- PRIC
- Program Management Unit for Human Resources & Institutional Development, Research and Innovation (PMU-B)
- Redeia
- Retex
- Rethink Ireland
- SCAI Group
- Seine-Saint-Denis Compétences
- Shell International Limited
- SkillsFuture Singapore
- Standard Chartered Foundation
- SumUp
- Swedish International Development Cooperation Agency (SIDA)
- Telles Foundation
- Temasek Polytechnic
- TopNetwork
- Turing Trust
- Umsizi Fund
- Unibail-Rodamco Westfield
- Verizon Foundation
- Victorian Department of Jobs, Skills, Industry and Regions, Australia
- Ville de Paris – Paris Fabrik
- West Midlands Combined Authority
- West Yorkshire Combined Authority
- Westpac
- WeWork
- Workday Foundation
- Workday India Private Limited
- Zurich Insurance Group Plc



# Supporting Generation

**We express immense gratitude for the opportunity to do this work and the commitment of our funders, employers, graduates, and network colleagues. We invite you to join us in building pathways to economic mobility for all people regardless of their race, gender, and socio-economic background and breaking down systemic barriers to meaningful employment.**

**There are several ways you can help move our mission forward:**

## Funding

Funding to support us in developing programs, tools and services that enable us to scale to more learners, produce thought leadership, and explore new ways to grow our impact (GYE).

Funding to support us in running profession-specific employment programs that are aligned by sector, geography, and/or talent pool with your strategic priorities (In-Country Affiliates).

## In-Kind Support

In-kind support including but not limited to access to learning assets such as content, tools, and certifications; subject matter expertise to identify high-demand jobs or create role-specific curricula; pro bono teams or volunteers to support us with strategic projects and activities.

## Ecosystem Engagement

Ecosystem engagement to secure job vacancies for our graduates with your customer, partner and/or supply chain networks.

**We believe employment changes lives. Your generous support will help Generation train and support people into meaningful employment that would otherwise be out of reach.**

 **Support our work!**





[www.generation.org](http://www.generation.org) | [info@generation.org](mailto:info@generation.org)

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