

Generation

ANNUAL REPORT 2019



A MESSAGE FROM OUR CEO

While this report is about 2019, we need to acknowledge the shockwaves we've felt in 2020: the devastating COVID-19 pandemic, an unprecedented economic fallout, and the long overdue calls for racial and social justice.

The people most affected by the economic and health crisis are those with the fewest resources, and they are at risk of being left behind. We believe that together we can create an inclusive recovery and reimagine the systems that support them. To address the surge in unemployment, we need to reach large numbers of people quickly and move them into jobs in sectors that do have demand, like healthcare and technology.

That's why we created Generation. We recruit, train, and place people in jobs. We started with a focus on youth, and now also serve people who are mid-career and returning to work after a break, need to learn new skills, or have lost their jobs—as is so often the case right now.

Our growth and progress last year have set the stage for how we are responding this year. For example, over the last four months we developed healthcare upskilling programs that have supported more than 200,000 nurses, doctors, and nonclinical workers with the skills they need to care for and treat COVID-19 patients.

We are incredibly grateful for the opportunity to do this work and for the partnership and dedication of our many supporters, employers, and learners. We're glad to share with you some of what we accomplished together in 2019, as well as in the pandemic thus far.

Join us in creating equity in opportunity and breaking down systemic barriers to employment.



Mona Mourshed CEO

This past year, we celebrated the five year anniversary of our founding, and coming out of that we refreshed Generation's mission and vision. It could not be more timely as we rise up to meet the challenge of recovery from the pandemic and the demand for equity in opportunity.

MISSION

To 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.



**GENERAL DUTY
ASSISTANT PROGRAM**
**HYDERABAD,
INDIA**

GLOBAL REACH



13 COUNTRIES 148 CITIES
NEW IN 2019*

GLOBAL REACH

GRADUATES

10,470

in 2019 (38,260 since inception)

EMPLOYERS

1,244

in 2019 (3,910 since inception)



Learn more about our impact
on Generation's website



IMPACT

GRADUATION RATE

86%

CONTINUED EMPLOYMENT
AT ONE YEAR

61%

JOB PLACEMENT RATE
AT 3 MONTHS POST-GRADUATION

86%

WAGE LEVELS

3.9x

income increase for those who had
a pre-Generation income



**CUSTOMER SERVICE
PROGRAM MEXICO CITY,
MEXICO**

WHO WE SERVE

GENDER

46%

male

54%

female

DEPENDENTS

40%

with one or more dependents

UNEMPLOYMENT

93%

of people are unemployed and earning no income when they join Generation

OUR PROFESSIONS

28

professional programs
offered across four sectors

CUSTOMER SERVICE & SALES

- Beauty therapist
- Call center operator
- Cashier
- Commercial salesperson
- Customer service supervisor
- Financial salesperson
- Food & beverage steward
- Front desk clerk
- Insurance salesperson
- Microfinance officer
- Pharmacy technician
- Retail associate/manager
- Retail banker

DIGITAL & IT

- Cloud support practitioner
- Digital customer support
- Digital marketer
- IT help desk technician
- Java developer
- Mobile developer
- Robotics process automation developer
- Web developer

HEALTHCARE

- Administrative medical assistant
- Disability support practitioner
- Home health aid
- Nursing assistant

SKILLED TRADES

- Construction helper
- Machine operator
- Sewing machine operator



SPOTLIGHT ON: DATA INSIGHTS

Data is at the core of all we do. We always strive to better our best, and to do this we collect and track data about our graduates from before they join our course, through the program, and into the workforce.

7m

data points are now in our learner and graduate database which helps us offer individual support where it is needed, improve specific components of our programs, and measure our impact.

COST PER EMPLOYED DAY

For several years, we have been using a new metric that we developed to measure the cost effectiveness of workforce programs, called cost per employed day (CPED). CPED integrates program cost per graduate, job placement rate, and the length of time graduates stay in their jobs, and it is influenced by the delivery model used by each country.

Australia	\$26.84	Mexico	\$4.88
Brazil	\$21.16	Pakistan	\$1.72
Hong Kong	\$17.75	Singapore	\$31.18
India	\$4.33	Spain	\$19.26
Italy	\$11.09	UK	\$33.81
Kenya	\$2.80	USA	\$46.96

Cost per Employed Day is not yet available for France



SPOTLIGHT ON: DATA INSIGHTS

QUALITY

We track program quality in terms of completion and impact, and we improved or held steady on key measures in 2019.

89%

global graduation rate vs. 84% in 2018

87%

global job attainment rate within three months of graduation vs. 86% in 2018

83%

job retention at three months vs. 77% in 2018

3.9x

global average income uplift (starting salary of our graduates relative to what they were earning previously) vs. 3.6x in 2018



A man with glasses and a black shirt stands in a modern office space. He has his arms crossed and is smiling slightly. The background features a long row of tables with white frames and light-colored tops, and several black pendant lights hanging from the ceiling. The walls are a mix of orange and white, with some green acoustic panels. The overall atmosphere is bright and professional.

DIGITAL MARKETING PROGRAM SINGAPORE

SPOTLIGHT ON: EMPLOYERS

Not only do we partner with employers to develop our programs, but before every class we work with employers to pre-confirm job vacancies so that our graduates can interview and begin work immediately. Our graduates are talented and ready to hit the ground running on day one. This employer value is core to our long-term sustainability – they are willing to pay for talent.

3,910

employer partners to date

84%

of employers say Generation graduates outperform their peers

70-90%

program opex covered by employer fees



COUNTRY STORIES

GENERATION BRAZIL

In its first year, our Brazil team built a strong coalition of employer partners. Those partners cover 90% of operating expenses per graduate. Nine months after starting work, 94% of graduates are still in their jobs. And 100% of employers want to hire our graduates again.

GENERATION UK

Generation UK is also fueling programs with employer relationships. Employers cover 70% of operating expenses per graduate for tech programs. Graduates are nontraditional profiles for their roles—60% had low levels of formal education and 55% were out of work for more than 6 months or never had a full time job before Generation. And, they are excelling at their work and proving their talent. Employers say 70% of them outperform their peers.

SPOTLIGHT ON: **REGENERATION**

After initially focusing on youth, Generation expanded to also serve mid-career workers through ReGeneration. ReGeneration supports those who have lost their jobs due to automation and digitization, or those who are returning to the workforce after a hiatus, such as caregivers. While our talented graduates face additional challenges in job placement, they are mastering new skills just as quickly and staying on the job longer than their younger counterparts. The program was available in three countries in 2019—Singapore, Spain, and the USA—and is expanding to more countries in 2020. Our data is allowing us to segment different learner profiles, and we are looking forward to sharing the insights about what it takes to make different profiles successful publicly soon.

40-60%
placed in jobs

48 average age of
ReGeneration learners

59% female

88%
retention in Singapore at
three months



IN MEMORIAM OF A REGENERATION GRADUATE
AARON | JACKSONVILLE USA

Aaron worked as postal carrier for 24 years before getting laid off during a round of budget cuts. Feeling like he lacked the skills to land in a job in today's market, he searched for education opportunities in IT. He found ReGeneration, a first-of-its kind program in Jacksonville targeted at mid-career workers like him. As stressful as it can be to find a job, it can be particularly challenging for older workers whose fields are becoming digitized or existentially threatened. ReGeneration's IT training program even includes a certification in CompTIA Fundamentals, an essential badge to move forward in the industry, and Aaron quickly found a job.

Sadly, Aaron passed away in June 2020.

"I am so thankful...I tear up just thinking about how far this program has brought me in 11 weeks. I went from no job, no skills, to getting my first IT certification and a new job," said Aaron.

SPOTLIGHT ON: PUBLIC INSTITUTIONS

The bulk of the global resources for workforce development lie within public workforce and vocational programs—institutions that are government-funded to help people gain skills and jobs. We work with these institutions, often known as TVETs (technical and vocational education and training institutions), embedding our Generation approach, and partnering to provide pathways to employment. We've partnered with public workforce programs in 4 of our countries to date: India, Kenya, Singapore, and the USA.

10

public TVET partners
across Kenya

90-100%

job placement rate in early Kenyan pilots



PARTNER STORY TECHNICAL AND VOCATIONAL EDUCATION AND TRAINING INSTITUTIONS | KENYA

Like many countries, Kenya has a national network for technical and vocational education and training institutions. In the last year, Generation has partnered with 35 TVETs (10 public and 15 private) across 20 counties.

We launched our first pilots with TVETs in Kitui, Mwingi, Gede, and Kaloleni as well as Pwani University. These early pilots achieved a 90-100% job placement rate across programs.



CUSTOMER SERVICE PROGRAM HONG KONG

SPOTLIGHT ON: THE TECHNOLOGY SECTOR

The technology sector provides stable, future-facing jobs, but too often opportunities are inaccessible to people without university education and STEM experience. Generation places people in technology careers who would typically face uphill battles based on their gender, race, age, education level or discipline. Our programs include Java developer, cloud support practitioner, digital marketer, and robotic process automation technician.

3,500+

technology graduates to date

85%

unemployed prior to
Generation

42%

women

4x

income increase for
all tech graduates vs.
what they were earning
previously



EMPLOYER STORY PROSEGUR MADRID, SPAIN

When Prosegur needed to quickly staff a team focused on robotic process automation (RPA), they turned to Generation. RPA is an emerging field, so finding experienced workers was impossible.

"Finding the right talent was critical," says Fernando Cisneros, Director RPA, Prosegur.

"There were a lot of ways in which Generation helped us. In just two months to have a team fully formed, ready to produce results is incredible. We have what I consider to be the best RPA team in the world."

SPOTLIGHT ON: WOMEN

More than half of Generation's graduates are women, and the impact on their lives is often particularly notable. Generation women have overcome many barriers before landing a life-changing career. They are often the sole supporters of family members or children, they face hiring biases in sectors like technology & manufacturing, and in many cultures, women are still encouraged to stay at home.

19,800

female graduates to date

43%

have dependents

80%

of female grads are placed into work 3 months after graduation



GRADUATE STORY TASLIMA LONDON, UK

Taslima was always interested in tech, but because of cultural pressures, she never pursued it. A woman in tech was deemed "abnormal." Just before Generation, she was on universal credit and was struggling to find a job. She followed a course with Open University and worked in childcare to pay the bills. When her childcare apprenticeship came to an end, she didn't have a job lined up but continued to take courses on the side. Her research eventually led her to the AWS re/Start program with Generation.

"My experience during the programme was amazing," Taslima said. "Everyone was very welcoming, our instructor was great, and honestly the cohort felt like a family. It was very diverse and there were more women than I had expected, and I loved seeing that. One thing I've learned from my experience is to never follow other people's dreams and always find your own purpose, even if it is at an older age."

She now works as a Systems Administrator at Cancer Research UK.



**JAVA DEVELOPMENT
PROGRAM SAO PAULO,
BRAZIL**



DIGITAL CUSTOMER SERVICE PROGRAM

PARIS, FRANCE

OUR FINANCIALS

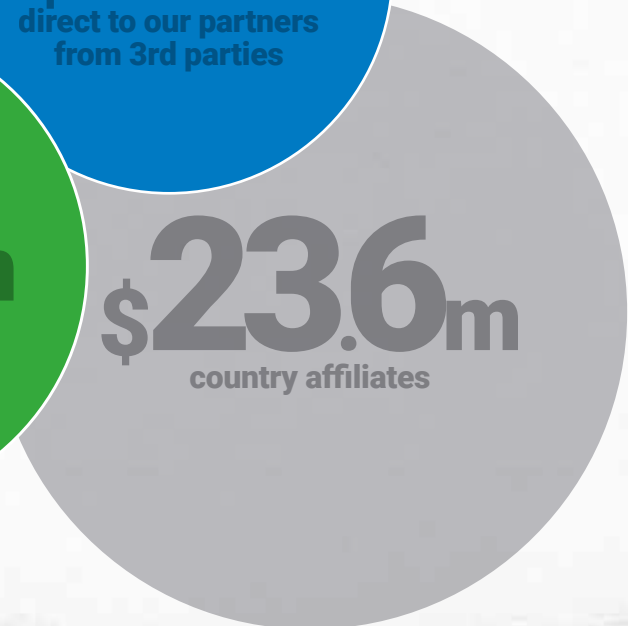
Generation global spend comprises three categories: 1) global entity; 2) country affiliates (local entities we created to launch Generation in each of our countries) funded through various streams, the largest of which is direct grants and employer payments; and, 3) funding received by our implementation partners from third parties (public and private training providers with whom we partner to deliver Generation locally)

BUDGET**

\$41,563,568
revenue

\$35,461,032
expenses

GLOBAL SPEND**



* Note that audited financials will be available later in 2020.

** Including in-kind

OUR LEADERSHIP

GLOBAL LEADERSHIP

- **Seto Akinjiola** Global Director of Human Resources
- **Kelly Cassaro** Chief of Learning
- **Alma Merino Cedeno** Global Director of Digital
- **Jeremy Fox** Chief Executive Officer, Asia-Pacific
- **Alex Hay-Plumb** Chief Partnerships Officer
- **Ali Jaffer** Chief Operating Officer
- **Kat Kelley** Global Director of Learner Engagement
- **Minh-Huy Lai** Chief Operating Officer, Europe
- **Dana Lee** Regional Director, Curriculum & Instruction, USA and Latin America
- **Patrick Morton** Chief Operating Officer, Indian Ocean
- **Mona Mourshed** President and Chief Executive Officer
- **Gabriela Paranhos** Chief Operating Officer Latin America
- **Romina Piersanti** Regional Director, Curriculum & Instruction, Europe and Leadership Development and Coaching
- **Christina Powers** Global Director of Data & Impact
- **Guli Ruzmetova** Global Director of Finance
- **Jennifer Sikes** Chief Communications Officer
- **Bonni Theriault** Global Director of Business Development

COUNTRY LEADERSHIP

- **Gauher Aftab** Chief Executive Officer, Foundation for Youth Employment Pakistan
- **Leonardo Caetano** Chief Operating Officer, Generation Brazil
- **Brian Cheng** Chief Executive Officer, Generation Hong Kong
- **Ramakrishnan Hariharan** Chief Executive Officer, Generation Kenya
- **Prateek Hegde** Chief Operating Officer, Asia-Pacific, and Chief Executive Officer, Generation Singapore
- **Michael Houlihan** Chief Executive Officer, Generation UK
- **Malcolm Kinns** Chief Executive Officer, Generation Australia
- **Laura Moodey** Chief Operating Officer, Generation Mexico
- **Oscar Pasquali** Chief Executive Officer, Generation Italy
- **Sean Segal** Chief Executive Officer, Generation USA
- **Arunesh Kumar Singh** Chief Executive Officer, Generation India
- **Mercedes Valcárcel** Chief Executive Officer, Generation Spain

BOARD OF DIRECTORS

- **Laura Corb** Senior Partner, McKinsey & Company
- **Michael Halbye** Senior Partner Emeritus, McKinsey & Company
- **Maysa Jalbout** Visiting Scholar and Special Advisor on the UN Sustainable Development Goals at MIT and ASU
- **Salah-Eddine Kandri** Global Head of Education, International Finance Corporation
- **Wendy Kopp** Chief Executive Officer and Co-founder Teach for All
- **Scott McKinley** AWS Academy Global Lead, Amazon
- **Phumzile Mlambo-Ngcuka** Executive Director, UN Women
- **Mona Mourshed** President and 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** Founder and Chief Executive Officer, Ascent Leadership Networks



MICROFINANCE LOAN OFFICER PROGRAM LAHORE, PAKISTAN

OUR PHILANTHROPIC & PUBLIC FUNDERS

McKinsey & Company Founder

- Amazon Web Services
- Annie E. Casey Foundation
- Arymax Foundation
- Atento
- Atlanta Airport Marriott
- Atlanta CareerRise/United Way of Greater Atlanta
- Atrium Health
- Australia Department of Social Services
- Bank of America Foundation
- Barclays
- Bill & Melinda Gates Foundation
- The Birshan Charitable Trust
- BlackRock
- Cardinal Health
- CareerSource/First Coast
- Citi Foundation
- Coca-Cola Bottling Co. Consolidated
- Community Foundation for Northeast Florida
- DCYC/Opportunities for a Better Tomorrow
- Delaware Community Foundation/Wilmington Leaders Alliance
- Escuela de Organización Industrial (EOI)
- Fondo Social Europeo
- Foundation for the Carolinas/Charlotte Executive Leadership Council
- Fundación Televisa
- The Hong Kong Jockey Club Charities Trust
- IKEA Foundation
- ISS Facility Services Limited
- Jim Moran Foundation
- Klépierre
- Garcia Family Foundation
- Gatwick Airport
- Good Things Foundation
- Google.org
- Greater Manchester Combined Authority
- HMI Institute of Health Sciences
- InfoJobs
- Institute of Technical Education (ITE)
- Intesa Sanpaolo
- La Fundación INCYDE
- Lyft
- M. Davis & Sons
- Macquarie Group Foundation
- Manchester Health and Care Commissioning Group
- McKinsey Global Services India Pvt Ltd
- McKinsey Knowledge Centre India Pvt Ltd
- MetLife Foundation
- Microsoft Philanthropies
- Nacional Monte de Piedad
- New Profit
- Novant Health, Inc.
- Oracle
- PNC Bank
- Punjab Skills Development Fund
- The Ralph C. Wilson Foundation
- Red.es
- Regions Bank Foundation
- The Rockefeller Foundation
- Safaricom Foundation
- Schultz Family Foundation
- SkillsFuture Singapore
- Swedish International Development Cooperation Agency
- The Social Innovation and Entrepreneurship Development Fund
- Stand Together Foundation
- Starbucks Foundation
- Temasek Holdings Advisors India Private Limited
- TIAA Bank
- Unibail-Rodamco Westfield
- United States Agency for International Development (USAID)
- United States Department of Labor Employment and Training Administration
- United Way of Northeast Florida
- United Way Worldwide (Detroit)
- Wadhvani Charitable Foundation
- Walmart National Giving
- WeWork
- Wells Fargo Foundation
- West Midlands Combined Authority
- Workday
- WSFS Bank
- Vanguard Charitable
- Verizon
- VRB Social

Thank you also to our employer partners and individual donors who have supported our work.



**DISABILITY SUPPORT
WORKER PROGRAM
SYDNEY, AUSTRALIA**

LOOKING AHEAD IN LIGHT OF COVID-19

THE COVID-19 PANDEMIC HAS BROUGHT WITH IT A MASSIVE SURGE IN UNEMPLOYMENT, AND THOSE WHO ALREADY FACED SYSTEMIC BARRIERS TO EMPLOYMENT HAVE BEEN HIT PARTICULARLY HARD. IT HAS MADE OUR WORK MORE RELEVANT THAN EVER.

WE HALTED IN PERSON PROGRAMS AND ACCELERATED MOVING OUR PROGRAMS ONLINE.

Our top priority was the safety of our learners, staff, and partners. We were already moving some programs to a blended format, and accelerated our plans.

WE DEVELOPED UPSKILLING PROGRAMS FOR HEALTHCARE PROFESSIONALS WHO TREAT AND CARE FOR COVID-19 PATIENTS.

We wanted to help, and rapidly formed coalitions with healthcare institutions to combine their clinical expertise with our activity-based learning methodology. The result is a set of nationally accredited online modules that cover subjects such as personal protective equipment use, non-invasive ventilation, infection control and prevention, and stress management under emergency conditions. At the time of this report's publication, we have partnered on programs in France, India, Italy, Mexico, and Spain, reaching more than 200,000 healthcare workers in total.

WE ARE COMMITTED TO AN INCLUSIVE RECOVERY.

We are ready to partner with institutions across the public, private, and social sectors to make certain that no one is left behind. We are developing an online delivery model. We are closely tracking which job roles are still hiring and are even likely to experience growth. And we are listening to and engaging with our alumni so that we can ensure recovery includes them.

THE RESILIENCE AND COMMITMENT OF OUR LEARNERS, OUR GRADUATES, OUR PARTNERS, AND OUR TEAM HAVE BEEN EXTRAORDINARY. WE WILL CONTINUE WORKING FOR AND WITH YOU TO ENSURE EVERYONE, EVERYWHERE HAS ACCESS TO A MEANINGFUL CAREER AND SUSTAINED WELL-BEING.



JAVA DEVELOPMENT PROGRAM MILAN, ITALY

www.generation.org | info@generation.org