



ANNUAL REPORT  
**BEYOND  
2020**

*Generation*

## A MESSAGE FROM OUR CEO

**When we released our annual report last year, we were still in the early days of processing the human tragedy of the COVID-19 pandemic, the depth of the economic fallout, and the important spotlight shone on inequities by the social justice movement. One year later, we live in a changed world. The challenges have further crystallized, and we are figuring out together how to move forward.**

The labor market has undergone seismic shifts. Entire sectors have been upended, and while we don't know what they will look like in the future, we know it will be different. Automation and digitization massively accelerated, moving forward job loss and job creation trends that weren't expected for years. And companies are actively figuring out what hybrid working looks like.

Women, people of color, low-income families, and the youngest and oldest workers have been disproportionately hurt by these changes, moving us further away from equity at the exact same time we are calling for it louder than ever.

At Generation, we continue to believe that, together, we can create an inclusive COVID-19 jobs recovery. We believe that, working hand-in-hand with governments, we can reimagine and rebuild the systems and infrastructure that support employment. We believe that people of all ages everywhere can and should have meaningful careers, and that they and their families should enjoy the sustained well-being that comes with stable employment.

None of this happens without many, many people investing in this work. We are grateful for the support of our global and local funding, implementation, and employer partners. We are thankful to have the opportunity to partner with and learn from so many others who are dedicated to common goals. And we are so appreciative of our incredible colleagues across the Generation network who continue to navigate through these changes with grace and purpose.

Our collective recovery, while not easy, must have staying power. That durability will only come from providing opportunity for our graduates and everyone who faces systemic barriers to employment. We hope you will join us.



Mona Mourshed CEO

## **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.





# THE IMPACT OF THE PANDEMIC ON OUR WORK

**In addition to the personal impact on our hundreds of staff members and thousands of alumni globally, the pandemic brought about a few key shifts in our work:**

## **PROGRAMS**

We now develop our programs in a way that allows them to be fully online if needed. We had already experimented with blended courses – part online and part offline – and the pandemic accelerated the expansion of that. We also further expanded programs available to midcareer workers – our ReGeneration learners – given the massive surge in unemployment among this group, such that we now serve people from a much broader age range in many of our geographies.

## **HEALTHCARE UPSKILLING**

With our in-person courses halted in many locations, we wanted to help in our communities. So in 2020, in partnership with medical experts, academic institutions, governments, professional accreditation agencies, and others, we created online upskilling modules to support frontline healthcare workers in learning key skills needed to serve COVID-19 patients. We have served more than 300,000 people through these programs to date.

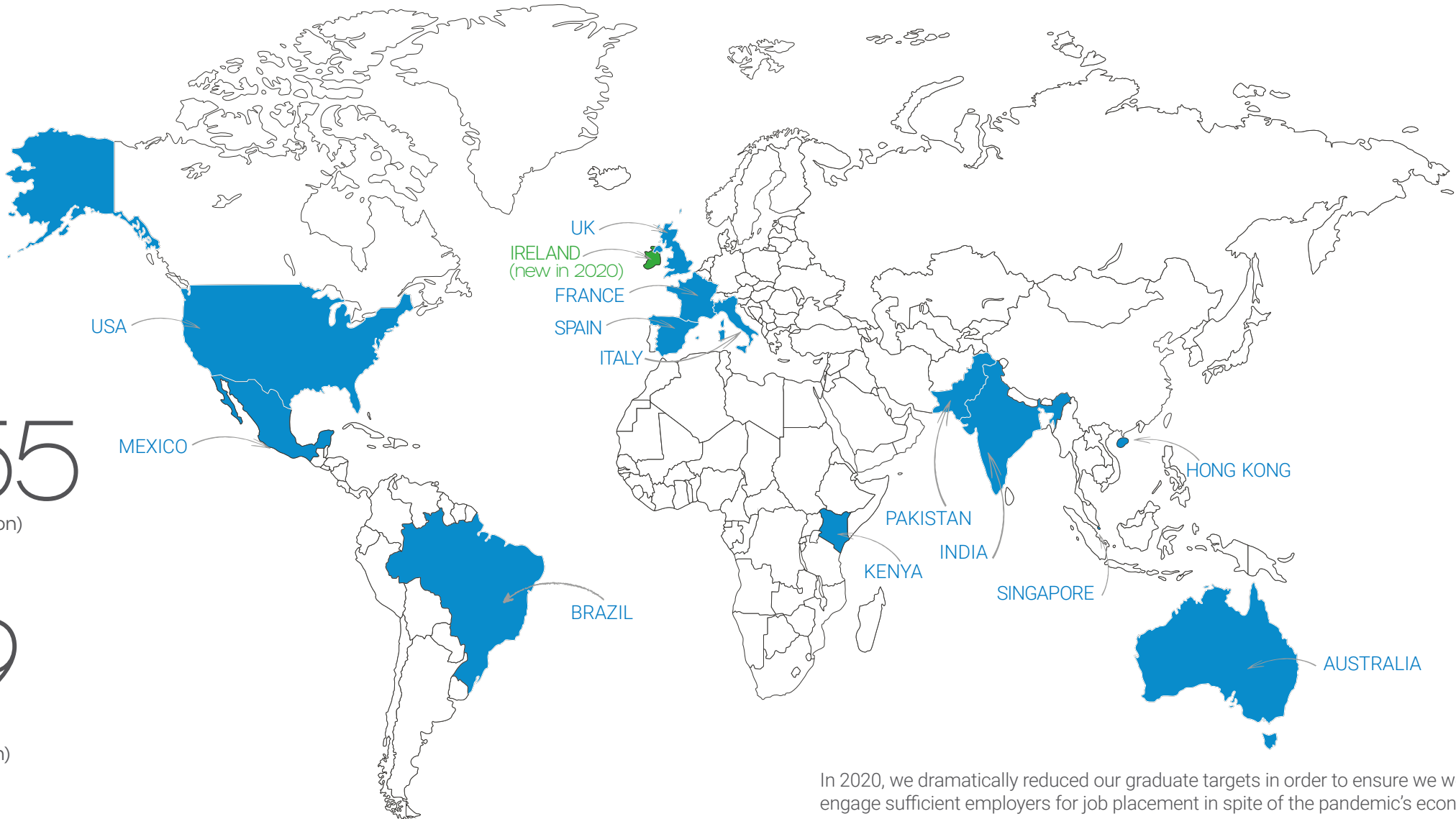
## **PARTNERSHIPS**

In the early days of the pandemic, we were lucky that many of our financial supporters shifted their funding to unrestricted, providing much needed flexibility as we adapted our delivery model and scaled back our learner targets. In addition, we were able to secure support from new partners who share our commitment to an equitable and inclusive COVID-19 jobs recovery and beyond. We are grateful to all of them for their support.

# GLOBAL REACH

Graduates  
**4,755**  
(46,270 since inception)

Employers  
**1,109**  
employers in 2020  
(5,827 since inception)



In 2020, we dramatically reduced our graduate targets in order to ensure we were able to engage sufficient employers for job placement in spite of the pandemic's economic impact

# IMPACT

Our impact in 2020 was not what we expected at the start of the year. Our placement rates dropped to 68% at three months post graduation, well under our 83% placement rate prior to the pandemic. That said, we are proud that our outcomes remained as strong as they did in the face of the challenging employment environment.

Graduation rate

87%

\*Job placement rate at 3 months

68%

*\*Due to the pandemic, available job vacancies dropped in 2020 by up to 50%*

Continued employment at one year

63%

Income increase

3.8x

pre-Generation

JAMES | GENERATION GRADUATE | KENYA



# THE PANDEMIC'S IMPACT ON OUR GRADUATES



In May 2020 we surveyed more than 3000 of our alumni globally to understand the impact of the pandemic on them. What we heard at the time was both sobering and sadly unsurprising given the immediate economic fall out:

1/3

were facing significant challenges related to basic needs (e.g. food security, housing, transportation)

14%

decrease in employment

34%

of alumni saw a reduction in wages/loss of hours

In response we rallied around our alumni, offering support which ranged from financial subsidies to increased mentorship, from free training refreshers to job placement – and these interventions reached thousands of alumni who have a 61% employment rate today<sup>1</sup> (vs. 39% in the immediate months following the pandemic<sup>2</sup>).

<sup>1</sup> Generation Global Alumni Survey, July-August 2021, N=2,209. The audience surveyed included alumni from July 2016-2019 (with a sample in Kenya and India) from 11 countries.

<sup>2</sup> Generation Global Covid-19 Alumni Survey, May-June 2020, N=3,188. The audience surveyed included all alumni from 2015- May 2020 (with a sample in Kenya and India) from 12 countries.

GRECIA | GENERATION GRADUATE | MEXICO

# WHO WE SERVE

## Gender

46%

Male

51%

Female

03%

Other/declined to answer

## Dependents

34%

with 1 or more dependents

## Unemployment

93%

of people were unemployed and earning no income when they joined Generation



# OUR PROFESSIONS

We offer programs in more than  
30 professions across four sectors

## Customer Service & Sales

- Beauty therapist
- Commercial salesperson
- Customer service supervisor
- Executive assistant
- Financial salesperson
- Food & beverage steward
- Hotel front-of-house staff
- Loan agent
- Microfinance officer
- Retail associate/manager

## Technology

- Azure administrator
- Call center agent
- Cloud support practitioner
- Data analyst
- Data engineering
- Digital customer support
- Digital marketer
- Front-end developer
- Full stack developer
- IT help desk support
- Java developer
- Robotic process automation developer
- Salesforce operator
- Software developer
- Tech support specialist
- UI/UX design
- Web developer

## Healthcare

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

## Skilled Trades

- Machine operator
- Sewing machine operator

**PENNIE | GENERATION GRADUATE | SINGAPORE**

# OUR FINANCIALS

The Generation network includes Generation: You Employed (the global entity that creates tools and services to support in-country programs) and country affiliates (independent entities that Generation: You Employed founded to launch and operate in-country programs)

## Generation: You Employed Budget<sup>1</sup>

Revenue<sup>2</sup>

\$23,429,362

Expenses

\$8,778,169

## Generation Countries Budget<sup>3</sup>

Revenue<sup>2</sup>

\$62,413,746

Expenses

\$21,365,817

- 1 There was an additional \$6,754,504 of in-kind contributions
- 2 Revenue includes significant forward-looking, multi-year commitments.
- 3 There was an additional \$1,012,521 of in-kind contributions

Note that audited financials will be available later in 2021



# OUR LEADERSHIP

## Global Leadership

**Juliano Allegrini** Global Director of Marketing  
**Kelly Cassaro** Chief of Learning  
**Alma Merino Cedeno** Global Director of Digital  
**Mat Constantine** Director of Online Learning  
**Shalini Dwivedi** Global Director of Instruction  
**Jeremy Fox** Chief Executive Officer, Asia-Pacific  
**Alex Hay-Plumb** Chief Partnerships Officer  
**Ali Jaffer** Chief Operating Officer, Global  
**Kat Kelley** Global Director of Learner Engagement  
**Minh-Huy Lai** Chief Operating Officer, UK/Europe  
**Dana Lee** Regional Director, Curriculum & Instruction, USA & Latin America  
**Gillian McKenna** Chief People Officer  
**Patrick Morton** Chief Operating Officer, SAMEA  
**Mona Mourshed** Chief Executive Officer  
**Gabriela Paranhos** Chief Operating Officer, Latin America  
**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  
**Meryem Belqziz** Chief Executive Officer, Generation France  
**Adriana Carvalho** Chief Executive Officer, Generation Brazil  
**Brian Cheng** Chief Executive Officer, Generation Hong Kong  
**Mercedes de la Maza** Chief Executive Officer, Generation Mexico  
**Ramakrishnan Hariharan** Chief Executive Officer, Generation Kenya  
**Prateek Hegde** Chief Operating Officer, Asia-Pacific & Chief Executive Officer, Generation Singapore  
**Michael Houlihan** Chief Executive Officer, Generation UK & Generation Ireland  
**Malcolm Kinns** Chief Executive Officer, Generation Australia  
**Oscar Pasquali** Chief Executive Officer, Generation Italy  
**Phunyanuch Pattanotai** (Aom), Chief Executive Officer, Generation Thailand  
**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** Board Member, Kirkbi A/S  
**Maysa Jalbout** Visiting Scholar & Special Advisor on the UN Sustainable Development Goals at MIT and ASU  
**Salah-Eddine Kandri** Regional Upstream Lead for MENA, International Finance Corporation  
**Wendy Kopp** Chief Executive Officer & Co-founder, Teach for All  
**Siva Kumari** Director General Emeritus, International Baccalaureate  
**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** Founder and Chief Executive Officer, Ascent Leadership Networks

## OUR PHILANTHROPIC & PUBLIC FUNDERS



Amazon Web Services  
The Annie E. Casey Foundation  
Arymax Foundation  
Australian Government Department  
of Social Services  
Ayuntamiento Segovia  
B3 Social  
Bank of America Foundation  
Bécalos  
Bill & Melinda Gates Foundation  
BlackRock  
Blue Meridian Partners  
BRQ Digital Solutions  
Career Readiness Social Initiative  
CareerSource Northeast Florida  
Chance Get Yours  
The Credit Suisse APAC Foundation  
The D. H. Chen Foundation  
Doctolib  
Escuela de Organización Industrial (EOI)  
ESF - Greater London Authority  
Fondation Entreprise  
Fondazione Cassa Depositi e Prestiti  
Fremavi

**BIRENDRA**  
**GENERATION GRADUATE | INDIA**



# OUR PHILANTHROPIC & PUBLIC FUNDERS

Garcia Family Foundation  
**Google.org**  
Greater Manchester Combined Authority  
- Digital Skills Partnership  
**The Hong Kong Jockey Club Charities Trust**  
HMI Institute  
**IKEA Foundation**  
Incyde  
**Infocom and Media Development Authority (IMDA)**  
Infojobs  
**Institute of Technical Education (ITE)**  
Intel Corporation  
**Intesa Sanpaolo**  
ISS Facility Services Limited  
**The Jim Moran Foundation**  
JP Morgan Chase Foundation

**LinkedIn**  
Loggi Technologia  
**Lulu dans ma rue**  
Macquarie Group Foundation  
**McKinsey & Company (founder)**  
McKinsey Knowledge Centre India  
**MetLife Foundation**  
Microsoft  
**Minutrade**  
New Profit  
**Opportunities for a Better Tomorrow**  
PNC Foundation  
**Prince's Trust - Health Education England**  
Punjab Skills Development Fund  
**Pure Good Foundation**  
Regions Bank  
**The Rockefeller Foundation**  
Roddenberry Foundation

**Safaricom Foundation**  
Samagra Development Associates  
**Shultz Family Foundation**  
SkillsFuture Singapore  
**Stand Together Foundation**  
Starbucks Foundation  
**The Social Innovation and Entrepreneurship Development Fund**  
The Swedish International Development Cooperation Agency (SIDA)  
**Telles Foundation**  
Temasek Holdings Advisors India  
**Temasek Polytechnic**  
TIAA BankTIME LAB  
**UK Government Department for Education**  
United Way  
**United Way of Metropolitan Dallas**

United Way of Northeast Florida, Inc.  
**Unibail-Rodamco Westfield**  
United States Agency for International Development (USAID)  
**USAA**  
Wadhvani Charitable Foundation  
**Walmart National Giving**  
Wells Fargo Foundation  
**West Midlands Combined Authority – Digital Skills Partnership**  
WeWork  
**Workday Foundation**  
World Health Organization  
**Vanguard Charitable**  
Verizon  
**VRB Social**

*Thank you also to the employer partners and individuals who have supported our work.*

# LOOKING AHEAD

Over the past six years, Generation has matured as an organization. We started by proving our approach in a select set of locations, followed by a period of building out our footprint and infrastructure. Today, we have moved to a next stage of aiming to be a system shaper.

## Meeting the World's Midcareer Moment

In July 2021 we released an original research report, Meeting the World's Midcareer Moment, that spotlighted the challenges faced by age 45+ job seekers and workers across seven countries – Brazil, France, Italy, Singapore, Spain, the UK, and the USA – and the opportunity we have as a society to ensure they are part of the pandemic recovery. Sobering findings included: 1) ageism is rampant and global, and 2) those who would most benefit from training are the most hesitant to pursue it.

Read the full report at [generation.org/midcareer](https://generation.org/midcareer).

## Pursuing Global Jobs Recovery

In February 2021, we announced a new coalition of partners – BlackRock, McKinsey & Company, Microsoft, Verizon – providing Generation with \$70 million in funding and \$57 million in in-kind support to support global jobs recovery. This group, alongside our other funders, supports Generation's programs around the world. In addition, we are developing a host of tools to support our work at scale – including a portal for employers that helps match candidates with their needs based on skills and advanced data tools to inform continuous program improvement.

## Ensuring Access and Opportunity

As we have moved classes online, one of the questions we've needed to answer is "how do we ensure access for everyone?" – a particularly challenging one in those countries where students have limited technology access and the supporting infrastructure is less mature. We are working closely with local teams to figure this out, and seeing early success. For example, we graduated our first fully online course in Kenya with great results.



**DAVID | GENERATION GRADUATE | FRANCE**



## ABOUT THE ILLUSTRATIONS

Last year was one for the record books, and we wanted to reflect that in this report. For many of us, the pandemic altered our perspective on work, personal lives, and even ourselves. The seven illustrations in this report bring Generation's graduates to life in a new way that honors that shift.



**ERIKA**  
**GENERATION GRADUATE**  
**BRAZIL**



