

ANNUAL
REPORT
2021

MOVING
FORWARD

Generation



A MESSAGE FROM OUR CEO

There continues to be uncertainty and volatility in the world – the pandemic, conflict, climate change – and so we continue to be in service of the communities facing the greatest challenges.

In 2021, we spent a full year with most of our programs offered as fully online or blended (part in-person, part online), building on the shift we made in the wake of the pandemic. Despite this substantial change in our delivery method, we found that our learner outcomes in terms of graduation, job placement, job retention, and income are nearly identical to pre-pandemic outcomes.

We expanded our impact in terms of breadth, depth, and durability – the three types of metrics we follow. We had nearly 12,000 graduates and 7,000 employers in 2021, and we launched in Thailand and Chile, bringing our network to 16 countries. We achieved 75% job placement for our graduates at three months post program, and they achieved a 3-4X income increase. And we once again surveyed thousands of our alumni from 2-5 years ago, finding that 70% of them continue to afford their daily needs and 40% can save for the future.

Last year we released our first original research report, Meeting the World's Midcareer Moment, which focused on the employment challenges faced by midcareer workers in seven countries (Brazil, India, Italy, Singapore, Spain, the United Kingdom, and the United States). Our survey of thousands of employers, midcareer job seekers, and career switchers told a story of pervasive ageism biases and challenges for midcareer job seekers, and it has sparked many conversations in the media and amongst practitioners.

As we take a step back, reflect, and take stock of what we have achieved and learned in 2021, we are convinced that our work to break down systemic barriers to meaningful employment is more important than ever. The success we have had is due to our many partners who help support us in bringing our programs, innovations, and research to life, and the dedication of our graduates and our network of colleagues.

Looking ahead to 2022 and beyond, we are energized by the goals that we want to accomplish yet humbled by the magnitude and complexity of the work ahead of us. We hope that you will join us in transforming education to employment systems around the world.



Mona Mourshed CEO

OUR MISSION AND VISION

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.



GLOBAL REACH

GRADUATES

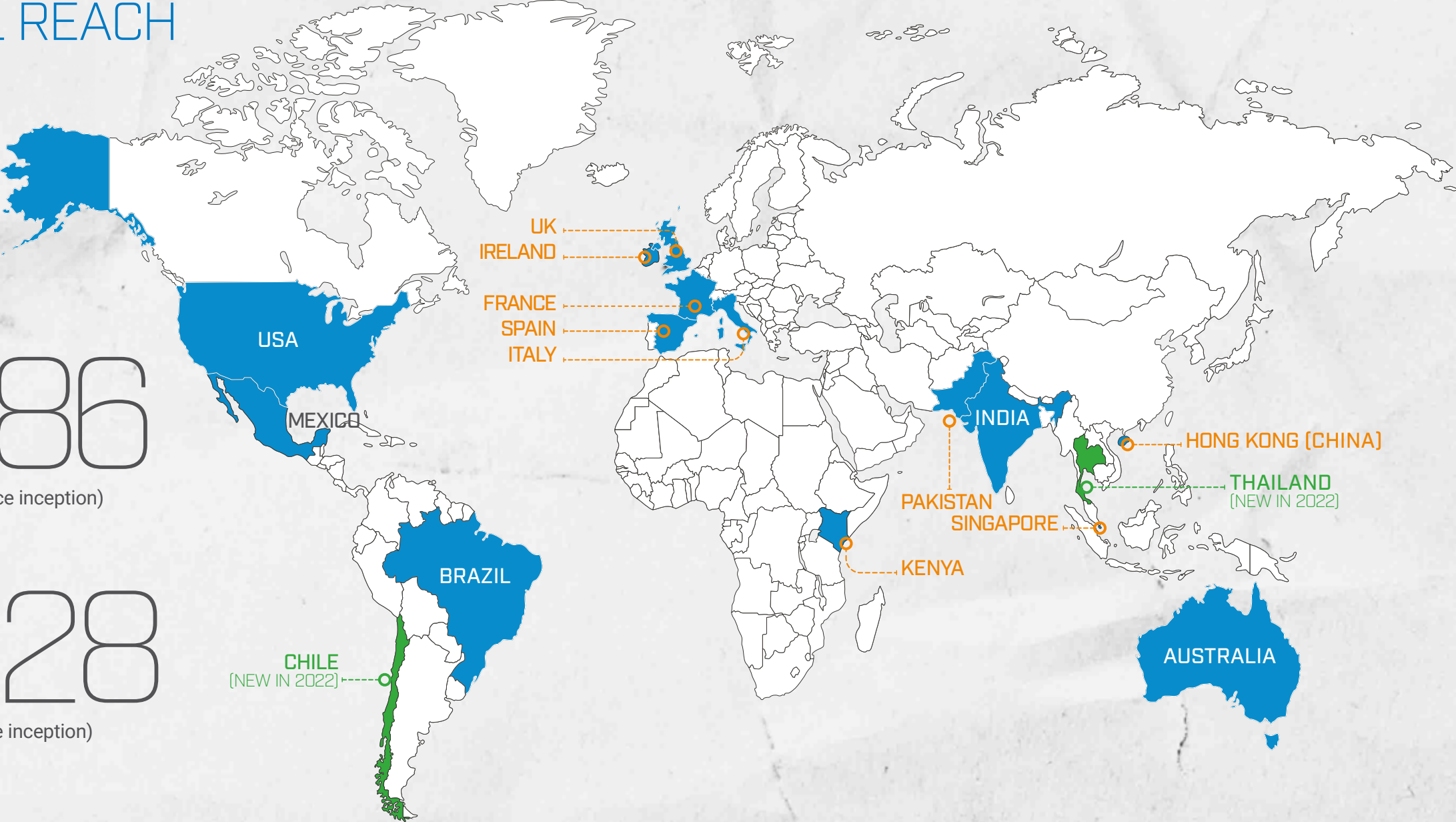
11,886

in 2021 (60,000+ since inception)

EMPLOYERS

2,428

in 2021 (8,000+ since inception)



IMPACT

Our ultimate goal is to help people transform their lives through employment, and in order to measure our progress towards this goal and to hold ourselves accountable while we strive to achieve it, we focus on three kinds of metrics – breadth, depth, and durability.

Breadth The number of learners who graduate from our programs.
Depth Our graduate employment and income outcomes within three and six months of program completion.
Durability How these employment and income outcomes last over time - we follow the financial and personal well-being of our alumni for up to five years after they graduate.

BREADTH

Graduation rate

87%

DEPTH

Job placement rate at 3 months

77%

Wage increase

3.1x

Pre-Generation

91%

of employers would hire Generation graduates again

85%

of employers think Generation graduates perform at least as well or better than their peers



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

IMPACT

In 2021, we surveyed alumni who completed programs between two and five years ago, receiving more than 2,000 responses. These respondents represent 11 countries – Brazil, France, Hong Kong (China), India, Italy, Kenya, Mexico, Singapore, Spain, the UK, and the USA. And the results speak to the durability of our impact.

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



DURABILITY

89%

of alumni find the Generation community valuable

78%

of alumni say that Generation has improved their financial situation

76%

of employed alumni are satisfied with their current employment

75%

of alumni feel optimistic about the future

68%

of alumni can meet their daily financial needs

38%

of alumni can save for the future

WHO WE SERVED

GENDER

46%

Male

52%

Female

02%

other/declined
to answer

DEPENDENTS

30%

with 1 or more
dependents

UNEMPLOYED

90%

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

PROFESSIONS

We offer programs to prepare and place people into 38 professions across 5 sectors

CUSTOMER SERVICE & SALES

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

TECHNOLOGY

- Azure administrator
- Call center agent
- Cloud support practitioner
- Data analyst
- Data engineer
- Digital customer support
- Digital marketer
- Front-end web developer
- Junior full stack developer
- IT help desk support
- Java developer
- Mobile application developer
- .NET developer
- Quality assurance tester
- Robotic process automation developer
- Salesforce operator
- Tech support specialist
- UI/UX design

HEALTHCARE

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

SKILLED TRADES

- Machine operator
- Sewing machine operator

GREEN JOBS

- Bike repair technician
- Junior retrofit advisor
- Solar PV installer



RESEARCH

In July 2021, we released our first original research, Meeting the World's Midcareer Moment, which focused on the employment challenges faced by midcareer workers in seven countries (Brazil, India, Italy, Singapore, Spain, the United Kingdom, and the United States). The survey drew 3,800 responses from employed & unemployed people, and 1,404 from hiring managers.

JOB REQUIREMENTS HAVE GONE UP

Long-term workforce trends, such as automation and digitization, have been expedited by the pandemic, prompting employers to increase their requirements for entry-level and intermediate roles. The barrier to getting a job is even higher for under-represented communities, as they undertake more interviews to secure a job than their peers and need to lower their expectations.

AN UNWARRANTED BIAS IS AT WORK

Hiring managers have a negative view of age 45+ job seekers, despite rating highly the performance of those whom they do hire. Only 15% of age 45+ applicants for entry/intermediate roles are rated by hiring managers as having a fit-for-purpose profile, yet these same managers rate 87% of their age 45+ employees as performing the same or better than their younger peers.

TRAINING IS KEY TO MIDCAREER SUCCESS

Training is valued by employers and 45+ individuals who have successfully switched. But 45+ individuals with the greatest need for training are the most hesitant to pursue it. Although 74% of midcareerers who successfully switched careers state that job-relevant training helped them secure their new role, 58% of age 45+ job seekers say they are not keen to pursue training.

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



RECOGNITION

We were honored to be recognized last year by external organizations.

Generation received the ‘Silver Award in Nurturing Employability’ as part of the Reimagine Education Awards - an annual conference sponsored by the Wharton School and QS, with more than 1000 organizations competing in 16 categories.

Generation’s CEO, Mona Mourshed, was selected as one of the ten GLG Social Impact Fellows, providing selected non-profits with unlimited pro bono access to GLG’s network of global experts and services for a period of two years.



Learn more about our impact on [Generation’s 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

\$58,778,328

EXPENSES

\$57,352,963

GLOBAL SPEND



Note that audited financials will be available on our [website](#) later in 2022.

LEADERSHIP

GLOBAL LEADERSHIP

Juliano Allegrini | Global Director of Marketing
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
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
Gillian McKenna | Chief People Officer
Patrick Morton | Chief Operating Officer | SAMEA
Mona Mourshed | Chief Executive Officer
Alyssa Owens | Regional Director, Curriculum & Instruction | SAMEA
Gabriela Paranhos | Chief Operating Officer
Latin America
Catalina Posada | Regional Director of Growth
Latin America
Guli Ruzmetova | Chief Financial Officer
Jennifer Sikes | Chief Communications Officer
Joshua Springer | Global Director of Partnerships
Bonni Theriault | Global Director of Employer Engagement

COUNTRY LEADERSHIP

Gauher Aftab | Chief Executive Officer
Foundation for Youth Employment Pakistan
Adriana Carvalho | Chief Executive Officer
Generation Brazil
Alvaro Chacon | Chief Operating Officer
Generation Chile
Brian Cheng | Chief Executive Officer
Generation Hong Kong
Richard Clemmons | Chief Operating Officer
Generation USA
Mercedes de la Maza | Chief Executive Officer
Generation Mexico
Prateek Hegde | Chief Operating Officer | Asia-Pacific
and Chief Executive Officer | Generation Singapore
Michael Houlihan | Chief Executive Officer
Generation UK & Ireland
Malcolm Kinns | Chief Executive Officer
Generation Australia
Matia Mandela | Chief Executive Officer
Generation Kenya
Oscar Pasquali | Chief Executive Officer
Generation Italy
Phunyanuch Pattanotai (Aom) | Chief Executive Officer
Generation Thailand
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 and 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 and
Co-Founder | Teach for All
Siva Kumari | Director General Emeritus | International
Baccalaureate
Linda Fayne Levinson | Chair, AZA Finance, Clearpath
Robotics and 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

SENIOR ADVISORS

Eduardo Kassner | Chief Technology Officer and Partner
Success Team | Microsoft Corporation

PHILANTHROPIC & PUBLIC FUNDERS

Accenture
Adyen
Amazon Career Choice
Annie E. Casey Foundation
Arco Instituto de Educacao
Arymax Foundation
Ascendium Education
Atlanta Hospitality
AVPN - KKR
AWS re/Start
B3 Social
Bank of America
Barclays
Blackbaud US
Blue Meridian
Brasscom
Career Source NEFL
Center for the Future of Arizona
Citi Foundation
Citibanamex
Community College Workforce Cooperative
Community Foundation for Northeast Florida
Department of Education, Skills and Employment (DESE), Australian Federal Government
Department of Social Services (DSS), Australia
Federal Government
European Social Fund
Fidelity Charitable
Florida Blue Foundation
Fondazione Cassa Depositi e Prestiti
Française des jeux
Garcia Family Foundation

Garfield Weston
GMCA - DCMS
GMCA - DfE
GMCA - Princes Trust
Good Things Foundation
Google.org
Gotham Gives Inc
Greater London Authority
Hays Business Solutions
Hg Foundation
Ibex Global Solutions Ltd.
IKEA Foundation
Infocomm Media Development Authority
Infojobs
Instituto para el Desarrollo en Robotica, IDR
Intesa San Paolo
Institute of Technical Education
J.P. Morgan Charitable Giving Fund
JP Morgan Chase Foundation
Klépierre
Leeds City Region
LinkedIn
Macquarie Group Foundation
Massachusetts Institute of Technology
Mayo Clinic
McKinsey & Company (Founder)
Meta
MetLife Foundation
Microsoft Philanthropies
Monte de Piedad
National Skill Development Corporation
Next

ONCE Foundation
OneTen Coalition Inc
Pole Emploi
Pure Good Foundation
RISE
Robin Hood Foundation
Rockefeller Foundation
Roddenberry Foundation
Safaricom Foundation
Salesforce
Samagra Development Associates Private Limited
San Juan Hospitality
Schultz Family Foundation
ServiceNow
Sida
SIE Fund
Silver Lake
Social Finance (SkillUp)
SSG (Skillsfuture Singapore)
Stand Together Foundation
Stanley Black & Decker
Sumup
Sutherland Global Services
Telles Foundation
Temasek Polytechnic
The BlackRock Foundation
The Credit Suisse APAC Foundation
The D. H. Chen Foundation
The Growth Company
The Hong Kong Jockey Club
Charities Trust

The IKEA Foundation
The Jim Moran Foundation, Inc
The Shihara Family Foundation
Thoughtworks
United Way
United Way España
United Way of Northeast Florida
Unity
Universon
URW
USAA
USAID
Verizon Foundation
Victorian Department of Jobs
Precincts, and Regions
VRB Social
Wadhvani Foundation
Walmart
WeWork
Webhelp
West Midlands Combined Authority
Women's Giving Alliance
Workday, Inc.

We would also like
to thank the employer
partners & individuals
who support
our work.

LOOKING AHEAD

Generation seeks to continue to broaden and deepen our impact over time across our network. We're investing in the tools and technology to support this work globally, increasingly using our data and research to advocate for workforce systems change, and experimenting with new growth and delivery models.

In 2022, we aim to serve 20,000 learners – doubling our 2021 reach – while maintaining high employment and well-being outcomes.

We couldn't do it without the support of our funders, partners, employers, graduates, and colleagues.

Thank you for your continued support!



generation.org | info@generation.org