



2024 Global Impact Report

10 Years of Creating Change that Lasts

Generation



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Ten Years On: Stanley's Story of Durable Impact

Stanley grew up in Kawangware, one of Nairobi's largest and most densely populated low-income neighborhoods. He was one of eight children raised by a single mother in a cramped, single-room hut. "If you asked about the poorest family in Kawangware, you would be directed to our home," he recalls. The weight of poverty bore down heavily, and the loss of a brother to gang violence left deep scars. To help his family survive, Stanley took up construction work and sold clothes in the local markets.

Everything began to change in 2015 when Stanley enrolled in Generation Kenya's Distributed Sales program. He gained essential skills in sales, from client acquisition and customer service to inventory management.

Six weeks after graduating, Stanley began working as a Sales Associate at Old Mutual, one of Kenya's leading financial services providers. For the first time, he had a stable income—and with it, the power to transform his family's future. He could pay rent for his mother, support his siblings' education, and begin saving to continue his university education.

Ten years later, Stanley is now an entrepreneur with his own transportation and logistics business. He credits Generation with helping him develop the growth mindset and interpersonal skills that have shaped his career.

Stanley is now married to a fellow Generation graduate, and they have two children. Their lives are filled with the kind of stability and comfort he could never have imagined growing up. "They have a TV, a laptop, and they drive to school," he smiles. Their life is nothing like Stanley's was. And that's what Stanley always dreamed of—for things to be different.

Stanley's journey reflects the durable impact of Generation's programs on graduates, their families, and generations to come.



A Message from Our CEO



As we mark our 10-year anniversary, we do so in a world navigating multiple trends – from geopolitical tensions and economic volatility to rapid labor market shifts brought forth by the latest advancements in AI and robotics. Throughout, we are reminded that what we are working towards is change that lasts.

Our Generation community continues to meet the moment. To date, more than 135,000 people have graduated from our employment programs, earning \$1.8 billion in life-changing wages. Importantly, our programs have helped reverse pervasive unemployment – entering our programs 90% of learners are unemployed. Three to six months later, 83% are employed. And, two to five years after graduation, 76% of our alumni remain employed, with more than half earning above a living wage. We are committed to driving this sustained change across the education-to-employment landscape.

To that end, we are doubling down on both ensuring the durability of outcomes for our graduates and helping other social impact organizations do the same. We have just recently helped launch The Durability Collective, a new community of funders, practitioners, and researchers dedicated to building our collective capability to measure social impact and create change that lasts.

We have learned so much over the past ten years, and we are grateful to the entire global Generation community – alumni, colleagues, funders, employers, and the many other partners who have made this work possible by believing in the power of employment to change lives and to drive economic mobility. We're proud of what we've accomplished over the past decade, and we look forward to even more impact in the years ahead.


Mona Mourshed, Global CEO

Generation



Who we are

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

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



Breadth of Impact

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

26,770

graduates in 2024. We've had 135,000+ graduates since we launched in 2015

33

professions in tech, healthcare, customer service, skilled trades, and green jobs. We've placed people in 49+ professions to date

4,502

employers in 2024. We've worked with 20,000+ employers to date



Depth of Impact

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

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79%

employed within 6 months of graduation in 2024. We have 83% job placement rate within 6 months since we launched in 2015.

89%

placed in jobs directly related to their Generation training

76%

of our employed graduates over the last 12 months were hired by repeat employers

\$1.8billion

in wages earned by graduates to date

Generation





Durability of Impact

Durability represents the sustained employment, income, and well-being outcomes for graduates two to five years post-graduation.

Every year, we survey alumni who completed our programs two to five years ago, and in 2024 we received more than 4,718 responses representing 14 countries across our network.

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

76%

continue to be employed, with three-quarters in professions directly related to their Generation training

71%

can meet their daily financial needs

58%

are earning above a living wage

36%

are able to save money

86%

feel optimistic about the future

82%

want to give back to Generation in some way

Who We Serve

When selecting program participants, we prioritize intrinsic qualities — such as grit (or ‘fire in the belly’) and professional fit, assessed through literacy, numeracy, and behavioral skills — over formal education or previous work experience.

53%

of learners are women

70%

have vocational training, secondary school education, or lower

90%

are unemployed when they enter Generation, with 70% of them either unemployed for over 6 months or having never worked

28%

have one or more dependents



Evidence-Based Impact

Since 2022, we have conducted four independent impact assessments, with a fifth underway.

The results show that Generation graduates consistently outperform individuals with comparable backgrounds who participated in other programs. We've worked with leading third-party evaluators to understand our impact.



Across the Generation network, our graduates earn income equivalent to our full cost per learner within just 2 to 5 months of employment.

All the impact evaluation reports are available on our **website**.



Seven-Step Methodology

Generation's seven-step methodology delivers strong employment and income outcomes across a wide range of learner profiles, professions, and countries.

An impact evaluation of Generation programs in India conducted by Mathematica found that Generation graduates achieved 50% higher employment rates and 75% higher income than the control group 15 months after graduation. Mathematica attributes this outperformance to Generation's seven-step methodology, which focuses on the key components of the education-to-employment value chain.

Professions

We offer programs to prepare and place people in 33 professions across five sectors:

Technology

- > Cloud support practitioner
- > Junior network and cyber security analyst
- > Data analyst
- > Data engineer
- > Digital customer support
- > Digital marketing analyst
- > Front-end web developer
- > IT support specialist
- > Junior full-stack developer
- > RPA developer
- > .Net developer
- > QA tester
- > Salesforce developer
- > Unity junior game developer
- > Junior software developer

Customer Service & Sales

- > Loan agent
- > Call center agent
- > Food & beverage steward
- > Retail sales associate
- > Financial salesperson
- > Freelance-admin support worker
- > SaaS sales development representative

Healthcare

- > Administrative medical assistant
- > Disability support worker
- > Nursing assistant

Green Jobs

- > Sustainability project officer
- > Solar panel installer
- > Retrofit advisor
- > Heat pump installer
- > Bike repair and maintenance technician

Skilled Trades

- > CNC machine operator
- > Sewing machine operator
- > Truck driver

Learn more about our programs on our [website](#).

Generation

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Generation's First Decade of Impact

Today, ten years after launching our first pilots, Generation has grown to drive improved economic mobility in 17 countries. The more than 135,000 graduates from those programs have collectively earned more than \$1.8 billion in life-changing wages.

2014	2015	2017	2018	2019
founded by McKinsey & Company as an independent nonprofit	launched programs in India, Kenya, Mexico, Spain, and the United States	reached the milestone of 1,000 employer partners and 10,000 graduates	launched programs in France, Hong Kong, Italy, Pakistan, and Singapore launched pilot program "ReGeneration" to support midcareer professionals	launched programs in Australia, Brazil, and the United Kingdom





2020

upskilled 250,000+ healthcare workers

moved all programs online due to the COVID-19 lockdown

conducted the first global alumni survey to understand the impact of pandemic on our alumni

2021

surpassed 60,000 graduates since launch

launched programs in Thailand and Chile

released first original research report, "Meeting the World's Midcareer Moment", focused on employment challenges faced by midcareer workers

launched the first green jobs program in the UK

2022

convened the first Global Alumni Ambassadors Council

introduced breadth, depth, durability framework for impact measurement

launched programs in Colombia

surpassed 11,000 employers who have hired Generation graduates

2023

released two new research reports "Launching a Tech Hiring Revolution," focused on the entry-level tech talent recruitment challenges faced by employers, and "The Midcareer Opportunity," focused on midcareer workers

2024

launched programs in Ghana

surpassed 100,000 graduates who have earned a combined US\$1 billion in salaries

released the research report, "Age-Proofing AI", focused on identifying the untapped opportunities to leverage midcareer and older workers in the AI-infused workplace

ranked 59th in thedotgood's list of top 200 nonprofits 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.

Click on the names of our graduates from each country to discover their amazing stories.

USA
Iman, 2021

Mexico
Cesar, 2018

Colombia
Natalia, 2023

Brazil
Liliane, 2019

Chile
Leonardo, 2022

Ireland
Ailin, 2021

France
David André, 2019

Spain
Belen, 2015

UK
Fatima, 2020

Italy
Margherita, 2021

Ghana
Yvonne, 2024

Kenya
Stanley, 2015

India
Seema, 2017

Hong Kong
Thomas, 2018

Thailand
Kanun, 2024

Singapore
Pennie, 2020

Australia
Evelina, 2023

Perspectives: Age-Proofing AI Report

With grant support from Google.org and The SCAN Foundation, we commissioned YouGov to survey over 4,000 hiring managers and employees aged 45+ across France, Ireland, Spain, the United Kingdom, and the United States to explore how midcareer and older workers are navigating AI adoption. The resulting report, *Age-Proofing AI*, identifies barriers to inclusion, persistent hiring bias, and untapped opportunities to leverage midcareer and older workers.

Employers plan to hire less, a likely amplifier of age bias

- > US and European employers anticipated declines ranging from 22% to 64% over the next 12 months in their entry-level and mid-level hiring. In a competitive labor market, pre-existing age biases may become even more challenging to overcome.

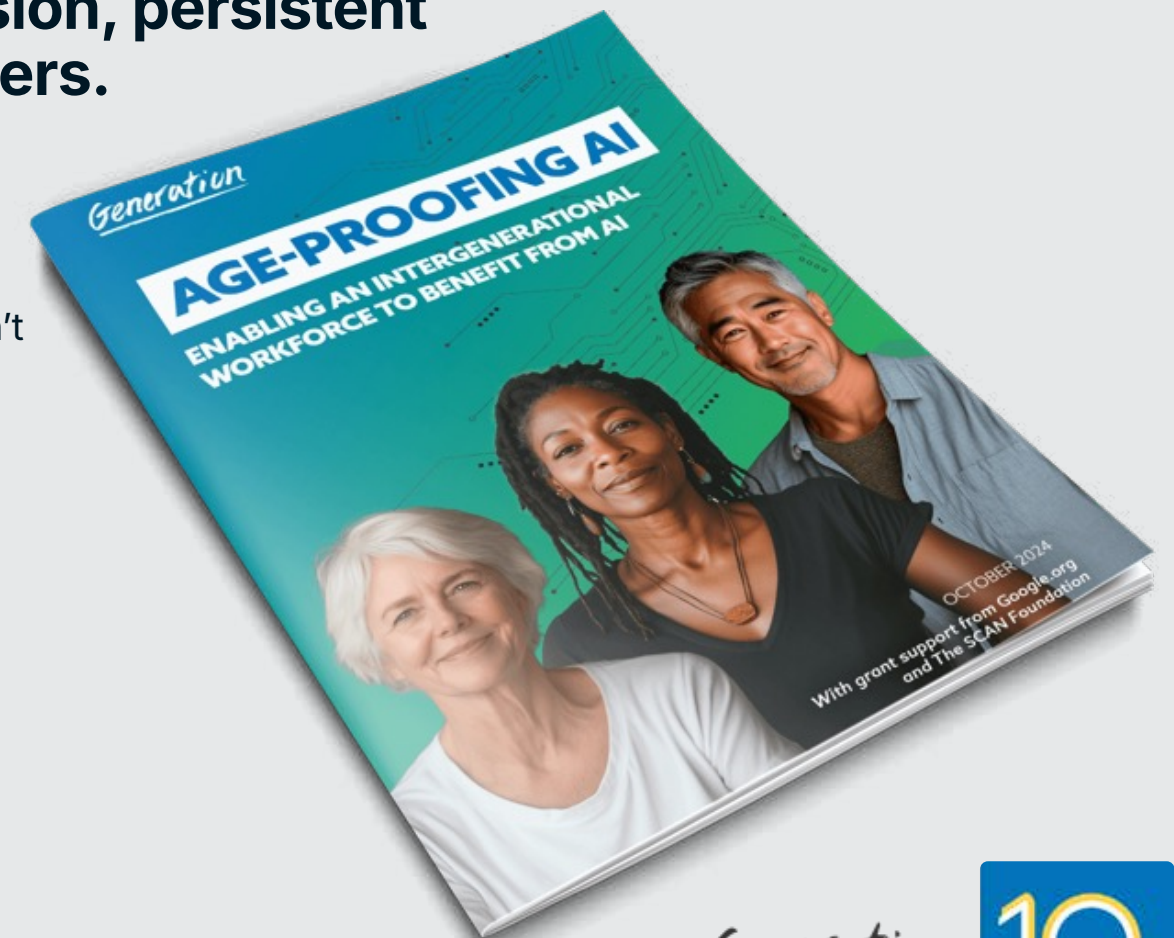
Low level of AI use among midcareer and older workers understates potential

- > 15% of workers aged 45 to 65 across both Europe and the U.S. reported that they were currently using AI in the workplace.

High competence among midcareer and older workers who use AI

- > Just because many older workers don't currently use AI doesn't mean they can't. In fact, in our survey, among midcareer and older workers who have adopted AI tools, the majority are self-taught and "power users".

Check out the **full report**.



Looking Ahead: Our 2030 Strategic Priorities

**In late 2024, we set a new course for the next 5 years.
Our 2025-2030 strategy is both ambitious and possible.**

We plan to serve 400,000-500,000 cumulative learners by 2030, enabling them and an additional 600,000-750,000 family members to achieve upward economic mobility, with a focus on three strategic priorities:

- 1. Delivery Excellence:** Drive results-driven program implementation through Generation's curricula, tools, digital infrastructure, and data tracking—together forming our Shared Delivery Platform—to simultaneously advance our Breadth, Depth, and Durability impact dimensions.
- 2. Advocate:** Drive systemic change by transforming hiring practices at scale. First, through impact durability measurement. Second, through third-party impact assessments. Third, via original research on workforce transition topics.
- 3. Grow:** Expand Generation's impact through our fully remote training model that places graduates into both local and remote jobs, extending our programming to under-resourced communities, with a particular focus on Africa and Latin America.

Read our full organizational strategy [here](#).





The Durability Collective



Generation is an inaugural member of The Durability Collective, a community of funders, practitioners and researchers around the world who are building our collective capability to measure social impact and create change that lasts.

Activities will include:

- **Durability Academy:** A two-year program to equip nonprofits, funders, and government agencies with tools and training to adopt medium - and long-term measurement.
- **Research Partnerships:** Collaboration with academic and research institutions to identify interventions that accelerate sustained outcomes and to create an open-source repository of effective approaches.
- **Thought Leadership:** Insights, case studies, and best practices to make durability measurement a mainstream component of social impact evaluation.
- **Community Building:** A global community to exchange challenges, ideas, and innovations.

Learn more on **The Durability Collective'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.

Budget

Revenue

\$55,366,597

Expenses

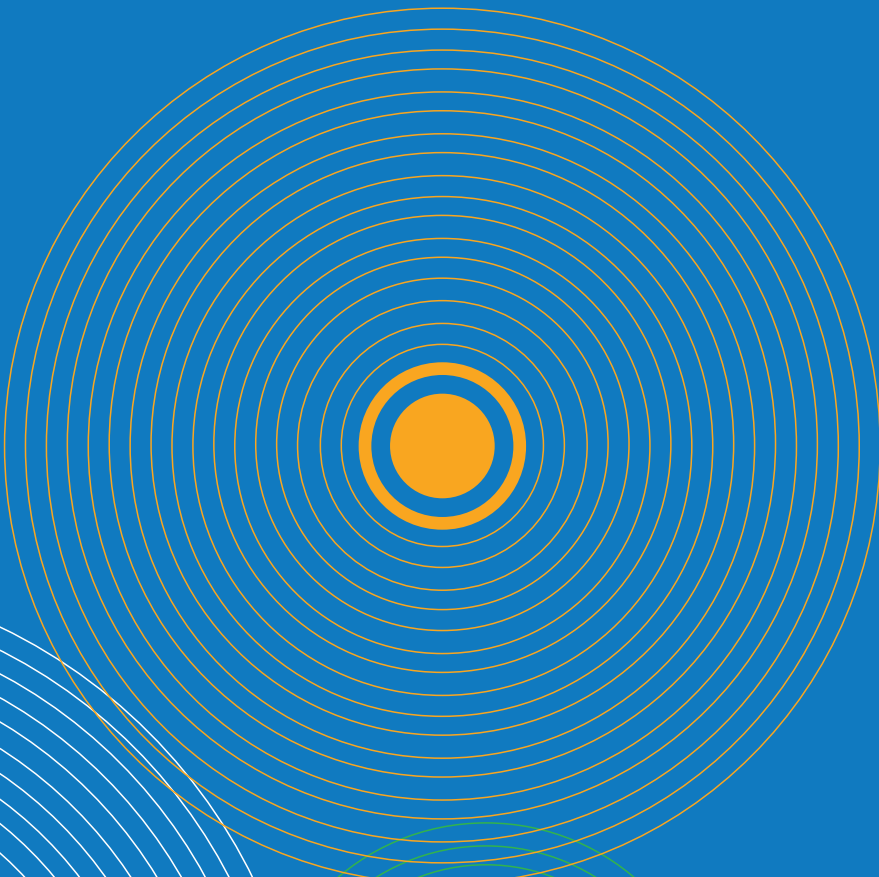
\$56,008,436

*excludes \$1m paid directly to training partners

Note that audited financials will be available on our **website** later in 2025, alongside our prior year financials.

\$18M

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



\$31M

country operations



\$7M

in-kind revenue*

Generation



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
Catalina Garcia Pradilla Regional Programs & Growth Director, Latin America
Ali Jaffer Chief Operating Officer
Kat Kelley Head of United States Programming
Annie Kim Global Director of Compliance and 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
Anouk Manassen Global Director of Program Delivery Support
Gillian McKenna Chief People Officer
Patrick Morton Chief Executive Officer, SAMEA
Mona Mourshed Global Chief Executive Officer, Generation: You Employed

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 Executive Officer, Generation Singapore
Fatène Ben-Hamza Chief Executive Officer, Generation France
Brian Cheng Chief Executive Officer, Generation Hong Kong
Estela de la Cruz Deputy Chief Executive Officer, Generation Spain
Mercedes de la Maza Chief Executive Officer, Generation Mexico
Harry Grayde Chief Executive Officer, Generation Chile
Michael Houlihan Chief Executive Officer, Generation UK & Ireland
Andrea Matsui Chief Executive Officer, Generation Brazil

Karena Newland Chief Executive Officer, Generation Australia
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

Global Board of Directors

Gassan Al-Kibsi Chair and Managing Partner for the Middle East, Africa, Central Asia and Turkey, McKinsey & Company
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Maysa Jalbout Visiting Scholar and Special Advisor on the UN Sustainable Development Goals at MIT and ASU
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Wendy Kopp Chief Executive Officer and Co-Founder, Teach for All

Siva Kumari CEO, College Possible
Linda Fayne Levinson Board Chair, AZA Finance, Clearpath Robotics, and Wndyr
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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



Remembering Michael Halbye

In April 2025, Michael Halbye, Board Chair of Generation: You Employed, passed away in a tragic accident.

Michael was an outstanding leader. He guided rather than pushed, he inspired rather than forced, and he elevated rather than narrowed. He was fully committed to Generation's mission and impact. He was always so proud of how our work helped change the economic mobility trajectory of those whom we serve. He was also resolute and unflinching when faced with adversity, and his calmness and integrity were a constant source of inspiration for our leadership and board members.

We dedicate this year's annual impact report to Michael's memory.

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
- > Allan & Gill Gray Philanthropies
- > Autodesk Foundation
- > Bank of America
- > The BlackRock Foundation
- > The Caterpillar Foundation - Myriad USA
- > Cadence Giving Foundation
- > Cisco
- > The Citi Foundation
- > The Clayton, Dubilier & Rice (CD&R) Foundation
- > The Coca-Cola Foundation
- > Colsubsidio
- > Endless Foundation
- > Draper Richards Kaplan (DRK) Foundation
- > The Equinix Foundation
- > Ezra's Charitable Trust
- > Garcia Family Foundation
- > GitLab Foundation
- > Google.org
- > Internet Society Foundation
- > Jenkins Family Gift Fund
- > JPMorganChase
- > KKR
- > LinkedIn Social Impact
- > Livelihood Impact Fund (LIF)
- > Macquarie Group Foundation
- > The Mastercard Foundation
- > McKinsey & Company (founder)
- > Menon-Garg Family Foundation
- > MetLife Foundation
- > onsemi
- > The Patrick J. McGovern Foundation
- > Rippleworks
- > The SCAN Foundation
- > Silver Lake
- > The Solid Foundation
- > SumUp
- > Swedish International Development Cooperation Agency (SIDA)
- > Truist Foundation
- > The Unity Charitable Fund
- > The Upwork Foundation
- > The UPS Foundation
- > Vanguard Charitable
- > The Workday Foundation

Country Funders

- > A2A
- > AB-Inbev
- > Abriendo Puertas (Accenture, Globant, Kyndryl, SAP)
- > Accenture
- > Admiral Group Plc
- > Agencia para el Empleo de Madrid
- > Amazon
- > Amazon Web Services
- > The Apollo Opportunity Foundation
- > Arymax Foundation
- > Australian Government, Department of Employment and Workplace Relations
- > Australian Government, Department of Social Services
- > AWS

- > Axis Bank Foundation
- > B3 Social
- > Bajaj Holdings & Investment Ltd.
- > Banco de Chile
- > Bank of America
- > Barclays
- > BlackRock
- > BlackRock Foundation
- > BOFA Securities India Ltd
- > Challenge Fund for Youth Employment
- > The Citi Foundation
- > City Bridge Foundation
- > City of Dublin Education and Training Board
- > Clayton, Dubilier & Rice (CDR) Foundation
- > The Coca-Cola Foundation
- > Cognizant
- > Credit Suisse
- > Cyber Scotland Glasgow City Council
- > The D.H. Chen Foundation
- > Deep Tech Talent Prize
- > EPIC Foundation
- > Escuela de Organización Industrial (EOI)
- > European Climate Foundation (ECF)
- > European Social Fund
- > EY
- > Ezrah Charitable Trust
- > Feltrinelli
- > Fondazione Cassa Depositi e Prestiti

- > Fondazione Comunità Milano
- > Fondazione Snam
- > Fondo Reppublica Digitale
- > Fonds de Revitalisation Alixio Revitalia
- > Fonds de Revitalisation Bas-Rhin LHH
- > Fundación Coppel AC
- > Fundación INCYDE
- > Fundación MC
- > Fundación Monte Piedad
- > Fundación Viento Sur
- > Garcia Family Foundation
- > Gen Knowledge Exchange, King Mongkut's University of Technology Thonburi
- > Gitlab Foundation
- > Globant India Pvt. Ltd.
- > Greater London Authority
- > Green Tech Skillnet
- > HG Foundation
- > Hilton Foundation
- > The Hong Kong Jockey Club Charities Trust
- > IDH
- > Ifood
- > Île-de-France Région
- > Imaginable Futures
- > Impetus
- > Indeed
- > Infojobs
- > Internet Society Foundation

- > Intesa Sanpaolo
- > Invitalia
- > Italian Development Bank (CDP)
- > J. & H. Peters Fund
- > JPMorganChase
- > Keith Howard Foundation
- > KKR
- > Klépierre
- > Laois and Offaly Education and Training Board
- > Lenovo
- > London Stock Exchange Group Foundation
- > Macquarie Group Foundation
- > McKinsey & Company
- > Microsoft
- > Ministero del Lavoro e delle Politiche Sociali
- > Ministry of Higher Education, Science, Research and Innovation, Thailand
- > Motorola Solution Foundation
- > New South Wales Government, Premier's Department (Women NSW)
- > Octopus Renewables Infrastructure Trust
- > Paul Ramsey Foundation
- > Plenitude
- > Power UP / Good Things Foundation
- > Prudential
- > The PVH Foundation
- > The PwC Foundation

- > Qualitas
- > Rethink
- > Rigby Group PLC
- > SG Enable
- > Shell
- > The Stanbic Foundation
- > Sumup
- > Swedish International Development Cooperation Agency (SIDA)
- > Telles Foundation
- > Temasek Polytechnic
- > UK Government's Department for Education
- > Umsizi Foundation
- > Unibail-Rodamco Westfield
- > Verizon Foundation
- > Victorian Government, Department of Jobs, Precincts and Regions
- > Ville de Paris: Programme Paris Emplois à Domicile, Programme ParisFabrik
- > West Midlands Combined Authority
- > West Yorkshire Combined Authority
- > Westpac
- > The Workday Foundation
- > Workday India Private Limited
- > Zurich Insurance Plc



Supporting Generation

Our broad, deep, and durable impact is made possible through the collective engagement of forward-thinking funders, employers, and education and training providers.

You are an essential part of the solution. Here's how you can help:

Fund Our Programs
Support our programs—offered at no cost to learners—and fuel catalytic investments in our Shared Delivery Platform, which comprises curricula, tools, digital systems, and impact tracking, to sustain strong employment and income outcomes. As a 501(c)(3) organization, donations to Generation are tax-deductible.

In-Kind and Pro Bono Support
Use your organization’s assets to create shared value. You could share educational content, tools, and certifications; contribute subject matter experts to co-create programs; provide pro bono teams for digital innovation; engage your employees as mentors to graduates, and more.

Hire Our Graduates
Meet your talent needs by hiring skilled, job-ready graduates who reflect the wide range of customer segments you serve. Our alumni are prepared to add immediate value and grow rapidly within your organization.

We believe employment changes lives. Your support has a durable impact on the lives of our graduates and their families.

Support us here.

www.generation.org | info@generation.org

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