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 (Brasil, 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.
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)
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.

<table>
<thead>
<tr>
<th>Breadth</th>
<th>Depth</th>
<th>Durability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation rate</td>
<td>Our graduate employment and income outcomes within three and six months of program completion.</td>
<td>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.</td>
</tr>
</tbody>
</table>

**BREADTH**

<table>
<thead>
<tr>
<th>Graduation rate</th>
<th>Job placement rate at 3 months</th>
<th>Wage increase</th>
<th>Pre-Generation of employers would hire Generation graduates again</th>
<th>of employers think Generation graduates perform at least as well or better than their peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>87%</td>
<td>77%</td>
<td>3.1x</td>
<td>91%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Learn more about our impact on [Generation’s website](https://www.generation.org)
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% 78% 76% 75% 68% 38%

of alumni find the Generation community valuable
of alumni say that Generation has improved their financial situation
of employed alumni are satisfied with their current employment
of alumni feel optimistic about the future
of alumni can meet their daily financial needs
of alumni can save for the future
WHO WE SERVED

GENDER

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>46%</td>
<td>52%</td>
</tr>
</tbody>
</table>

DEPENDENTS

<table>
<thead>
<tr>
<th>other/declined to answer</th>
<th>with 1 or more dependents</th>
<th>unemployed</th>
</tr>
</thead>
<tbody>
<tr>
<td>02%</td>
<td>30%</td>
<td>90%</td>
</tr>
</tbody>
</table>

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

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 Moursheed  |  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 Pasquale  |  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

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New America
Kevin Steinberg  |  Chief Executive Officer
Ascent Leadership Networks

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## PHILANTHROPIC & PUBLIC FUNDERS

### Accenture
- Adyen
- Amazon Career Choice
- Annie E. Casey Foundation
- Arco Instituto de Educacao
- Arynax 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
- Francaise 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 & Co
- Meta
- MetLife Foundation
- Microsoft Philanthropies
- Monte de Piedad
- National Skill Development Corporation
- Next
- ONE 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
- Teljes 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
- Universia
- URW
- USAA
- USAID
- Verizon Foundation
- Victorian Department of Jobs Precincts, and Regions
- VRB Social
- Wadhwani 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!