

Generation

EUROPE



DURABLE PATHWAYS TO ECONOMIC MOBILITY

Europe Impact Report 2025-2026

WELCOME MESSAGE FROM EUROPE COO

Europe is at a moment where skilling policy is increasingly looked at not only by accessibility and volume, but by outcomes that last. As labour markets evolve, the real test of workforce programmes is whether they help people remain employed, progress in their careers, and build long-term financial security. Within this context, Generation works as part of a broader European skilling ecosystem, alongside public institutions, employers, funders, and civil society organisations, to strengthen education-to-employment systems that are both inclusive and effective over time.

This report focuses on what happens after initial employment. Drawing on longitudinal data collected two to five years after graduation, it examines the durability of Generation's outcomes across Europe - from living wage and job quality, to income progression, household security, and wellbeing. The evidence shows that alumni not only sustain employment over time, but increasingly move into higher-quality roles, earn wages that support their families, and report growing confidence in their ability to shape their professional futures. These durable outcomes reflect the combined effect of employer-aligned training, continued alumni support, and partnerships that connect skills development to real labour market demand.

We are deeply grateful to the partners, funders, employers, alumni, and colleagues who make this work possible across Europe. We would also like to thank **Bank of America** and **The Coca-Cola Foundation** for supporting our advocacy agenda, including this report. As skills move to the centre of Europe's competitiveness and social cohesion agenda, we hope the insights in this report contribute to a shared understanding of what works - and to building skilling systems that are focused on long term outcomes (e.g., financial security and wellbeing) rather than just outputs (e.g., number of people trained).



MINH HUY LAI
Europe COO

WELCOME MESSAGE FROM GLOBAL CEO

At Generation, we are dedicated to closing the gap between potential and opportunity, training and placing individuals into careers that offer a path to long-term economic mobility.

Across our European programmes, our graduates are achieving tangible outcomes. When they join us, 90% are unemployed. Within three to six months of programme completion, 76% are employed. And the change lasts - two to five years after graduation, 83% of our alumni continue to be engaged in paid work, 89% can meet daily financial needs, 59% are able to save money, and 85% feel confident in their ability to achieve their professional goals. In 2025 and early 2026, we supported 3,750 graduates to successfully pivot to careers in technology, green jobs, healthcare, skilled trades, and customer service and sales - industries that are vital to our society's future.

As we look ahead, we remain committed to employment programmes that help individuals transform their lives and to support our field to advance in the measurement of medium and long-term outcomes for employment, income, and well-being. We are grateful to our funders, employers, graduates, and network colleagues for their partnership in our collective work. We invite you to join us in building pathways to economic mobility and breaking down barriers to meaningful employment in Europe.



MONA MOURSHED
Global CEO

WE BELIEVE IN THE POWER OF EMPLOYMENT TO CHANGE LIVES

WHO WE ARE

Launched in 2015, Generation is a **global nonprofit network** that supports people to achieve economic mobility.

Aligned with our global mission, our European network aims to **transform education-to-employment systems** to prepare, place, and support people into **life-changing careers** that would otherwise be inaccessible.

OUR TEAM IN EUROPE



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COO, Europe



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PASQUALI
CEO,
Generation Italy



FATÈNE BEN-
HAMZA
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Generation France



ESTELA DE LA
CRUZ
CEO,
Generation Spain



RONAN
HARBISON
Executive Director,
Generation Ireland



SALLA MAJURI
Global Partnerships
Lead



ALEJANDRA
LABORDA
Global Partnerships
Manager



ELIZABETH
CLARK
Global Partnerships
Manager



MANISH
BINUKRISHAN
Global Partnerships
Manager

OUR IMPACT IN EUROPE

Since our launch, we have delivered impact that is...

BROAD

Expanding our reach and supporting a rapidly growing number of graduates...



23,063 graduates



83 cities across five countries



4,000 employers, from start-ups and SMEs to Fortune 500 companies.



10,347 women



17,528 job placements.



76% job placement within 6 months of graduation.

DEEP

...facing barriers to employment, for whom we enable life-changing employment and income outcomes...



1.3-3.8x increase in income 12-18 months post-training, varying across programmes and countries.¹



81% of our employed graduates are in jobs related to the completed programmes.



83% of our alumni are currently engaged in paid work 2-5 years after graduation.



59% are able to save money 2-5 years after graduation.

DURABLE

...with sustained benefits to their wellbeing and economic mobility.



84% of employed alumni earn above a living wage.²



Every \$1 invested in our programs in Europe generates \$9-18 in additional income over five years compared to baseline earnings.

¹ For graduates previously employed.

² A living wage is a wage level sufficient to afford a decent standard of living for an individual, and, when relevant, for any dependents. It is approximately 40% above the local minimum wage.


A PATH TO ECONOMIC MOBILITY

At Generation, we define impact as advancing on three different dimensions simultaneously: **breadth, depth, and durability**. Durability refers to how well our programme outcomes last over time. In other words, we aim to prepare and support our graduates for jobs that propel their career growth and economic mobility trajectories.

To assess whether the positive changes our graduates make in employment, financial health, and well-being last, we track their progress for up to five years after graduation. One of the main ways we do this is through our annual **Global Alumni Survey**.

The results of our [2025 Alumni Survey](#) demonstrate that Generation programmes are indeed a clear path to durable change. In 2025, 4,691 alumni across 15 Generation countries participated in the survey. These alumni represent a diverse group of individuals around the world, who are often underrepresented in their chosen career fields: 52% are women, 46% are from lower-middle income countries, 64% have a high school diploma or lower, and 90% were unemployed before coming to Generation.

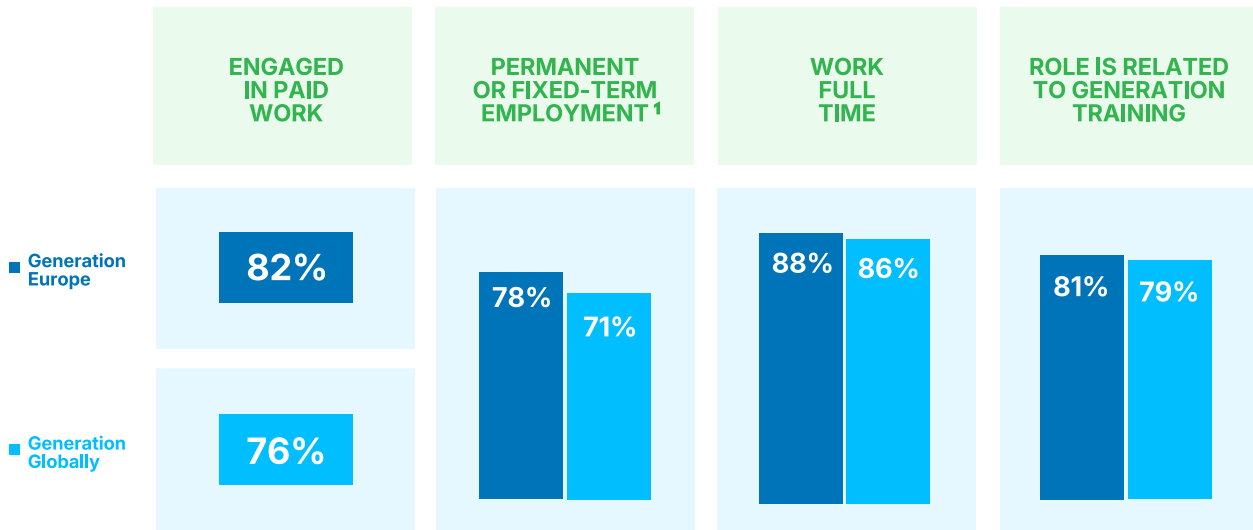
Survey findings show that Generation programs create change that lasts for learners and their families: most Generation graduates experience lasting employment, financial health, and wellbeing two to five years after completing our programmes. While these results show significant progress for the vast majority of our alumni, we also recognise there is more work to be done, as a small number have fallen back into unemployment, have dropped out of the labour force, or have become stalled in their careers.

A woman with short dark hair, wearing a light-colored blazer and a dark scarf, is speaking at a dark podium. She is smiling and looking slightly to her right. The background is a blurred blue wall.

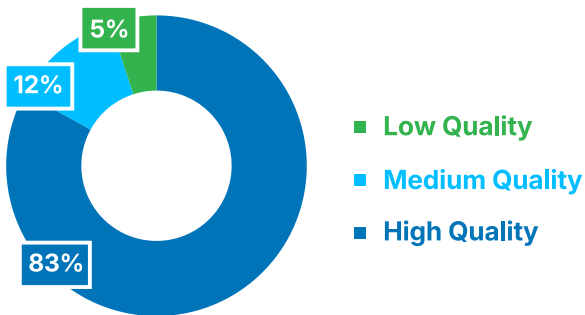
Over the following pages, we would like to invite you to explore in more detail the findings from our five European affiliates in France, Ireland, Italy, Spain, and the United Kingdom.

GENERATION ALUMNI ARE WORKING IN HIGH-QUALITY JOBS AND ADVANCING IN THEIR CAREERS

Across five European markets, Generation alumni demonstrate strong and consistent employment outcomes, outperforming global averages across employment rate, job stability, and relevance of roles to training. While labour market conditions differ, the durability of outcomes two to five years post-graduation remains high, underscoring the transferability of Generation's model across contexts.



83% of employed alumni are working in high quality² jobs...

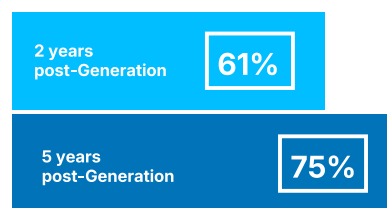


Job quality is a key driver of wellbeing³

In Europe, wellbeing for alumni in low-medium quality jobs is ~33 percentage points (pp) lower than for those in high quality jobs and ~41pp lower than for unemployed alumni.

...and advancing in their careers

Share of employed alumni working in more advanced roles (intermediate, managerial roles)



78%

are satisfied with their work experience since finishing the program

1. Permanent and fixed term employment are assessed together as they are both relatively stable employment contracts compared to short/casual employment, internships, apprenticeships etc.
 2. Defined across 5 comprehensive factors, detailed on page 15.
 3. At Generation, it refers to the sustained ability of alumni to live with dignity, confidence, and optimism - supported by meaningful work, financial stability, and a positive sense of future possibility for themselves and their families.

FROM EMPLOYMENT TO FINANCIAL SECURITY

Two to five years after graduation, employment durability translates into financial resilience. Most European alumni earn above a living wage, enabling them not only to meet daily needs but also to save and plan for the future. These outcomes are particularly significant given the cost-of-living pressures facing many European households.

84% of employed alumni earn above a living wage

	LIVING WAGE ¹	THRIVING WAGE ¹
France	94%	90%
Ireland	67%	27%
Italy	97%	94%
Spain	90%	90%
UK	66%	48%
Europe	84%	77%
Global	73%	55%

89% of all alumni can meet their daily needs and 59% of alumni can save

	CAN MEET DAILY NEEDS INDEPENDENTLY	CAN SAVE
France	74%	38%
Ireland	86%	52%
Italy	91%	65%
Spain	86%	50%
UK	90%	62%
Europe	89%	59%
Global	80%	40%

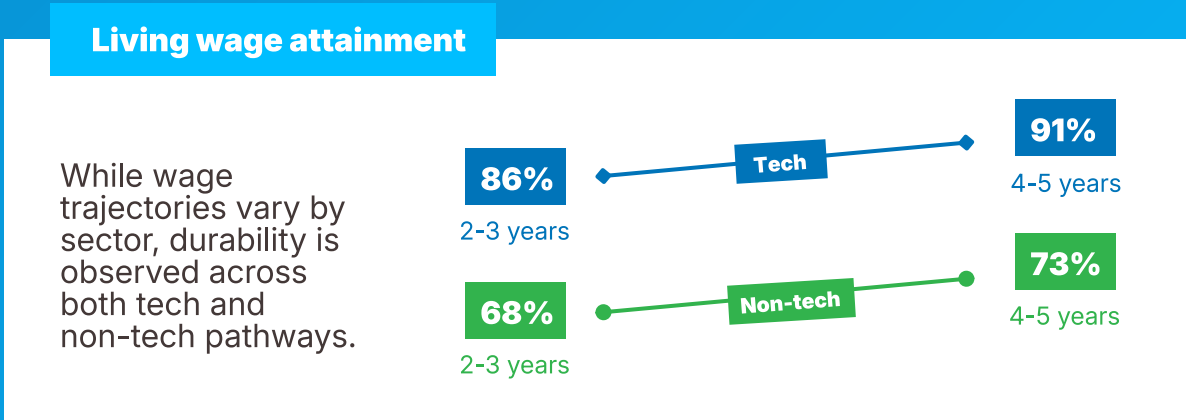
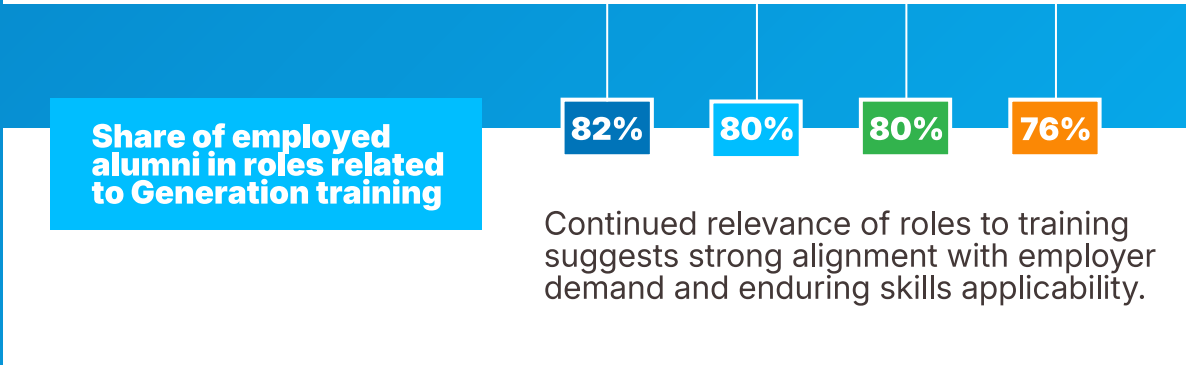
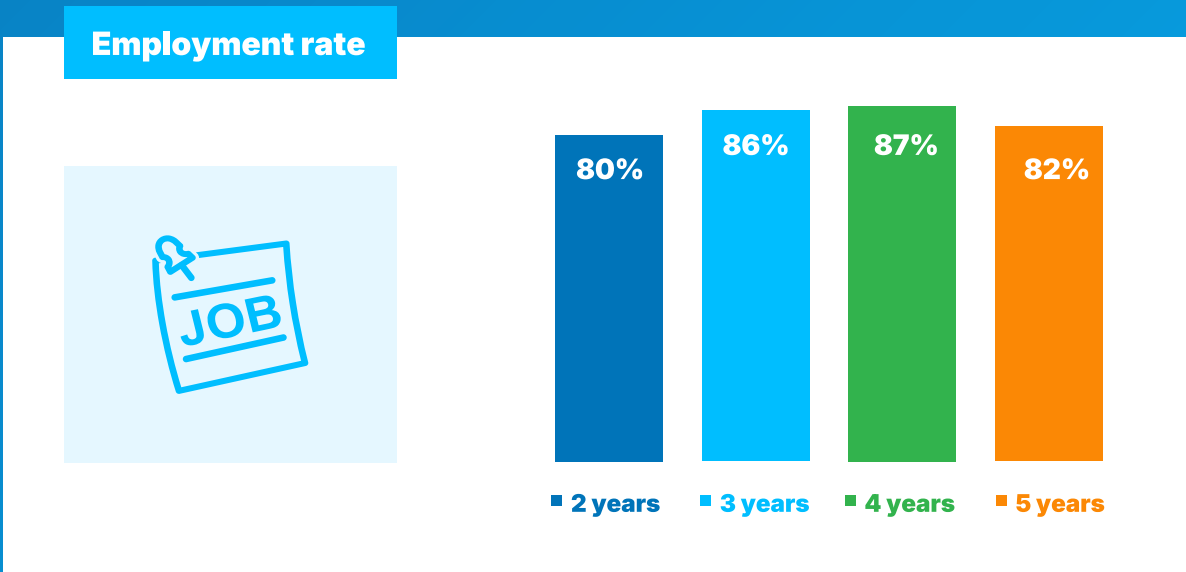
1. On average, living wage is 40% higher than minimum wage. Thriving wage is 1.2x living wage. Details on page 15.

Living wage attainment remains high across all five countries, demonstrating that durable income gains are achievable even in diverse wage and welfare systems.



IMPACT LASTS 2-5 YEARS POST-GRADUATION

Alumni outcomes remain stable up to five years after graduation, with living wage attainment increasing over time. This pattern indicates that Generation programmes do not deliver short-term gains alone, but support lasting employment and upward mobility.



1. See explanations page 15.

IMPACT ON HOUSEHOLDS

Durable employment has ripple effects beyond individual alumni. Graduates contribute to household stability, support dependents, and invest in improved living conditions. These outcomes position alumni as powerful change agents within their families and communities.

Since graduating,

80%



of alumni have been able to support their households' expenses in one or more ways.

42%



of alumni are supporting multiple dependents.

Alumni are supporting their households in becoming more financially stable...



44%

contributed to financial expenses of their family



37%

built savings for their family



8%

helped pay down family debts

...and advancing their living standards.



34%

paid for better housing for their family

Investment in housing is uniform globally – 30% of alumni in lower middle income, 35% in upper middle income and 31% in high income countries have paid for better housing for their family.



35%

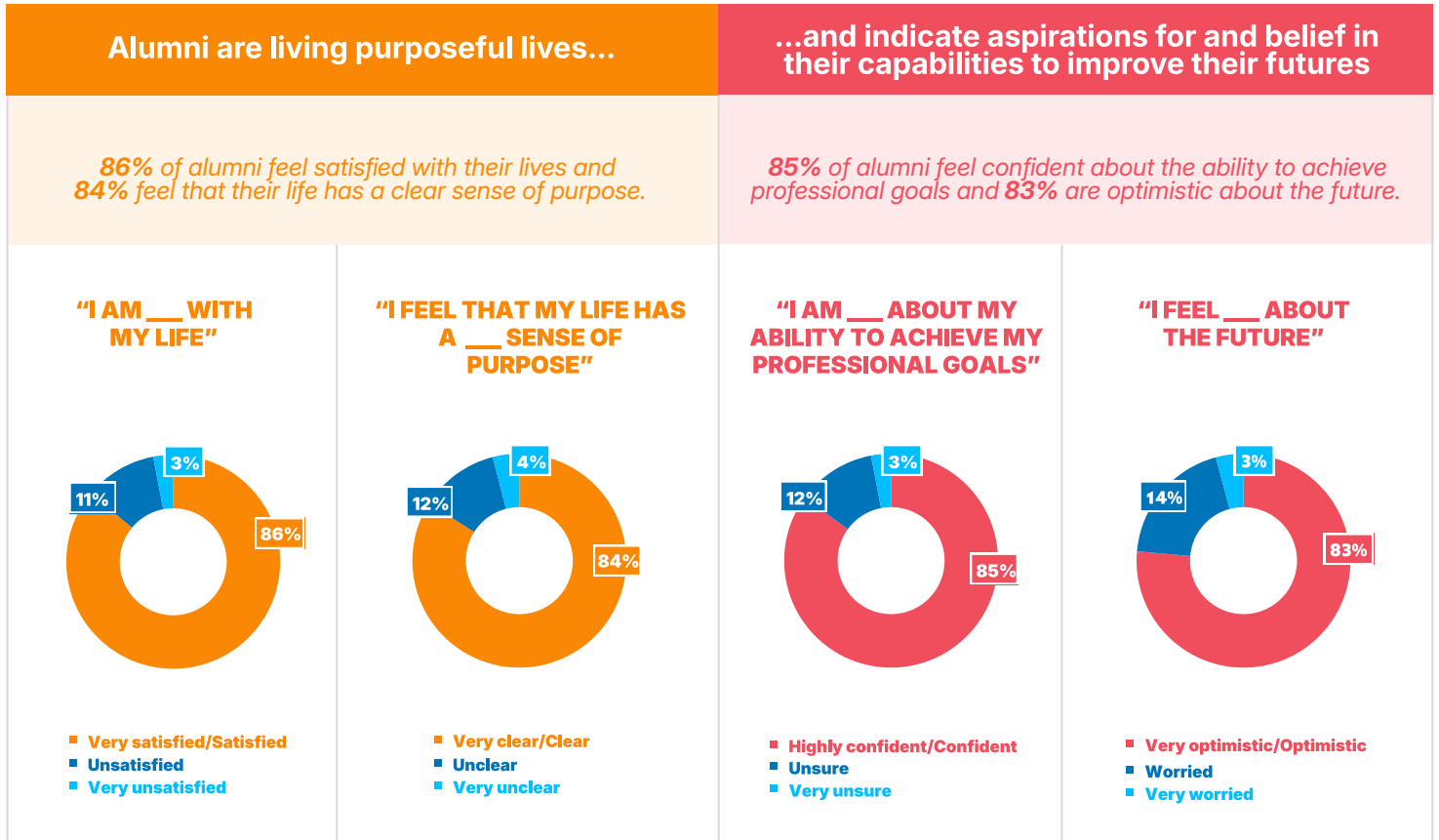
paid for travel and leisure activities for their family

Investment in leisure activities is 10pp higher in Europe region than globally.

1. World Bank classification of economy type – see details on page 15.

THE HUMAN DIMENSION OF DURABLE IMPACT

Alumni indicate high levels of wellbeing and aspirations for the future.



High levels of life satisfaction, purpose, and confidence in achieving professional goals point to durable psychological and social outcomes - critical but often overlooked dimensions of long-term impact.



HIGH RETURNS ON INVESTMENT FOR INDIVIDUALS AND SOCIETY

Over a five-year horizon, Generation programmes in Europe generate substantial economic returns for graduates relative to both baseline and counterfactual scenarios. These results demonstrate that durable employment outcomes translate into strong value for money for funders and public systems.

In Europe, Generation programs have an ROI of 3-7x against counterfactuals

We assess the additional incomes earned by Generation graduates over a period of five years post graduation compared to those earned by a counterfactual group in the same period.

COUNTRY	PROGRAM COST PER LEARNER	ADDITIONAL EARNINGS OF GENERATION GRADUATES OVER 5 YEARS	ROI
France	\$4,795	\$17,379	3.6
Italy	\$3,375	\$25,731	7.6
UK	\$9,363	\$45,519	4.9

1. Employment and wages for counterfactual groups are sourced from the evaluations done in each countries.

COUNTERFACTUAL ROI METHODOLOGY

- Earnings are calculated in US dollars for years 1-5 using the employment rate and wages for each group from the evaluations of Generation outcomes vs counterfactual.
- Additional earnings over the 5 year period are calculated as Generation graduate earnings - counterfactual group earnings.
- Additional earnings are divided by the cost per learner to calculate the ROI.

Generation graduates earn 9-15x higher income over five years compared to their baseline situation

We assess the additional incomes earned by Generation graduates over a period of five years post graduation compared to their earnings based on baseline employment and income levels.

COUNTRY	PROGRAMME COST PER LEARNER	ADDITIONAL EARNINGS OF GENERATION GRADUATES OVER 5 YEARS	ROI
France	\$4,795	\$45,155	9.4
Ireland	\$9,925	\$100,431	10.1
Italy	\$3,375	\$53,179	15.8
Spain	\$5,093	\$67,457	13.2
UK	\$9,363	\$102,508	10.9

2. We use the Livelihood Impact Lab ROI Estimator provided by Livelihood Impact Fund.

NOMINAL ROI METHODOLOGY

- Earnings are calculated in US dollars for years 1-5 using the employment rate and wages for graduates and with baseline metrics.
- Additional earnings of Generation graduates = Total wages earned at post generation employment rate - Total wages earned at pre generation employment rate over 5 years
- Additional earnings are divided by the cost per learner to calculate the ROI.

PARTNERSHIPS FOR LASTING IMPACT



Durable employment outcomes are shaped by the systems and partnerships that surround skilling efforts over time. Alongside delivering programmes on the ground, Generation Europe plays an active advocacy and thought-leadership role at EU level to ensure that durability becomes a shared priority in skills and employment policy.

Durability is a recurring focus of our engagement with European institutions, funders, employers, and peer organisations. It has been a central theme in discussions during the two high-level EU roundtables on innovative, impact-driven public-private-philanthropic partnerships (4Ps) convened in Brussels by Generation Europe in 2025, bringing together senior representatives from the European Commission, major employers and funders, financial institutions, and social economy leaders. The first roundtable, held shortly after the European Commission presented the [Union of Skills](#), explored how 4Ps can help translate Europe's ambitions on quality jobs, talent development, and lifelong learning into concrete action, drawing on real examples of cross-sector collaboration already delivering results.

The second roundtable built on these foundations, shifting the focus to how such partnerships can be scaled and institutionalised to support labour-market inclusion at a time of shrinking workforces and growing skills shortages, highlighting the complementary strengths of public actors, the private sector, and nonprofits. During the second roundtable, we also launched our report [Public-Private-Philanthropic Partnerships for Workforce Development in Europe](#), showcasing five proven 4P case studies from our European network. The report exemplifies how blended financing, shared governance, and employer-driven design can drive durable employment outcomes at scale. A third roundtable is planned for 2026 to further advance this dialogue.

Our contribution to EU-level debate extends beyond convening. In March 2026, Generation Europe's COO was an invited speaker at the [European Employment & Social Rights Forum](#) in Brussels, sharing evidence on long-term impact measurement and the return on investment of skilling. We also engage directly with EU learning and innovation ecosystems. In July 2025, Generation Europe joined the European Social Fund Community of Practice on Employment, Education & Skills. Our data tracking system has since been validated by the ESF as a European social innovation and selected among 20 projects that were showcased at the [European Social Innovation Forum](#) in Brussels in October 2025.

As a concrete next step in translating advocacy into action, Generation is a founding member of the **Durability Collective**, a collaborative effort designed to advance shared standards, tools, and partnerships to measure and achieve impact that truly lasts.



CREATING CHANGE THAT LASTS: THE DURABILITY COLLECTIVE



Generation is an inaugural member of The Durability Collective.

Contrary to conventional wisdom, we believe medium- and long-term outcomes measurement can be feasible and cost-effective.

We are 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.

Inaugural Members



The Durability Collective has three pillars

DURABILITY ACADEMY

Providing deep expertise openly and collaboratively

A two-year program for nonprofits and social impact organizations

Curriculum focuses on measuring and improving long-term livelihood outcomes

RESEARCH

Transforming sector standards and building shared knowledge

Multi-year collaborations with researchers and academics

Initial research topics include how livelihood trajectory varies by participant profile, and progress towards breaking intergenerational poverty

THOUGHT LEADERSHIP & ADVOCACY

Making Durability mainstream

Building awareness and dialogue across system stakeholders (e.g., government, philanthropy, multi-lateral organizations, practitioners) of Durability topics

Channels include social media, publications, webinars, and convenings

In June 2025, The Durability Collective and Durability Academy model received recognition from the European Competence Centre for Social Innovation

In June, our approach was validated as an [innovation case study that is now part of the EU public database](#) on social innovation. As a result, we are already seeing interest in learning from the Academy model and replicating it in various contexts.

The European Competence Centre for Social Innovation, part of the European Social Fund Plus Social Innovation+ initiative, aims to speed up the adoption and expansion of proven innovative solutions in employment, education, and social inclusion.



This initiative is very different from others, describing the application of large datasets to assess VET (Vocational Education and Training) programme impact and to develop a further initiative Durability Collective to create a long-term support for nonprofits seeking to use data to demonstrate results.

In many ways, this is the holy grail for social innovation actors and while the Generation VET data is clearly an effective measurement tool, the Durability Collective has the potential to be a game changer. There are impact measurement tools but these rely heavily on internal commitment. By creating a community to tackle this challenge social innovators have a real opportunity to demonstrate their value in the long term.

European Competence Centre for Social Innovation



ALUMNI TESTIMONIALS

Years after graduation, our alumni speak not only about career growth, but about building purpose, confidence, and a sense of contribution. Their voices reflect what durable impact looks like in real lives.



Alessandro, Junior Data Engineer graduate, Generation Italy:

"For me, work means the possibility of fulfilling myself by **dedicating myself to something that belongs to me**. I find this personal aspect of work very important because it's nice to feel competent, and in work - thanks to the path I've taken and the person I am - I can be a value to others."



Faisa, Sustainability Project Officer graduate, Generation UK:

"Today, I'm proud to be a Development Officer, addressing the climate emergency every day. **For me, this is more than a career** – it's a purpose-driven journey that reflects my values, resilience, and belief that change is always possible. To anyone considering this bootcamp: this is your bridge to opportunities, growth, and purpose. The green sector needs people from all walks of life – and there's a space here for you."



Jesús, Robotics Process Automation graduate, Generation Spain:

"**It is our responsibility as citizens to build the society we want.** That means training ourselves, adapting, and not settling. We live in times of change, but also of opportunity. If our grandparents were able to move forward in even tougher contexts, we can also give up a few hours of social media to invest in something that can change our future."



Pooja, IT Support graduate, Generation Ireland:

"The Generation bootcamp played a key role in helping me secure a job after relocating to Ireland. Gaining employment has had a very positive impact on my life. After relocating here, finding a job was challenging, which caused a lot of stress. **Securing this role has given me mental peace, I feel relaxed and calm.** Having a routine again has helped me regain my sense of identity, and I am genuinely enjoying this phase of my life."



Sarah, Retail Sales graduate and Alumni Ambassador, Generation France:

"Soft skills played a crucial role in the program. **I saw people realize their potential: refugees, people who had never worked before, began to believe in themselves.** It profoundly transformed me. In the future, I know I want to work in an international environment, help others, and contribute to improving people's lives. That's what motivates me."

OUR PARTNERS

GLOBAL FUNDERS

- Admiral Group Plc
- Allan & Gill Gray Philanthropies
- Autodesk Foundation
- Bank of America
- Cadence Giving Foundation
- Caterpillar Foundation and Myriad USA
- Cisco
- Citi Foundation (The)
- Clayton, Dubilier & Rice (CD&R) Foundation (The)
- Cummins
- Endless Foundation
- Dell Technologies (via Computer Aid International)
- Draper Richards Kaplan (DRK) Foundation (The)
- Equinix Foundation (The)
- Ezrah Charitable Trust (The)
- FactSet Charitable Foundation
- GitLab Foundation (The)
- Google.org
- Jenkins Family Gift Fund
- KKR
- Livelihood Impact Fund (LIF)
- Linda Fayne Levinson & William Levinson (American Endowment Foundation)
- LinkedIn Social Impact
- London Stock Exchange Group (LSEG)
- Macquarie Group Foundation (The)
- Mastercard Foundation (The)
- Patrick J. McGovern Foundation (The)
- McKinsey & Company (founder)
- MetLife Foundation
- onsemi
- Salesforce
- SCAN Foundation (The)
- Silver Lake
- Internet Society Foundation, sponsored by TechSoup
- Coca-Cola Foundation (The)
- Solid Foundation (The)
- Truist Foundation
- Unity Charitable Fund (The), an ImpactAssets Donor Advised Fund
- Vanguard Charitable
- Workday Foundation (The)

COUNTRY FUNDERS

- A2A
- Accenture
- Adelya
- Agencia para el Empleo de Madrid
- Admiral Group Plc

- All in Glasgow
- Amazon
- Bank of America
- Barclays
- Birmingham City Council
- BlackRock Foundation
- Cabinet de revitalisation LHH
- Capital City Partnership
- Caritas foundation
- City Bridge Foundation
- Clayton, Dubilier & Rice (CD&R) Foundation (The)
- Coca-Cola Foundation (The)
- Cognizant
- Crédit Mutuel Alliance Fédérale foundation
- East Head Impact
- East Renfreshire Council
- EMIS
- ENI Plenitude
- EPIC foundation
- European Climate Foundation (ECF)
- FactSet Charitable Foundation
- Feltrinelli
- Fondation Cmaf
- Fondazione Cariplo
- Fondazione Cassa Depositi e Prestiti
- Fondazione Comunità di Milano
- Fonds de revitalisation
- Fondo Repubblica Digitale
- France Travail
- Fundación INCYDE
- Fundación Nous Cims
- Garfield Weston Foundation
- Glasgow City Council
- Greater London Authority
- Greenwood Place
- Hiscox Foundation
- Ile-de-France region
- Impetus Private Equity Foundation
- Indeed
- Intesa Sanpaolo
- Invitalia
- J. & H. Peters Fund
- JPMorganChase
- Joseph Roundtree Foundation
- KKR
- Klépierre
- Kyndryl Foundation
- LinkedIn
- London Stock Exchange Group Foundation
- M1 Skillnet
- Macquarie Group Foundation
- Microsoft
- Nathoo Family Trust
- Paris emploi à domicile (POE)

- Pobal - Dormant Accounts Fund
- Pobal EU Just Transition Fund
- Renfrewshire Council
- Scottish Government
- SOLAS
- St James's Place
- Suez foundation
- The Gosling Foundation
- The Hg Foundation
- The Rigby Foundation
- UBS Optimus Foundation
- UK Government's Department for Education
- Zurich

PAN-EUROPEAN PARTNERS

- European Centre for the Development of Vocational Training
- EIT STEM Tech Talent Induction
- European Competence Centre for Social Innovation
- European Training Foundation
- European Solar Academy
- European Vocational Training Association
- Impact Europe
- Pact for Skills
- SolarPower Europe
- The Schuman Associates Skills Coalition
- Women in Digital Forum

DEFINITIONS

Generation operates in three different World Bank-classified economy types; learners have different starting points on their economic mobility journeys.

WORLD BANK

1. Gross National Income is the total amount of money earned by a nation's people and business. It is used to measure and track a nation's wealth from year to year. The number includes the nation's gross domestic product (GDP) plus the income it receives from overseas sources.
2. Highest completed education level before Generation

Source: The World Bank

ECONOMY TYPE	DEFINITION	GENERATION COUNTRIES
Lower middle income countries	Gross National Income (GNI) ¹ per capita between \$1,136 and \$4,495	India, Kenya, Ghana
Upper middle income countries	GNI per capita between \$4,496 and \$13,935	Brazil, Mexico, Colombia, Thailand
High income countries	GNI per capita of \$13,935 or more	Australia, Chile, France , Hong Kong, Italy , Ireland , Singapore, Spain , UK , US

A high-quality job is key for continued career growth and wellbeing

To identify what comprises a "high quality" job, we anchored to established frameworks on job quality which consider both basic and higher needs. We analyzed five factors from the Alumni Survey (see "5 Comprehensive Factors").

Responses received a score of 0 or 1 point, and scores were added up to provide a composite score ranging from 0 to 5. A score of 4-5 was classified as a 'high quality' job, 3 was a 'medium quality' job and a score of 0-1 was classified as a 'low quality' job*.

* Analysis excludes France and Italy due to missing data on sense of purpose and sense of belongingness.

5 COMPREHENSIVE FACTORS

FULL-TIME VS. PART-TIME	1 point if 31-40 hours or 40+ hours 0 point if <30 hours
JOB SECURITY	1 point if permanent/fixed-term employee or self-employed, 0 point if short-term/casual employee, trainee/apprentice or intern
LIVING WAGE	1 point if above living wage 0 point if below living wage
SENSE OF PURPOSE	1 point if clear or very clear 0 point if unclear or very unclear
SENSE OF BELONGING	1 point if strong or very strong 0 point if limited or none

Generation believes that earning a living wage is key to achieving lasting economic mobility

	DEFINITION	SOURCE
MINIMUM WAGE	The minimum amount of remuneration an employer is required to pay wage earners by law. Minimum wage is a legal construct that is required by law and set by the government, while living and thriving wage are currently voluntary constructs.	International Labor Organization
LIVING WAGE	Remuneration received that is sufficient to afford a decent standard of living for a worker and her or his family . This includes food, water, housing, education, health care, transport, clothing, and other essential needs, including provision for unexpected events. Living wage estimates are established outside of a political process and tend to be higher than minimum wage. On average, living wage is ~40% higher than minimum wage, though the range is broad. For the US, UK and Ireland, we use public in-country sources. For all others, we use WageIndicator's publicly available benchmarks for living wage, pro-rated for a single adult.	Wage Indicator UK - Living Wage Foundation Ireland - Living Wage Technical Group USA - MIT
THRIVING WAGE	A thriving wage accounts for disposable income to save for the future or spend on leisure activities, over and above the amount necessary to meet basic needs i.e., above living wage. Thriving wage is an emerging concept, so there is limited standardization or consensus on the benchmark. Some organizations refer to this concept as the empowerment line, where individuals can begin to achieve security. We use the benchmark of thriving wage = 1.2x living wage.	1. Refer to the Appendix of this document for a list of the minimum and living wage levels for each country in which we operate.

Generation

EUROPE

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Generation: You Employed Europe

