



Generation 2025 Annual Report

Generation

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A message from our CEO

Entering our second decade, we do so in a world experiencing profound labor market changes—from the acceleration of the digital and green transitions to the transformative impact of generative AI to shifts in demographics.

There are truths that stay constant in this shifting landscape, however. We know that people want to do meaningful work, to support their family, to have choices and shape their lives. We know that regardless of how the job market shifts, we need ways to get people quickly skilled and into work. And we know that once someone is employed in a good job, their lives and those of their families change for the better.

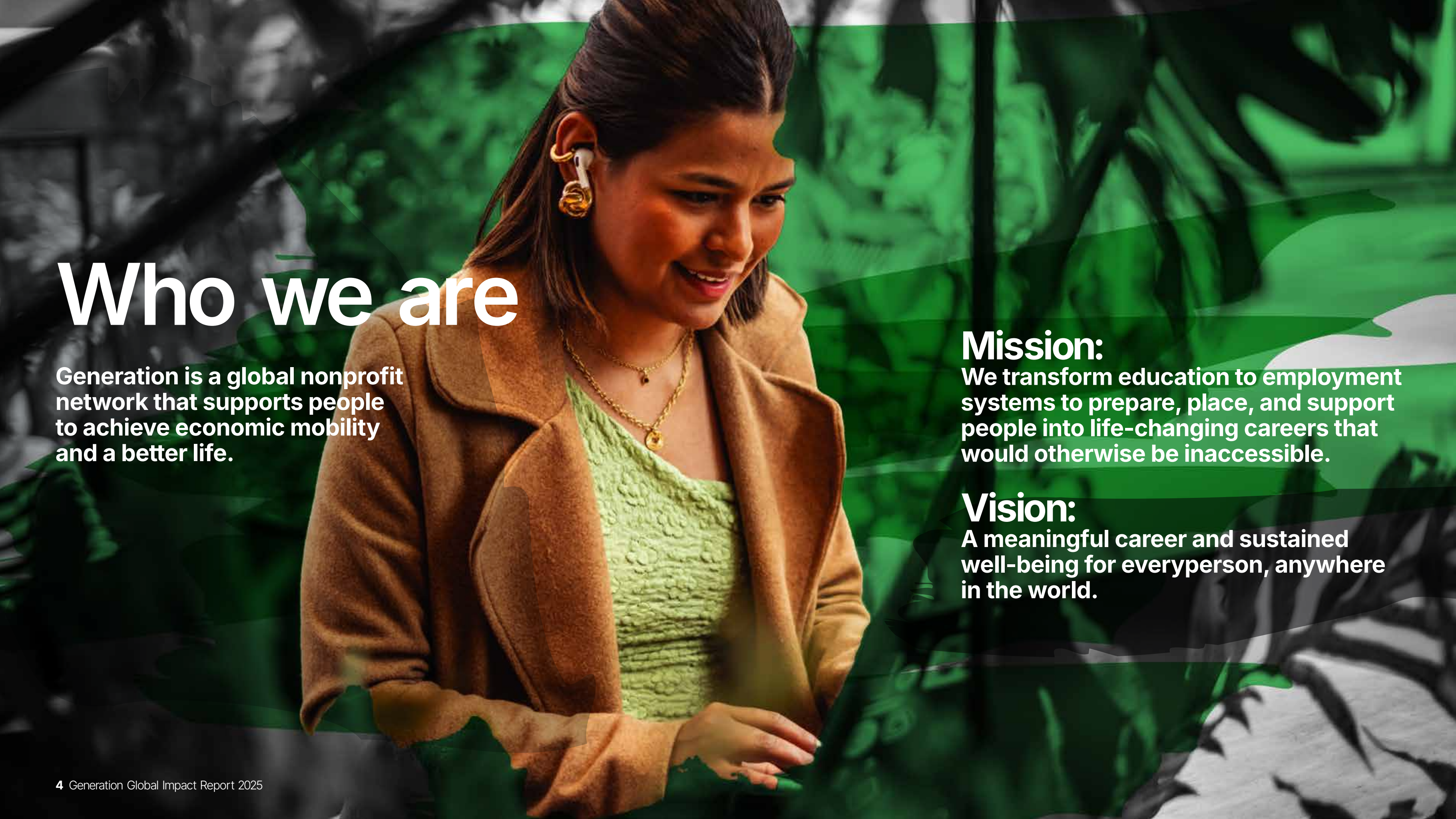
The Generation community continues to meet this moment with urgency and innovation. To date, more than 155,000 people have graduated from our programs, earning a cumulative \$2.5 billion in life-changing wages. Our methodology remains a powerful engine for equity – while 90% of our learners are unemployed when they join us, 83% are in jobs within six months of completing the program. And the results last: 76% of our alumni remain employed, and 73% have attained a living wage or above.

These individual results are the core of our impact, but they are not the end of it. Moving beyond the individual, we seek to change the system that underlies opportunity for everyone, so we have continued to deepen our work with national and state governments and other key system players in the past year. At the same time, we have continued to build our sector impact through our work as a co-founder of The Durability Collective.

We are incredibly grateful to our global community of alumni, employers, and partners. Your belief in the power of employment is what allows us to move from a decade of proof to a future of sustained, global transformation. We are proud of the foundation we have built and are energized by the impact yet to come.


Mona Mourshed CEO





Who we are

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

Mission:

We 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.

17,543

Graduates in 2025. We've had 153,000+ graduates since we launched in 2015

37

Profession-specific programs in tech, healthcare, customer service, skilled trades, and green jobs. We've placed people in 56 professions to date

4,731

Employers in 2025. We've worked with 24,000+ employers to date



Depth of impact

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

83%

of graduates placed in jobs within six months of program completion (68% at three months)

91%

are working in roles directly related to their Generation program

62%

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

\$2.5bn

in wages earned by graduates to date

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 a representative sample of alumni who completed our programs two to five years ago, and in 2025 we received more than 4,691 responses representing 15 countries across our network.



76%

continue to be employed, with 91% of those in roles directly related to their Generation training or in the same sector

80%

can meet their daily needs

89%

feel optimistic about the future

80%

want to give back to Generation

73%

are earning a living wage

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

Who we serve

52%

of learners are women

71%

do not have a
university degree

90%

are unemployed when
they enter Generation

28%

have one or more
dependents

Strong ROI vs. Counterfactuals

Across six countries, we have measured the real additional income our graduates earn compared to a counterfactual group — people with similar profiles who didn't go through Generation — and see a 3-7x ROI

ROI vs. Counterfactuals (by country):

Italy	7.6x	Colombia	4.4x
India	7.2x	France	3.6x
UK	4.9x	Kenya	3.2x

Evaluations for India, France, Kenya and the UK were conducted with independent third-party evaluators — Mathematica, Koreis, and the UK Department for Work & Pensions, respectively.

All the impact evaluation reports are available on our [website](#).

Generation programs also see:

Significant Gains in Employment Evaluations reveal higher employment rates — ranging from +19 to +42 percentage points higher — for Generation graduates compared to peer groups.

Outperformance Against Peer Programs When compared against alternative training programs and national baselines, Generation consistently leads the market, including validated higher performance in India, Italy and the UK.

Long-Term Financial Impact Over a five-year period post-graduation, Generation alumni earn 6x to 22x more income than their baseline financial situation before entering the program.

Seven-step methodology

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



Professions

We offer programs to prepare and place people in 37 professions across five sectors:

Technology

- .NET Developer
- Cloud Support Practitioner
- Data Analyst
- Data Engineer
- Digital Customer Support
- Digital Marketing Analyst
- Front-End Developer
- Front-End Web Developer
- Full Stack Developer
- IT Support Specialist
- Junior Network / Cybersecurity Analyst
- QA Tester
- Robotic Process Automation (RPA) Developer
- Salesforce Developer
- Unity Developer

Customer Service & Sales

- Call Center Agent
- Commercial Salesperson
- Financial Salesperson
- Food & Beverage Steward
- Freelance – Admin Support Worker
- Loan Agent
- Retail Sales Associate
- SaaS Sales Development Representative

Healthcare

- Administrative Medical Assistant
- Disability Support Worker
- Nursing Assistant

Green Jobs

- Bike Repair and Maintenance Technician
- EV (Electric Vehicle) Technician
- Heat Pump Installer
- Junior Retrofit Adviser
- Renewable Energy Sales Specialist
- Solar Panel Installer

Skilled Trades

- CAD-CAM Designer
- Machine Operator
- Property & Facilities Management
- Sewing Machine Operator
- Truck Driver

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

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.



RESEARCH

AI at work: A global entry-level perspective

To understand the impact of artificial intelligence on those entering the workforce, we surveyed more than 5,500 Generation alumni across 17 countries and 40 professions. While much of the global AI debate has focused on professional service workers in high-income countries, this report, *AI at Work*, provides a unique look at how entry-level workers in diverse economies (including Brazil, India, Kenya, and Italy) are navigating the AI revolution.

The majority are using AI, and they are self-taught power users

AI adoption is widespread among the next generation of workers. The majority of surveyed graduates are using AI – 65% across all groups. Of the alumni using AI, around half (52%) are using it independently to support their work. A majority are power users, with 79% using it at least once a week and with 37% saying they are using it daily.

AI is supporting them to work more efficiently

Feedback on the impact of using AI tools is overwhelmingly positive across surveyed alumni. Given the many predicted productivity benefits, it's not surprising that 94% of AI users say that AI has improved their ability to do their job. But perhaps less expected is the positive impact on how much they enjoy their work: 91% percent say their enjoyment has increased.

Men are heavier users of AI than women

AI use among men is higher than women, with 81.3% of men saying they use it at work versus 58.8% for women. This large gap in use is due to a higher representation of women in skilled trades (e.g., sewing machine operator) among our alumni population where AI use is extremely low. That said, more men use AI in every sector.

While adoption is strong overall, the report identifies a significant gender divide that mirrors traditional tech disparities. Across all sectors, 76% of men use AI at work compared to 53% of women. While this is partly driven by sector distribution (with fewer AI use cases currently in female-dominated skilled trades), the gap persists even within sectors. Closing this divide is essential to ensuring that the productivity gains of the AI era are equitably distributed.

Check out the **full report**.



RESEARCH

Rural America is ready for remote work

In collaboration with YouGov, we surveyed over 500 individuals aged 45+ across rural counties in 17 U.S. states (spanning the Appalachian and Delta regions) to understand the unique employment barriers facing this population. The resulting report, *Rural America Is Ready for Remote Work*, highlights a critical disconnect: while rural midcareer workers face severe economic precarity and a local “good jobs gap,” they represent a highly motivated, untapped talent pool for the remote economy.

Rural America is Ready for Remote Work



June 2025

Generation

For rural workers, financial insecurity is a way of life

The report reveals a stark economic reality: 61% of rural workers aged 45+ would be unable to cover an unexpected \$1,000 expense. Furthermore, 37% report that they do not have enough money to cover basic daily needs like groceries and housing. With only 6% of respondents saying their local area offers “many” high-quality jobs, the lack of local opportunity is the primary driver of this hardship.

Ageism is the leading barrier to re-entry

Parallel to our findings in the AI report, age bias remains a massive hurdle. Among unemployed rural workers, 61% identified their age as the primary reason they cannot find a job, outranking lack of skills or transportation issues. Despite their experience, these workers feel sidelined by a labor market that prioritizes younger candidates.

Remote work is a “lifeline,” not a luxury

While remote work is often discussed as a perk for urban professionals, for rural midcareer workers, it is a necessity for survival. Relocation is not an option for most; only 8% are “very likely” to move for work due to caregiving duties and community ties. However, appetite for growth is high: 75% of respondents are willing to undergo training specifically to gain the skills needed for remote roles.

Check out the **full report**.



The Durability Collective

Generation is a co-founder 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 include:

Durability Academy: A two-year program for nonprofits focused on building capacity to measure and improve long-term livelihood outcomes.

Research: Multi-year collaborations with researchers and academics to identify interventions that accelerate sustained outcomes.

Thought Leadership & Advocacy: Building awareness and dialogue across system stakeholders (e.g., government, philanthropy, multi-lateral organizations, practitioners) around Durability topics.

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

\$52,985,346

Expenses

\$54,020,533

*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.

\$20m

global spend on content, tools, systems, and services supporting country implementation network-wide, as well as operational spend for programs delivered by the global entity (Ghana, Colombia, and the United States)

\$29m

in-country affiliate operations spend for program delivery

\$5m

in-kind revenue*

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 Regional Programs & Growth Director, SAMEA
Jeremy Fox Chief Executive Officer, Asia-Pacific
Catalina Garcia 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 Chief Executive Officer
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 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
Alvin Mukabwa Interim Chief Executive Officer, Generation Kenya
Karena Newland Chief Executive Officer, Generation Australia
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
Maysa Jalbout Director, Education Cannot Wait (ECW)
Stephanie Khurana Board Vice Chair, Chief Executive Officer, Axim Collaborative
Siva Kumari Chief Executive Officer, College Possible
Linda Fayne Levinson Board Chair, AZA Finance, Clearpath Robotics, and Wndyr
Scott McKinley CEO & Entrepreneur in Residence, Open Technology Incubator
Matthew Michelini President, Athene Holding Ltd. (Apollo Global Management)
Mona Mourshed Global Chief Executive Officer, Generation: You Employed Eric Postel, SVP, DAI
Eric Postel SVP, DAI
Dana Brakman Resier Professor of Law, Brooklyn Law School
Bhawna Singh Chief Technology Officer, Lightspeed Commerce
Anne-Marie Slaughter Senior Advisor, New America, and incoming Dean, School of Public Affairs, London School of Economics and Politics

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

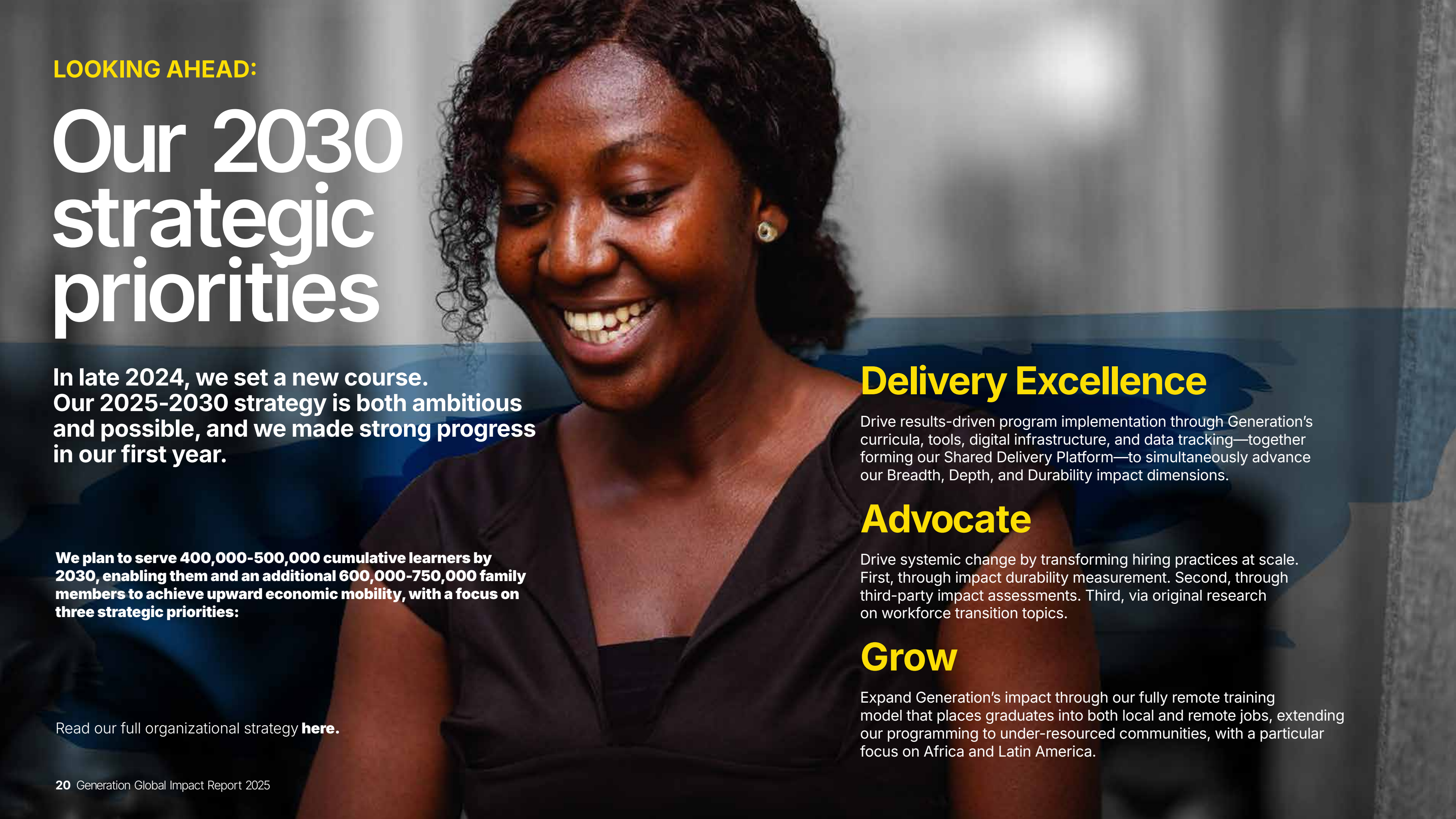
- Admiral Group Plc
- Allan & Gill Gray Philanthropies
- Alston Bird*
- Autodesk Foundation
- Bank of America
- Blakes*
- Cadence Giving Foundation
- Caterpillar Foundation and Myriad USA
- Cisco
- The Citi Foundation
- The Clayton, Dubilier & Rice (CD&R) Foundation
- The Coca-Cola Foundation
- Cummins
- Dell Technologies (via Computer Aid International)
- Dentons*
- The Draper Richards Kaplan (DRK) Foundation
- Endless Foundation
- The Equinix Foundation
- Eversheds Sutherland*
- The Ezra Charitable Trust

- FactSet Charitable Foundation
- The GitLab Foundation
- Google.org
- Internet Society Foundation, sponsored by TechSoup
- Jenkins Family Gift Fund
- KKR
- Linda Fayne Levinson & William Levinson (American Endowment Foundation)
- LinkedIn Social Impact
- Livelihood Impact Fund (LIF)
- Lytham & Watkins*
- London Stock Exchange Group (LSEG)
- The Macquarie Group Foundation
- The Mastercard Foundation
- McKinsey & Company (founder)
- MetLife Foundation
- onsemi
- The Patrick J. McGovern Foundation
- Salesforce
- The SCAN Foundation
- Silver Lake
- The Solid Foundation
- Truist Foundation
- The Unity Charitable Fund, an ImpactAssets Donor Advised Fund
- Vanguard Charitable
- Whitecase*
- The Workday Foundation

* Provided us pro bono support

Country Funders

- A2A
- Accenture
- Accenture Australia Foundation
- Adelya
- Admiral Group Plc
- Agencia para el Empleo de Madrid
- All in Glasgow
- Amazon
- Ambev
- AMITI
- Anglo-American
- The Apollo Opportunity Foundation
- Australian Government, Department of Social Services
- Axis Bank Foundation
- B3 Social
- Bajaj Holdings & Investment Ltd.
- Banco de Chile
- Bank of America
- Barclays
- Birmingham City Council
- BlackRock Foundation
- BOFA Securities India Ltd
- Cabinet de revitalisation LHH
- Capital City Partnership
- Caritas Foundation
- CashMe | Instituto Cyrela
- Challenge Fund for Youth Employment
- City Bridge Foundation
- The Clayton, Dubilier & Rice (CD&R) Foundation
- CNSeg
- The Coca-Cola Foundation
- Cognizant
- Colsubsidio
- Conrad N. Hilton Foundation
- Crédit Mutuel Alliance Fédérale foundation
- Cummins
- The D. H. Chen Foundation
- Dell
- East Head Impact
- East Renfrewshire Council
- EMIS
- ENI Plenitude
- EPIC Foundation
- European Climate Foundation (ECF)
- The Ezrah Charitable Trust
- FactSet Charitable Foundation
- Feltrinelli
- Fomento Social Banamex
- Fondation Cmaf
- Fondazione Cariplo
- Fondazione Cassa Depositi e Prestiti
- Fondazione Comunità di Milano
- Fondo Repubblica Digitale
- Fonds de revitalisation
- France Travail
- Fundação Arymax
- Fundación Coppel
- Fundación INCYDE
- Fundación MC
- Fundación Nous Cims
- Garfield Weston Foundation
- The GitLab Foundation
- Glasgow City Council
- Globant
- Globant India Pvt. Ltd.
- The Gosling Foundation
- Greater London Authority
- Greenwood Place
- The Hg Foundation
- Hiscox Foundation
- The Hong Kong Jockey Club Charities Trust
- IDH
- Ile-de-France region
- Imaginable Futures
- Impetus Private Equity Foundation
- Indeed
- Instituto Helda Gerda
- Instituto para el Desarrollo en Robótica I.D.R.
- Internet Society Foundation, sponsored by TechSoup
- Intesa Sanpaolo
- Invitalia
- J. & H. Peters Fund
- Joseph Roundtree Foundation
- JPMorganChase
- KKR
- Klépierre
- Knowledge Exchange Center (KX), King Mongkut's University of Technology Thonburi
- Koandina
- Kyndryl
- Kyndryl Foundation
- Lenovo India Private Limited
- LinkedIn
- London Stock Exchange Group Foundation
- M1 Skillnet
- The Macquarie Group Foundation
- McKinsey & Company
- MetLife Foundation
- Microsoft
- Ministry of Higher Education, Science, Research and Innovations, Thailand
- Motorola Solution Foundation
- Nacional Monte de Piedad
- Nathoo Family Trust
- New South Wales Government, Premier's Department (Women NSW)
- Paris emploi à domicile (POE)
- Paul Ramsey Foundation
- Pobal - Dormant Accounts Fund
- Pobal - EU Just Transition Fund
- Prudential
- The PVH Foundation
- PwC
- The PwC Foundation
- Qualitas
- Redington Foundation
- Renfrewshire Council
- The Rigby Foundation
- SAP
- Scottish Government
- SOLAS
- St James's Place
- Suez Foundation
- SumUp
- Temasek Polytechnic
- UBS Optimus Foundation
- UK Government's Department for Education
- The UPS Foundation
- USAID
- Workday India Private Limited
- Zürich



LOOKING AHEAD:

Our 2030 strategic priorities

In late 2024, we set a new course. Our 2025-2030 strategy is both ambitious and possible, and we made strong progress in our first year.

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:

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

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.

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.

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.

Supporting Generation

Our lasting impact is driven by a global coalition of forward-thinking funders, employers, and partners. Together, we break systemic barriers to create a sustained, global transformation

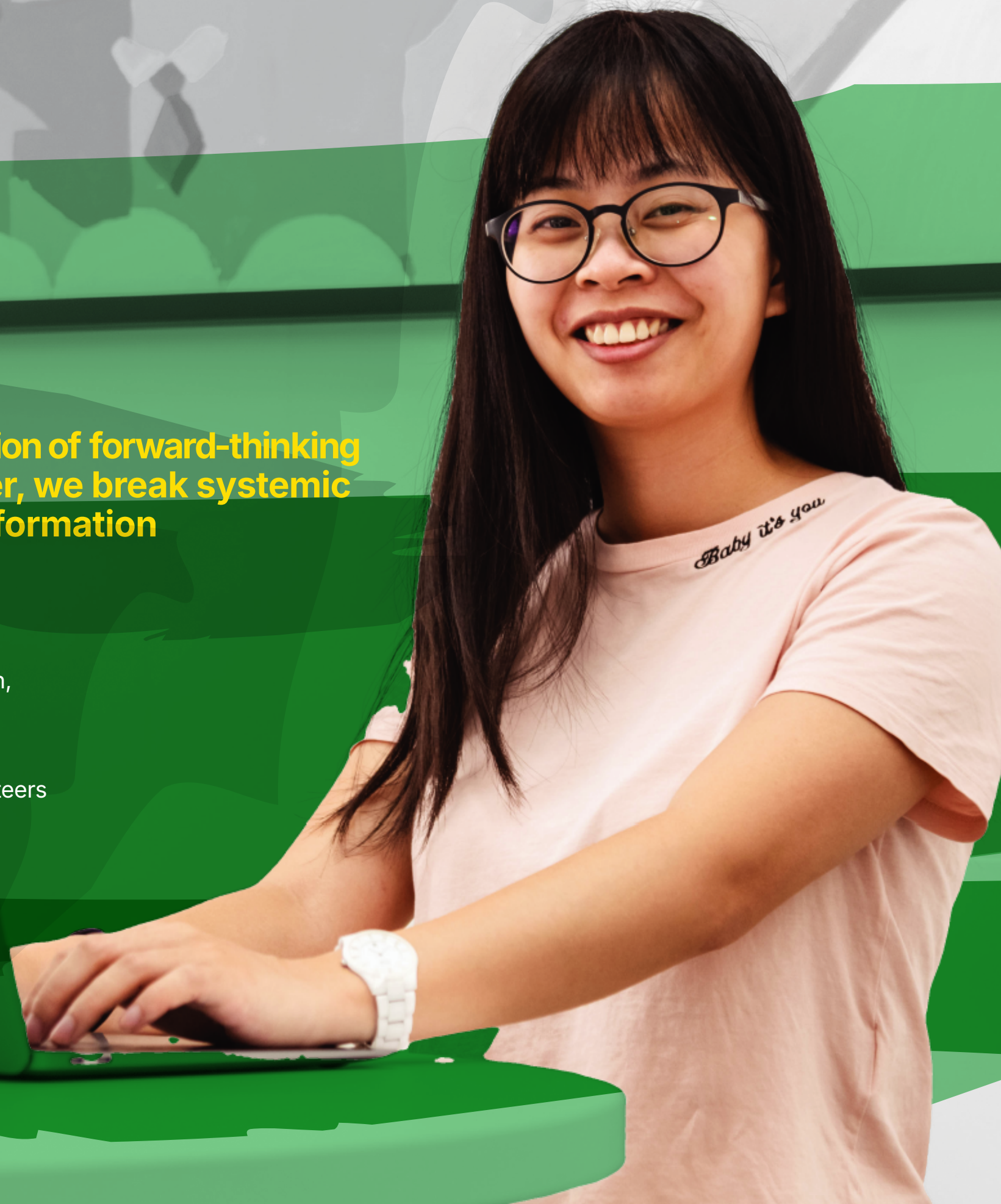
Here is how you can invest in long-term economic mobility:

Fund Our Infrastructure: Support a 501(c)(3) organization powering the Shared Delivery Platform—our global ecosystem of curricula, tech, and deep impact tracking.

Engage Beyond Funding: Contribute in-kind assets, share market expertise to co-create curricula, or deploy pro bono teams and volunteers for strategic initiatives.

Improve Job Access: Open doors within your corporate, customer, or supply-chain ecosystems to connect skilled, job-ready graduates directly to real employment opportunities.

Your partnership drives economic mobility, enabling individuals to build lasting financial security years after graduation. **Join us.**



www.generation.org | info@generation.org

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