



**GENERATION:
YOU EMPLOYED
2023-2025
STRATEGIC
PLAN**

Generation

At Generation, we believe in the power of employment to change lives. Too many people around the world face systemic barriers to careers that yield lasting financial and personal well-being for them and their families. By increasing equitable opportunity, we can help people change their life trajectories.

Over the past decade, the global employment landscape has undergone dramatic changes, some shaped by business trends such as automation and digitization and others by unprecedented crises like the COVID-19 pandemic. What has become clear, throughout these seismic shifts, is that individuals seeking meaningful employment need the opportunity to gain the changing skillset employers need.

Launched in 2015, Generation is a global nonprofit network that supports adults to achieve economic mobility through a career.

Generation comprises a global hub organization and a network of in-country affiliates, that collectively span 17 countries: Australia, Brazil, Chile, Colombia, France, Hong Kong (China), India, Ireland, Italy, Kenya, Mexico, Pakistan, Singapore, Spain, Thailand, the United Kingdom, and the United States.

Together with our employers, our government and implementation partners, and especially, our learners, we improve how education to employment systems function so that more people are given the opportunity to improve their well-being.

We follow a seven-step methodology across all of our countries and programs to train and place adults of all ages into careers that would otherwise be inaccessible. More than half of Generation's learners have a primary or secondary school degree as their highest level of educational attainment; and, 90% of our learners are unemployed when they come to us, over half of whom are long-term unemployed. Financially, more than one-third report not being able to meet their daily financial needs or receive financial assistance. Demographically, more than half of our learners are women and one-third have dependents.

A HOLISTIC METHODOLOGY

Our seven-step methodology is used by every Generation program



IMPACT TO DATE:

We measure impact along three fronts: 1) Breadth: cumulative and annual volume of graduates 2) Depth: employment and income outcomes for graduates three to six months post-program and, 3) Durability: employment, income, and well-being outcomes up to five years post-graduation. Our goal is to move forward on all three dimensions simultaneously and globally.

BREADTH

- **75,000+** graduates since launching in 2015; we had **22,000+** annual graduates in 2022, which doubled our 2021 graduate volume (**11,000+**)
- **35** professions in tech, healthcare, customer service, skilled trades, and green jobs
- Programs offered across six continents and **17** countries
- **11,000** employers across small, medium, and large organizations

DEPTH

- **81%** of graduates employed within three months of completing a Generation program, rising to **90%** within six months, with **88%** of our graduates in jobs that are directly related to the profession in which Generation trained them
- **\$630 million** in wages earned by graduates to date, projected to rise to **\$1 billion** in 2023
- **67%** of our employed graduates are hired by repeat employers

DURABILITY

- **70%** of our graduates from two to five years ago report that they are able to meet daily financial needs
- **40%** can save for the future
- Of our tech graduates (who now comprise **40%** of our annual graduates), **86%** continue to be employed and **64%** save for the future

LOOKING AHEAD TO 2023-2025

Since our founding, Generation has supported adults to transform their lives through employment while driving rapid expansion of our programs to new countries, cities, and industries. While we have maintained the same program methodology, we have broadened our learner profile and our delivery model. For example, while we initially focused on young adult learners, we expanded our mission in 2019 to include mid-career learners seeking to transition to a new career. And, over the past few years, we shifted our delivery from in-person to online/blended while maintaining consistently strong employment and income outcomes.

Along the way, we have gathered 25 million data points that allow us to measure our breadth, depth, and durability of impact, enabling continuous program improvement; and we are experimenting with embedded our methodology inside government skilling systems, an important pathway to spark widescale change.

Generation is organizing our 2023-2025 work around three pillars:

1. INNOVATE

Innovation in how we deliver our seven-step methodology can yield higher employment and income outcomes. This is the core of our work. Generation's global hub entity—known as GYE (short for Generation: You Employed)—will continue to strengthen and improve the content, tools, services, and digital systems that our network of in-country affiliates uses to implement Generation's methodology. And, our in-country affiliates will continue to innovate how they build and grow government partnerships, strengthen employer networks, and recruit and support learners from increasingly diverse communities.

NETWORK IMPACT TARGETS 2023-2025

BREADTH

- 85% graduation rate
- 20-30% increase in graduate volume annually

DEPTH

- 80% employed within three months of program completion, with 90% placed in jobs directly linked to their Generation training
- Employed graduates have an immediate income increase of 3-4X
- 75% repeat employers

DURABILITY

- 75% of graduates continued to be employed one year after job placement
- 75% of alumni from two to five years ago continue to be engaged in paid work and meet their daily financial needs
- 60%+ of alumni from two to five years ago can save for the future

2. ADVOCATE

To promote a more equitable employment system, we advocate for improved policy and employer approaches to hiring. We will complement in-country programming with global research and data insights that can inform these policy decisions and daily employer practices. GYE is launching original research on workforce transition topics, the first two of which are 1) how to support age 45+ individuals who are unemployed to enter new careers and 2) how to support globally underrepresented communities to obtain and thrive in entry-level technology roles. In addition, we will continue to undertake third party impact assessments of country programs, and we will partner with academic researchers in analyzing patterns across our 25 million+ global data points—a unique data set that spans socio-economic profile, program performance, employment, income, and well-being for up to five years post program completion. Lastly, we will continue developing platforms and opportunities to give voice to the experiences of our global alumni.

3. GROW

In the wake of the pandemic, the world is experiencing major shifts in how and where people work. Not only are employers more open to remote work than before, but the number of contract roles is increasing rapidly. GYE is responding to these shifts by trialing a new delivery model called Generation Direct whereby we offer our seven-step methodology remotely in countries where we have no country affiliate. We plan to support our graduates to curate contract roles after the program so that they develop a track record, enabling them to achieve an equivalent level of income as our usual full-time permanent roles. If this model proves successful, we can grow quickly to expand Generation's impact to new communities where employment is scarce and to new groups of learners, such as individuals displaced by crisis and conflict. Our initial pilot is in Colombia, with plans to launch additional ones in Ghana and Romania.

GENERATION VOICES

Our aspiration as Generation is to create opportunity for everyone, and what that looks like is truly best understood through the stories of graduates.



ERIKA
BRAZIL

Erika was a single parent with limited education, struggling to afford milk and diapers for her 1-year-old son. After completing Generation's web developer program, she immediately began working as an engineering analyst. She is now able to support her son, meet their daily needs, and has financial security.

FRANCES
KENYA

Frances started university, but he was unable to continue for financial reasons and found himself unemployed. He obtained a financial services sales job after completing Generation's program for that profession, has been promoted several times, and now manages a team – and has hired nearly 50 Generation graduates. The income has enabled him to buy a car and a home, and to start a family.



NASIRA AUSTRALIA

Nasira, a recent immigrant, had a child who was born with Down's syndrome. Medical expenses drained their savings, and she couldn't find work to help. After completing Generation's disability support worker program, she got a job in the field. Her work has given her schedule flexibility and increased financial stability. She can afford swimming and soccer lessons for her older son, medical expenses for her younger son, and they are slowly replenishing savings.



RAHUL INDIA

Rahul rode 30 kilometers every day on his bicycle to sell tobacco to help support his family. Generation gave him training through the retail sales program that enabled him to get a more stable job in a shop. He now earns enough to save for the future, and he contributes half of his earnings to his parents, allowing them to meet their basic needs as well.

We continue to learn and evolve every day. These three pillars will serve as our guideposts for the coming years, and we will refine our approach and our strategies based on the impact we measure.

To learn about Generation's work and the life-changing experiences of graduates in their own words, visit our website at www.generation.org

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