

Generation

GENERATION

2025-2030 STRATEGIC PLAN



WHERE WE HAVE BEEN

Unemployment is a pervasive global challenge affecting **200 million people**. But what if an adult facing systemic barriers anywhere in the world could be trained and placed in a new career in only three to six months, achieving durable financial and personal well-being? How would this change their life, the lives of their families, and their communities?

We created Generation to prove a global solution for doing so. From our inception, four main beliefs have guided us:

01

An employment solution is more similar across countries than different

Our seven steps – jobs mobilization, learner recruitment, training, social supports, employment, continued mentorship, and impact measurement – enable us to achieve consistently high employment and income outcomes across diverse people, countries, and professions within three to six months of program completion.

02

The change must last

We believe that training must yield sustained living wage employment to enable graduates' economic mobility. Not only does the higher income yield a better quality of life for our graduates and their family members, but it also supports savings and financial security.

03

Our data is as important as our programming

Robust data gathering and analysis of global workforce/training program outcomes is surprisingly rare. Our global data set produces insights that not only propel our own work forwards, but also have the potential to do the same for our sector as well.

04

We must work with partners to change how the system operates

We work in an ecosystem – spanning governments, training providers, and philanthropy – that spends hundreds of billions of dollars annually on workforce/upskilling/training programs. To affect system change, we must work with these actors to redeploy their existing resources towards programs that achieve high employment and income outcomes.

At Generation, we continue to be committed to not only supporting our graduates and their families to achieve **economic opportunity** and **financial stability**, but to creating a global fact base that lays the foundation for other system stakeholders to do the same.



GENERATION'S GLOBAL TRACK RECORD

Generation is a global nonprofit organization that believes in the power of employment to change lives. Generation comprises a global hub (Generation You Employed, or GYE) and a network of in-country affiliates that together train and place adults of all ages into new careers that would otherwise be inaccessible.

Generation measures network program delivery impact along three fronts: 1) **Breadth: cumulative and annual volume of graduates and employers;** 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.

IMPACT TO DATE



BREADTH

Our annual and cumulative volume of graduates around the world.

125,000

Graduates across 17 countries since launching in 2015

387,600

Family members indirectly supported



DEPTH

Our employment and income outcomes within 3 and 6 months of program completion.

83%

Of graduates placed in jobs within six months of program completion (73% at three months)

\$1.5 billion

In cumulative wages earned by graduates since 2015



DURABILITY

Our sustained employment, income and well-being outcomes for our graduates over time. Our alumni 2-5 years after graduation.

76%

Continue to be employed and three - quarters are in jobs related to their Generation training

71%

Are able to meet their daily needs

36%

Are able to save money



BREADTH

Since launching in 2015, Generation has **125,000+ graduates** (of whom half graduated in the last two years), spanning **18,000 employers, 17 countries, and 40+ professions**. **Nearly 75% of our learners have a secondary school or vocational education attainment, over half are female, and over one third cannot meet their daily needs prior to joining Generation.**

DEPTH

When learners join Generation, **90% are unemployed**, with half being long-term unemployed. **Three months after program completion**, graduates have a **73% employment rate**, rising to **83% within six months**. **78% of our employed graduates are hired by repeat employers**; and, **94% of employers** report that our graduates perform at the same or a higher level than their peers. To better assess our ability to shift employer behavior towards hiring diverse profiles, we track an ‘impact share’—the extent to which we are filling a percent of annual vacancies for a target profession in a target city (for example, junior full stack developers in Guadalajara). In **13 locations** across **7 countries**, we hold more than **5% of entry-level jobs** for our target professions - and in **six** of those locations we hold more than **10%**

DURABILITY

Our employment and income outcomes are durable over time – simply put, the change lasts. Highlights from our **2024 alumni survey** include:

76% of alumni who graduated **2-5 years ago** continue to be in employment today, compared with **11% employment** before entering Generation.

Alumni experience a large upward shift in their ability to meet daily needs (**71%** can meet daily needs **two to five years post program** vs. **31%** before joining Generation) and save money after completing a Generation program (**36%** can save after Generation vs. **7%** before).

58% of global alumni are earning above a living wage (which is **~40%** on average above minimum wage level, though the range is broad), with attainment increasing over time.

77% of global alumni work in ‘high quality jobs’ across all countries and sectors. Further, the survey data shows that high job quality is linked to higher career confidence and life satisfaction.

Alumni continue to transition to higher positions in their career, with **79% in tech** and **59% in non-tech** sectors working in non-entry level roles by **Year 5** after graduation.

Over half of **global alumni (55%)** have been continuously employed since their first job after Generation and they have been employed in high quality jobs – both are strong indicators of continued career growth, stable financial health, and wellbeing.

GYE holds **47+ million data points** spanning the learner/alumni life cycle, including learners’ socio-economic profiles at application, program performance, and employment, income and well-being outcomes up to **five years post-graduation**. GYE analyzes this data to improve network performance and to support informed decisions by policymakers. GYE also conducts original research on high priority global employment transition topics, including supporting unemployed **age 40+** individuals to successfully enter new careers, enabling under-represented communities to be hired into entry-level tech roles, and understanding the impact of AI in the workplace.

ASPIRATIONS FOR THE GLOBAL GENERATION NETWORK

We are at a natural inflection point in our work, ten years in, where we can chart a course forward that doubles down on what we know works and leaves space to explore the areas that will amplify our impact.

As we look forward to the next five years (2025-2030), our global network aspires to the following outcomes.

NETWORK IMPACT TARGETS 2025-2030

BREADTH

- **400,000 - 500,000** adults of all ages graduating from our programs since inception, lifting them and an additional **600,000 - 750,000** family members from poverty and inequity.
- **85%+** graduation rate.
- **50%+** graduates will be female.
- The majority of all graduates will identify with under-represented communities in their country.

DEPTH

- **80%+** of graduates employed within three to six months of program completion.
- **90%+** of employed graduates are in roles that are directly linked to their Generation training program.
- In **30+** locations, Generation graduates hold more than 5% of annual job vacancies in a target entry-level profession.
- **75%+** of employed graduates are hired by repeat employers.
- **60%+** of employed Generation graduates achieve a local living wage (which is ~40% on average above minimum wage level, though the range is broad), upon employment in the majority of our countries of operation.

DURABILITY

- Cumulative wages earned by alumni reach **\$7-8 billion**.
- **80%+** of alumni are engaged in paid work.
- **80%+** of employed alumni earn at or above a living wage .
- **60%+** of alumni can save for the future.
- **80%+** of alumni report positive personal well-being. Our work will continue to be funded by government, employers, and philanthropy.

GYE'S STRATEGIC PRIORITIES

Generation's network consists of a global hub and affiliates. As the global hub for the Generation network, GYE develops and manages a shared delivery platform (the content, services, tools, and digital infrastructure that underpin our methodology), creates data/research insights, and leads network growth. 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.

Coupled with the outcome aspirations outlined in the previous section, GYE activities will focus on the following during 2025-2030.

STRATEGIC PRIORITIES

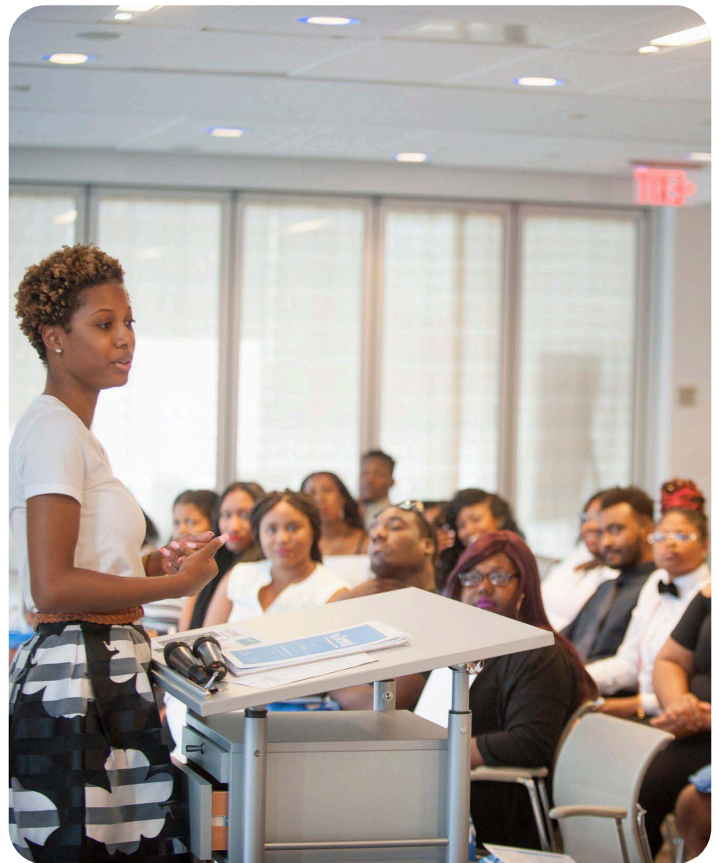


1. DELIVERY EXCELLENCE

Our goal is to bring the best of Generation every day in every cohort in every country, and we have continuously improved our model over the past ten years. We will support implementation excellence across our global network for our Shared Delivery Platform – the curricula, tools, digital systems, data-tracking, and services that GYE provides to country affiliates to serve learners daily along all seven steps of our methodology. We will infuse our systems with AI-powered tools to support our program delivery, a journey we began in 2024. In parallel, we will continue to capture and share innovations that emerge across our network so that all countries and learners can benefit. We will also engage in multiple activities to engage and leverage the talents of our global alumni community.

2. ADVOCACY

Since our inception, we have prioritized employment and income outcomes measurement so that we can understand ‘does the change last?’. We will continue gathering Durability data for our graduates and develop insights on how to accelerate living wage attainment, as well as support our countries to engage in third party impact assessments and counterfactual comparisons. We will engage in multi-year advocacy, training, and thought leadership to make Durability measurement mainstream rather than the current rarity that it is today – this approach will be the anchor for our system-shaping impact agenda. We will also continue to undertake original research and advocate for change across our work – including addressing green jobs, gender issues, and ageism in employment.



3. GROWTH

Over the past two years, GYE has trialed a Generation Direct model for expansion to new geographies – we train people remotely and then place them in remote jobs or in local jobs with multinational employers with whom we have relationships. Based on our promising initial trials, we will expand our footprint through a regional approach. Colombia is the seed for Generation in Latin America, Ghana for Generation in West Africa, and West Virginia for an Appalachia-wide offering spanning 13 states in the US. We ultimately envision learners from multiple countries/states in each of these three regions being in the same cohort. As we engage in this effort, we are building relationships with local organizations in the ecosystem so that we strike the right balance between global/regional employment opportunities and local recruitment and supports.

We continue to
learn every day,
and we will
continue to refine
our priorities over
the next five years.

To learn more about our work, visit www.generation.org .

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