



innovation
foundation

EMPOWERED BY
THE ADECCO GROUP

Shaping tomorrow together

ANNUAL REPORT 2024





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“ We remove barriers so underserved people can choose their pathways into work. ”

Shaping the future

At the Innovation Foundation, we help underserved people recognise and value their skills, discover or rediscover what they bring to the table, and get their feet confidently back on the path to work, as a means of securing sustainable livelihoods. The world of work is always changing, and at-risk populations often face even greater challenges. We believe the right support can help everyone remove barriers and open up opportunities.

Our method is simple. We work with end users, a variety of stakeholders, and partners on the ground to scan the landscape, build solutions and scale them. All so that everybody has a better chance for a brighter future.



→ [Check out our brand video here](#)



Dear Stakeholders

As the world continues to change quickly and in unprecedented ways, the danger that underserved populations will be left out of the future of work is even higher and we need to make sure that people have not only the required skills but also access to work and opportunities to thrive. We thank you for continuing to help us forge a new form of corporate philanthropy that works with and for underserved populations – ensuring that everyone can be part of the future of work.

The Year of Proof

Our Scan, Build and Scale methodology serves as the backbone of how we work as a Social Innovation Lab. In 2024, we completed the first full cycle with our Youth@Risk project. It all started in early 2022 with the selection of youth as the key population to focus on. We narrowed down the target population we were seeking to help to one that was being overlooked and where we felt we could make the most impact: young mothers, aged 16-24, NEET (not in education, employment, or training), and living on the outskirts of cities. Through our Scan process's interviews, discussions, and immersion,

In conversation with our leadership

Jean-Christophe Deslarzes and Cynthia Hansen

“Organisations cannot succeed alone. Through our steadfast commitment to social change and deep collaboration with all our partners, we remain committed to securing sustainable livelihoods for all

we engaged the young women and found that what they really needed and wanted was to see a way into work, and to identify the skills they brought to the table. Our Build process ideated possible solutions then developed the two most promising into working products - a social campaign to engage these young women and a tech tool to translate lived experience into skills and competencies. From a small pilot in Mexico City in 2023, the solution went to scale to 19 cities by the end of 2024, reaching not only young mothers but other opportunity youth too. As the capstone, we successfully handed over the lead of the project to our partner YouthBuild México, who proved not only that they could grow the footprint, but also that it allowed them to attract more funding from their existing sources, ensuring long-term sustainability. Scale does not end with Mexico. The next step is Brazil and then we will explore other continents via our networks of implementation partners who will take the solution into the world.

Links and Chains

Our projects are like a chain, each link building on the one before. From the young mothers in Mexico, we took the lessons of lived experience and confidence-building into our Women Back to Work project in Spain. These learnings fed into the development of Yosotras – our community-based support group solution, which was spun off at the local level in mid-2024. The learnings there helped the development of the second Women Back to Work solution, Para Ti, which uses interactive job simulations (built with our tech partner TaTiO) to assess hard and soft skills. Then, the reframing of transferrable skills that we learned from our Women Back to Work project helped underpin our next project on Mature Workers. It is about constant learning and tangible on-the-ground experience that feeds back into making us, as a Social Innovation Lab, as impactful as we can be.

Collaboration

We never work in isolation and always take a system-wide view. From Scan to Build to Scale, organisations cannot succeed alone. We must use the vast array of tools and technology at our disposal to drive innovation and impact with and for people, together with our invaluable partners. In this uncertain world, this is our north star: increasing employability and access to labour markets for underserved populations as a means of securing sustainable livelihoods. We look forward to continuing the journey with you, for the benefit of all.

Yours sincerely,

Jean-Christophe Deslarzes
Chair of the Foundation Board

Cynthia Hansen
Managing Director

Labour market overview

In 2024, global labour markets remained resilient, with unemployment steady at around 5%¹, but deep structural transformations are ongoing.

Generative AI emerged as the year's most transformative trend, with nearly 40% of jobs globally exposed to automation and augmentation².

Despite the potential of automation, talent shortages persisted, with 75% of employers reporting difficulty filling roles³. Simultaneously, internal skill mismatches remained prevalent: 36% of firms reported skill gaps, rising to 59% among larger firms due to complex structures⁴.

The green transition continued but momentum slowed. Renewable energy job growth eased to a projected 3%, constrained by tight labour markets, high interest rates, and a thinner project pipeline, reinforcing the need for just transition strategies for workers in carbon-intensive sectors⁵.

Persistent demographic challenges continue to shape the labour market, particularly gender disparities. Women's global labour force participation (47%) remains significantly lower than men's (75%), highlighting the critical need for targeted initiatives of women's employment opportunities such as the Innovation Foundation's Youth@Risk and Women Back to Work projects⁶.

Integration of mature workers presents another challenge. Despite recognizing the advantages of multigenerational workforces, only 56% of OECD firms conduct mid-life career reviews, and only 50% provided tailored career support⁷. Helping address this, the Innovation Foundation launched the Mature Workers project, designed to assist individuals aged 50 to 65 to return to work.

Geopolitical instability intensified labour mobility challenges, with forced displacement impacting a record-breaking 110 million people. The Adecco Group pledged to recruit 85,000 refugees and train 17,000 globally by the end of 2027, launching the 'Jobs for Refugees' website to facilitate job placements⁸.

2024 confirmed that disruption is not episodic—it's structural. Yet within that turbulence lies opportunity. The Innovation Foundation continued to pioneer its social impact through co-designed, locally implemented solutions, delivering initiatives that are socially responsive and structurally relevant to the evolving future of work.

40%

of global jobs exposed to automation

75%

of employers face severe talent shortages

47%

women's labour force participation vs 75% men's labour force participation

50%

Firms in the OECD providing support to mature workers

2024 labour market challenges

- The rapid adoption of generative AI continued reshaping the global labour market, with nearly 40% of jobs now exposed to automation or augmentation.
- Severe talent shortages persisted, with 75% of employers struggling to fill critical roles, exacerbated by internal skill mismatches affecting 36% of firms.
- Demographic inequalities remained entrenched, as women's global labour force participation (47%) lagged significantly behind men's (75%).
- Only half of firms in OECD countries provided career planning support to older workers, reflecting limited structural support for an ageing workforce.

1. Reuters. (2025, January 16). Global unemployment set to hold near historical low of 5%, ILO says. Reuters. <https://www.reuters.com/markets/global-unemployment-set-to-hold-near-historical-low-5-ilo-says-2025-01-16/>

2. Georgieva, K. (2024, January 14). AI will transform the global economy—let's make sure it benefits humanity. International Monetary Fund. <https://www.imf.org/en/Blogs/Articles/2024/01/14/ai-will-transform-the-global-economy-lets-make-sure-it-benefits-humanity>

3. The Adecco Group. (2024). The Adecco Group accelerates AI integration with Salesforce agreement [Press release]. <https://www.adecgroup.com/our-group/media/press-releases/the-adecco-group-accelerates-ai-integration-with-salesforce-agreement>

4. Organisation for Economic Co-operation and Development. (2024). Understanding skill gaps in firms. OECD Publishing. https://www.oecd.org/content/dam/oecd/en/publications/reports/2024/12/understanding-skill-gaps-in-firms_c8331908/b388d1da-en.pdf

5. International Energy Agency. (2024, November 13). Global energy sector employment increased by 3.8% in 2023, outpacing the wider economy. <https://www.iea.org/news/global-energy-sector-employment-increased-by-38-in-2023-outpacing-the-wider-economy>

6. The Adecco Group. (2023, November 28). Davos 2024: 6 innovative ideas for reskilling, upskilling and building a future-ready workforce. <https://www.adecgroup.com/future-of-work/latest-insights/davos-2024-6-innovative-ideas-for-reskilling-upskilling-and-building-a-future-ready-workforce>

7. Organisation for Economic Co-operation and Development. (2024). Career paths and engagement of mature workers. OECD Publishing. <https://www.oecd.org/content/dam/oecd/en/topics/policy-issues/ageing-and-employment/Career-Paths-and-Engagement-of-Mature-Workers.pdf>

8. The Adecco Group. (2024, February 14). Adecco commits to recruit 85,000 refugees by end of 2027 [Press release]. <https://www.adecgroup.com/-/media/project/adecco-group/adecgroup/latest-images/new-press-releases/24-ade-pr-refugee-inclusion-commitment-feb-final.pdf>

Why if?

We are focused



Our vision

A world where everyone can access and stay in work.



Our mission

To create real world solutions that boost employability and access to labour markets for underserved people.



Our values

We lead by example and foster courage, creativity, and inclusiveness in everything we do.

We drive social innovation

Addressing labour market challenges

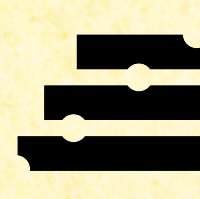
We co-design practical and creative solutions that help underserved people better access labour markets. Our human-centric solutions are designed for our partners to share and implement on the ground.

Scan



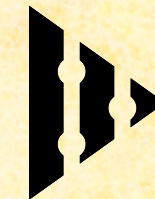
We use data and field research to identify underserved populations and the barriers they face regarding work.

Build



We leverage design thinking and field testing to co-create solutions, then create Venture Teams to turn the most promising ones into real products.

Scale



We then scale the products beyond the original geography and target audience, spinning them out of the Foundation and into partner organisations or as stand-alone entities.



Building partnerships to power change

Our solutions are built with maximum impact and scalability in mind. To help us achieve our vision of fairer opportunities for underserved communities, we are always looking for new partners to join us.

→ [Learn more about our 2024 partners](#)

We never stop

Our activities

Our unique Scan, Build, Scale methodology is helping us design employability solutions for those who need them most. In 2024, we made progress towards helping underserved people access more meaningful work.

Our current projects

Youth@Risk

Young mothers are lacking clear pathways into work. They have undervalued skills and a need for access to local resources to develop their employability.

[Discover the latest on our Youth@Risk project on page 8.](#)

Women Back to Work

Women returning to work after a prolonged break face multiple challenges that prevent them from accessing job opportunities.

[Find out more about the progress we made this year on page 9.](#)

Mature Workers

To meet financial needs, people are working longer. Re-entry after job loss and finding meaningful work can be even more challenging post-50, leading to financial insecurity.

[Read more about our Mature Workers project on page 11.](#)



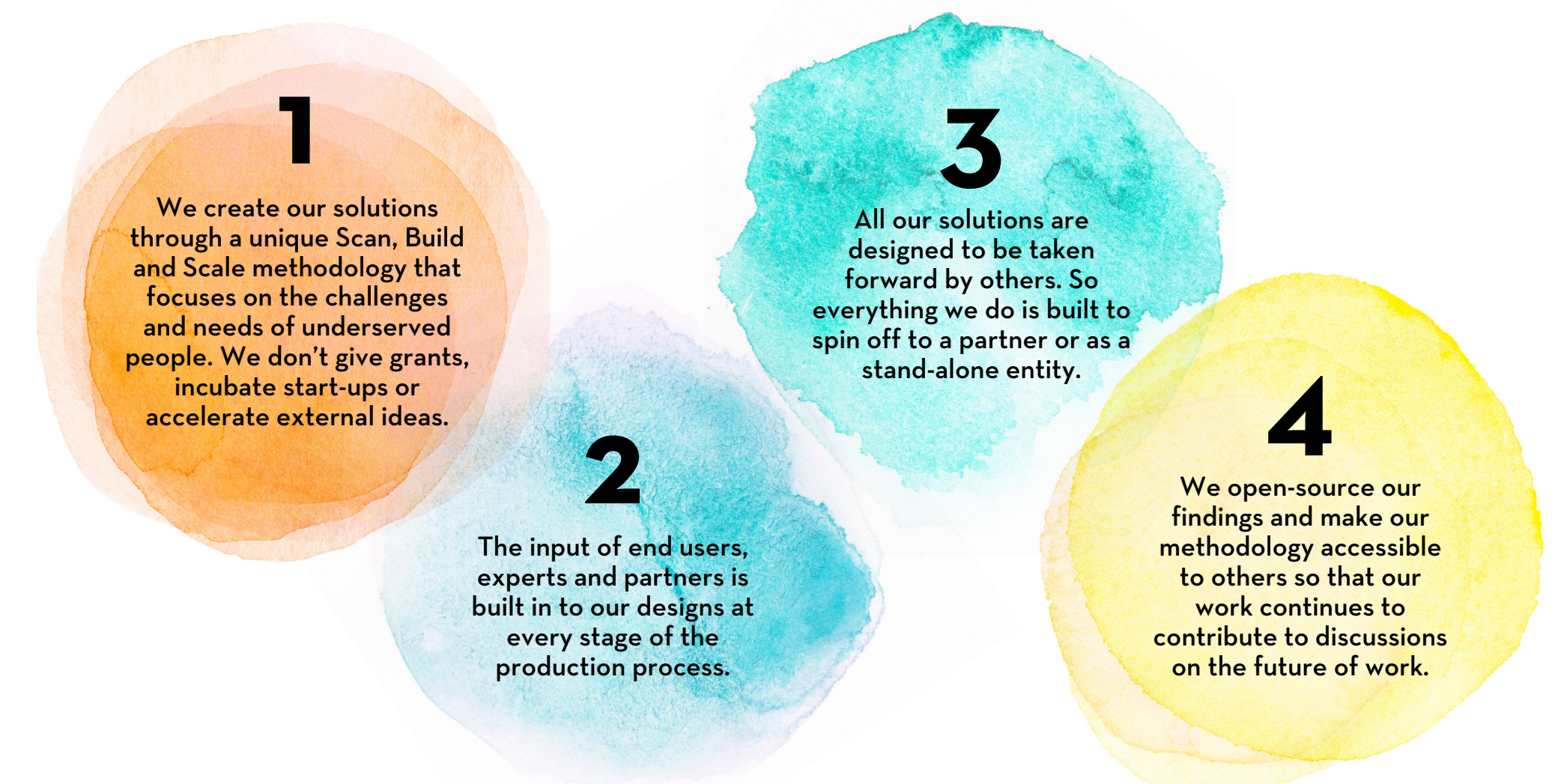
Driving change differently

The Innovation Foundation isn't a typical corporate foundation or a grant-giving organisation. We operate as a Social Innovation Lab with a shared mission and purpose with the Adecco Group, but we approach things in our own unique way.

We saw that where underserved people were falling out and struggling to re-enter the labour market, there was a gap in existing solutions. So, by co-designing solutions with end users for end users, we realised we could push the boundaries of what typical corporate foundations could do.

How we align with the Adecco Group

As the global foundation of the Adecco Group, the Innovation Foundation plays a unique role in advancing the Group's mission of making the future work for everyone. We focus on those left behind, unheard, unseen, and uninvited to the table, and shine a light on underserved populations so that no one is excluded from the evolving world of work. By leveraging the reach, insight, and expertise of the Adecco Group, we're able to deepen our impact and in turn further the Group's efforts by designing and scaling inclusive, human-centred solutions that create space for new voices and opportunities.



We believe we can make important contributions to civil society through our methodology – and accelerate the efforts and discussions around the future of work for others too.

Our methodology

Our methodology lies at the heart of our work

[→ Learn more about our own methodology here](#)



Scan

In the Scan phase of our methodology, we identify individuals falling out of the labour market and the specific challenges preventing them from finding meaningful work. From these findings, we identify the reasons certain communities are particularly at risk.

Our data

To generate our insights, we analyse public, proprietary, social, and big data, as well as consultations with experts and end users. This data is then used to inform our early prototypes.

The Braintrust

Our Braintrust is a small group of experts with invaluable expertise and insight into the challenges underserved people face. It helps us evaluate our data, challenge our assumptions, and identify trends to ensure we focus on the right topics.

1. Mapping

We use our data to indicate which communities are at a higher risk of long-term unemployment and labour inactivity.

2. Distilling

We map this data against global trends in the labour market to predict shifts in the employment landscape and identify weak spots in our research.

3. Sense testing

We work with the Braintrust to analyse white spots in the data, highlight key challenges our target group are facing, and explore why existing solutions fall short.

4. Calibrating

After identifying challenges, we use five filters to determine which are the best fit for the Foundation. These are:

- Future orientation
- Innovation potential
- Scalability
- Current landscape
- Social impact potential

5. Validating

We do final checks to ensure our final challenge statements are relevant through end user interviews, expert consultation and social listening.



Build

Our Build phase develops solutions that respond to the highlighted challenges. These are developed into working prototypes, in close collaboration with our partners on the ground.

Ideation

Based on our gathered insights, we begin creating innovative solutions which are then tested with end users.

Project Working Groups

Our multi-stakeholder Project Working Groups develop initial solution concepts through the Build process using human-centric design and systems thinking.

Testing and focus groups

Our testing and focus groups validate the proposed solutions and ensure our designs are practical and impactful.

Prototyping

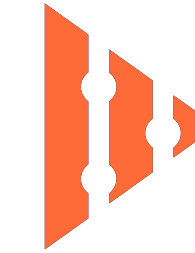
The most promising solutions are developed via Venture teams, which consist of a Venture Lead and Fellows.

Sprint One

Building, testing, prioritising. This results in a minimum viable product (MVP), presented to the Pitch Committee.

Sprint Two

Market testing, refinement, and creation of a roadmap for leaving the umbrella of the Foundation. This culminates in a final pitch.



Scale

In the Scale phase, we prove that the solutions can expand to other target audiences and geographies and will be sustainable outside the Innovation Foundation.

We continually test and learn to generate new insights that feed back into our ways of working via learning loops, helping us develop and innovate effective solutions.

Spin-off

Finalised designs are prepared for leaving the Foundation and launch into the world as stand-alone entities or via our partners.

Partner recruitment

We are always looking to collaborate with partners who share our passion and bring complementary expertise and reach to help create and scale innovative solutions.

Shaping new possibilities

“Thank you to all the young mothers that have participated in our Youth@Risk project.

We hear you. We see you.
We'll continue to work with
you to shape lasting solutions.



Youth@Risk

First launched in 2021, our Youth@Risk project is helping disadvantaged people imagine a new life for themselves. And with the help of our partners, it is now being scaled to new locations across Latin America.

Understanding the challenge

Young and already at-risk people from low-income families face significant economic and financial precarity and are at risk of falling out of labour markets altogether. Driven by a lack of skills and experience, and with many suffering from negative beliefs and facing a lack of options, many simply cannot imagine a different life for themselves, compounding their difficulties further.

Identifying those at risk

To begin, we applied our Scan methodology and analysed comprehensive data sources to identify young women in urban fringes, living at or below the poverty threshold who dropped out of school and work, as most at risk of long-term unemployment. With this in mind, we defined our mission: how can we help disadvantaged youth overcome the perception that they need to give up learning to earn an income?

Building promising solutions

After extensive interviews with young people and relevant stakeholders, we defined a target group of young mothers aged 16-24, not in education, employment or training (NEET), at or below the poverty threshold, and living in the urban fringes of Mexico City to focus our prototypes on. This demographic faces three main challenges:

1. Limited perceptions of what they can achieve
2. A lack of understanding about their options, and little confidence or belief that they can make changes
3. Employers often don't recognise their skills and experience as employable

With the support of a multi-stakeholder Working Group which included local partners such as Plan International Mexico, the World Bank, the Global Apprenticeship Network, tech start-ups, and more, we created two promising solutions. The first was an awareness-raising campaign called Mamás Chingonas developed in collaboration with YouthBuild México which uses peer role models who “look like me, sound like me” to help young mothers see possible pathways into work. The second, the SkillMap application, was an AI-based solution developed by our partner SkillLab. It helps translate the lived experiences of young mothers into employable skills.

Scaling our impact

These solutions were developed by small, light Venture Teams. At the end of the first design stage, the solutions were pitched to a committee of venture builders, Innovation Foundation Board members, and industry experts. After this, the committee decided to roll both into a single solution. Both Venture Teams then collaborated together in the second stage, with the solutions finished in November 2023 and approved to move forward.

Collaborating for good

Throughout the design phase, the results of the social campaign Mamás Chingonas were impressive. Over 6,000 young mothers visited the platform, with over 5,000 using the SkillLab tool to improve their employability. With the help of YouthBuild México, we began to scale the solution to more people in Mexico City and began exploring the possibility of scaling to new demographics and locations.

By the end of 2024, the Mamás Chingonas/SkillLab solution had expanded into 19 different cities across Mexico, with an ambition of reaching 40+ in 2025. YouthBuild México has also taken on the day-to-day running of the projects and is leading the local expansion. We are now scaling the solution into Brazil, giving staff the opportunity to test the localisation of the programme across language and culture.

Our vision for the future

Youth@Risk is the first of our projects to progress and scale into new locations and underlines the success of our unique methodology. By combining human-centred design and a commitment to social impact, the Innovation Foundation and its partners have shown the way towards helping people to imagine better futures.



→ [Discover our Youth@Risk end users here](#)

“
The Innovation Foundation has helped me to realise that I can be both a mother and a worker.

Women Back to Work

The Women Back to Work project is helping women find new opportunities after a career break. This year, we began scaling this project and are already achieving real impact.

Setting the challenge

Women returning to work after a career break face bias, discrimination, and a lack of flexible working arrangements that hinder their ability to find the right jobs. The challenge of showcasing transferable skills plus a lack of self-confidence, leave many women struggling to access opportunities.

From data to design: understanding the barriers

In the Scan phase, we analysed public, proprietary, and big data, and found a clear target demographic: women caregivers with some work experience in Spain, with vocational skills, and who had dropped out of the workforce for an extended period of time (beyond maternity leave). Three key challenges were identified:

1. Many struggled to even reach a real person in the recruitment process
2. Women weren't just returning to work - they wanted different work. The rigid schedules of their pre-pandemic jobs no longer fit with their complex lives
3. The lack of feedback left many demoralised and stuck

With the challenges understood, we created our design missions:

1. How can we help mid-career women in vocational roles find the flexibility they need to return to work?
2. How can we help mid-career women in vocational professions who stopped working in the last two years positively pivot when returning to work?

Designing with empathy

To build potential solutions, we assembled a multi-stakeholder Working Group consisting of employers (such as Marriott, Hilton, Dow, and Microsoft), grassroots organisations, and hiring experts. It also included the Innovation Foundation's future Venture Leads and Fellows. Over three design workshops, the group created two high-potential solutions:

1. A community-based support model to create peer-led accountability groups for women re-entering work. Local cohorts provide emotional support and structure, using a light curriculum and a "train the trainer" cascade model to empower facilitators from within the community.
2. A tech-driven solution that supports jobseekers and employers. Women can use the platform to make their personal work needs visible, such as no weekends, a later start time, or part-time contracts. On the employer side, a data-driven dashboard shows how adjusting job specs can widen the talent pool and attract overlooked candidates.

Scaling with purpose: where we are now

We assembled two Venture Teams, consisting of an entrepreneur in residence/venture teams(s) lead, and fellows seconded by The Adecco Group and partners. At the end of the first design sprint, the community-based support group solution had been named as Yosotras, with the tech solution becoming Para Tí. After pitching both builds to a committee of venture builders, Innovation Foundation Board members, and Working Group members, Yosotras was spun off to a local partner to take forward.

The second solution, which was developed with tech partner TaTiO, is a cutting-edge tech startup that offers interactive job simulations. In the initial pilot, a number of women sourced roles at test properties at Hilton, Hyatt, and Marriott.

Para Tí is now in its first year of scaling, with more pilot programs being planned to test its viability in different cultural contexts and labour markets. The end goal is to spin off a full solution by the end of 2025 either as a joint venture, subsidiary, or a standalone product.



→ [Learn more about the Women back to work project here](#)

Eloiza's story

Rebuilding Confidence Through the Innovation Foundation's Women Back to Work Project

When Eloiza Fernandes Giraldi arrived in Barcelona in early 2022, she brought with her a wealth of experience and wisdom gained over years spent supporting pregnant women as a doula in Brazil, a degree in Physical Education, and a lifelong passion for helping others. But despite her rich professional background and unstoppable spirit, she quickly found herself at a crossroads.

"Starting over in a new country was harder than I expected," Eloiza says. "As an immigrant, I couldn't express myself the same way I could in my native language. It felt like all the skills I had didn't matter anymore."

Even with more than a decade of guiding women through childbirth and postpartum recovery, Eloiza found her profession wasn't legally recognised in the same way, and cultural differences, along with the language barrier, made continuing her work nearly impossible.

She began offering massage therapy services while raising her three youngest children and actively searching for a new job path. "I thought I would never find a place where I could use my skills again," she recalls.

But everything changed when she discovered Para Tí – a solution launched by the Innovation Foundation and developed by tech partner, TaTiO. Focused on helping mid-career women, especially those who have been out of work for more than a year and face barriers such as outdated skills, caregiving responsibilities, or limited access to traditional hiring channels, Para Tí helps women in vocational professions re-enter the workforce with flexibility and confidence.

"When I got involved with the Innovation Foundation's project, I felt like someone was finally thinking about women like me – women who've given so much to others, but whose contributions often go unseen," she says. "It felt like a light turned on. My self-esteem came back."

Para Tí offers virtual job simulations that help women identify their transferable skills and connect with employers based on real competencies – not just what's written on a CV. And it was through these simulations Eloiza discovered she had strong communication skills, in both English and Spanish, and a talent for switching between languages quickly.

With the help of the Innovation Foundation and Para Tí, Eloiza interviewed for a position at Le Méridien, a leading hotel in Barcelona, and got the job. Since July, she's been working as a Guest Experience Expert, handling emails, calls, chats, and ensuring every guest feels welcome and comfortable.

"What I love most about my job is managing guest requests and making sure everything works smoothly. It's incredibly satisfying," she says. "I've even started learning about auditing, which could lead to a new role in the future."

The job hasn't just brought financial stability. It's also reshaped her home life. "We're all adjusting to the fact that I'm not at home full-time anymore," Eloiza says. "But it's a positive change. My children are learning to take care of the house, and my husband and I are sharing responsibilities in new ways. Plus, my salary allows us to enjoy our leisure time more."

Her confidence has soared. "After receiving great feedback from clients and my supervisor at the hotel, I finally felt important again – like I truly belonged to a team."

For Eloiza, the Women Back to Work project didn't just offer a path to employment. It offered the chance to rediscover her strengths, reignite her ambition, and rebuild a sense of purpose. As she puts it:

"I hope this project reaches many other women. It helped me start a new chapter – and I know it can do the same for others."

See how we're helping women find new opportunities here.

“

I hope this project reaches many other women. It helped me start a new chapter—and I know it can do the same for others.



→ Check out the story of another end user, Carolina



Mature Workers

Redefining Work After 50

Despite having skills and experience, many mature workers struggle to re-enter the workforce, impacting their financial security. Our programme aims to improve access to labour markets for mature workers.

The emerging challenge

By 2050, the percentage of people over 60 will double*. People are not only living longer, but working longer. As the global workforce continues to age and the skill gap widens, mature workers over 50 increasingly find themselves shut out of the labour market. This has far-reaching implications for the workforce, economy, social fabric, and individual lives.

Scanning the landscape

To better understand why mature workers are struggling to re-enter the workforce, we applied our Scan methodology and carried out primary research and surveys with mature workers. The findings were clear: many older adults leave work not by choice but due to structural shifts, and re-entry proves difficult, especially when pivoting industry or type of work. Despite a wealth of skills and experience, these individuals struggle to find roles that match their competencies and circumstances. Finally, many employers simply don't see their value.

Our results identified four main challenges facing mature workers:

1. A vicious cycle of ageism resulting in a loss of confidence and emotional stress
2. Systemic challenges resulting in biases being enacted through labour markets
3. Myths about mature workers having good networks to help them find jobs
4. The intersectionality of financial, social and health issues compounds the difficulties many face in finding jobs

Our results also highlighted a target demographic: men between the ages of 50 and 65 who previously worked in a trade such as construction or manufacturing and have fallen out of work before pension age. Due to the high number of over-50s out of work and government interest in getting people back to work, Newcastle in the UK was chosen as our area of focus. With this in mind, we set our design challenges:

- How can we help mature workers frame their transferable skills to get back into work?
- How can we help de-risk the hiring of mature workers and demonstrate how experienced individuals can benefit workforces?

From insight to ideation

To start building solutions to these challenges, we established a multi-stakeholder Working Group of employers, government service providers, recruiters, mature workers, and relevant stakeholders. Its mission was to ideate solutions through an iterative, human-centred design process, two of which were proposed:

- A peer-supported career coaching experience designed to replicate outplacement services for those without access to them
- A tech tool aimed at helping employers assess the return on investment of hiring mature workers compared to other talent pools, emphasising adjacent skills and lived experience and aligning with the coming shift toward skills-based hiring



Employers could pledge more faith in older people. They should recognise the value in people's life experiences, even though if not directly connected to the job they're applying for, they've got a lot to offer.

Testing and next steps

Following the first design sprint, the Innovation Foundation Board decided that further research on employer pain points and UK-specific labour market trends was needed. The original Venture Team was wound down and the project was brought in-house for further research and re-scoping. The internal team launched a new phase of needs-finding with employers, job centres, and recruiters to complement the earlier focus on jobseekers, in advance of another round of ideation.

*World Health Organization



→ [Learn more about our Mature Workers project here](#)

Inspiring pathways to success

“

**By creating innovative solutions
that empower individuals to
thrive and shape the future of
work, we are at the cutting-
edge of change**

- Cynthia Hansen

Managing Director, Innovation Foundation



A closer look at how we collaborate



→ [Find out more about Youth Build Mexico here.](#)

What projects are we working together on?

Paulina Sánchez, Guadarrama Villarreal, CEO YouthBuild México: Since 2022, YouthBuild México and the Innovation Foundation have co-created Mamás Chingonas, an employability pathway now piloted and fully implemented across every YouthBuild centre in the country, making it a core element of our operating model. Together we refined the curriculum through participant feedback, embedded robust monitoring metrics, and explored sustainability strategies to scale the programme.

What has working with the Innovation Foundation been like?

PS: The Innovation Foundation team has been an agile, values-driven partner. Their solution-oriented mindset, rapid-prototyping approach, and unwavering respect for participant voices created a true co-creation environment. Weekly check-in meetings, transparent decision-making, and shared metrics kept us aligned, turning challenges into learning opportunities and accelerating impact far beyond a traditional donor-grantee relationship.

Why is the project we're working on together so important or unique?

PS: Mamás Chingonas is tailored to the realities of opportunity-youth mothers. It combines purposeful soft-skill awareness, recognition of hard skills acquired through day-to-day caregiving—re-valuing mothers' work—and a transformative mindset shift that launches participants on a clear pathway to dignified employment. By proving motherhood and professional growth can advance in tandem, the project sets a replicable benchmark for inclusive workforce development.



→ [Find out more about SkillLab here.](#)

What projects are we working together on?

Ulrich Scharf, Managing Director and Founder, SkillLab: Our partnership focuses on raising skill awareness and improving employability among young mothers and underserved young people. We deliver SkillLab's AI-powered technology which helps users identify their skills, build professional profiles and CVs, and connect people with opportunities that align with their unique skill sets. We've been working on this project for over two years in Mexico and are now expanding it into Brazil.

What has working with the Innovation Foundation been like?

US: Working with the Innovation Foundation has been an extremely meaningful experience. Thanks to this partnership, we've been able to bring the SkillLab tool to those who need it most, particularly young women balancing parenting responsibilities and adolescents facing barriers to employment. We've helped individuals recognise that their everyday experiences – including motherhood – hold valuable, transferable skills. This collaboration has also inspired us to continue learning from end users and to keep improving our tool, making AI technology more accessible and impactful.

Why is the project we're working on together so important or unique?

US: Our project is unique because it empowers underserved youth – especially young mothers – to recognise the value of their life experiences as real, transferable skills. By combining AI technology with inclusive design, we're making career guidance more accessible and personalised. It's not just about finding jobs. It's about changing mindsets, boosting confidence, and opening pathways to long-term employability and economic independence.

This project has shown us how powerful it is when often overlooked individuals realise that their everyday experiences have value. It's about dignity, confidence, and using technology to create real pathways to opportunity.



→ [Find out more about TaTiO's work here.](#)

What projects are we working together on?

Maya Huber, PhD, CEO & Co-founder, TaTiO: Our partnership is centred on Para Tí – a joint effort to reimagine hiring for underserved women trying to re-enter the workforce. Together, we've built a solution that lets women share their return-to-work barriers and 'try out' real jobs through AI-powered virtual simulations, without needing a resume. This gives companies access to untapped, job-ready talent while helping individuals build their confidence, receive feedback, and showcase their skills in a bias-free process.

What has working with the Innovation Foundation been like?

MH: It's been an incredible experience and has been highly collaborative, thoughtful, and impact-driven from the beginning. The Innovation Foundation brings not only vision but a deep commitment to co-creating with and for end users. Their structured, yet agile, methodology helped us focus on building something practical, scalable, and deeply human. We've truly felt like partners on a shared mission.

Why is the project we're working on together so important or unique?

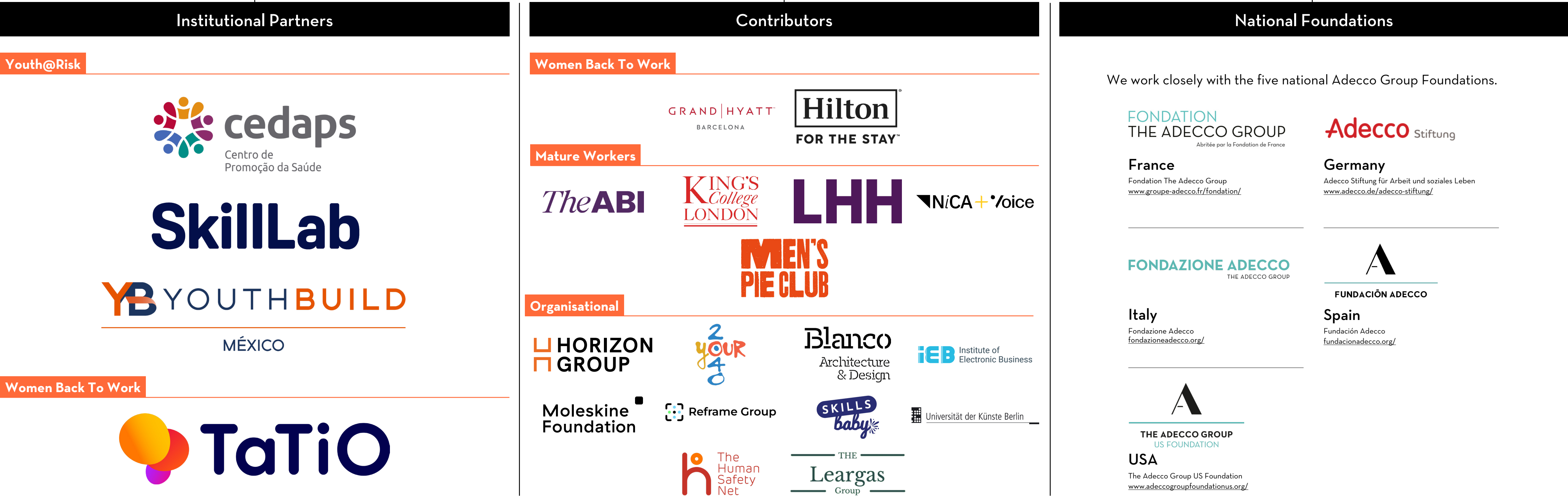
MH: Para Tí challenges the very premise of traditional hiring. It's not just another employability initiative – it's a system redesign. We're flipping the funnel: screening people in based on what they can do, rather than screening them out based on what's missing from their resumes. That's powerful. Particularly in industries like hospitality, where turnover is high and roles are people-facing, this approach delivers faster hiring, stronger retention, and more meaningful career entry points for women often left out of the system.

Collaboration at our core

Partnerships are at the heart of everything we do. To generate the most impact with our solutions, we co-create them with a diverse network of partners, from NGOs and tech providers to implementation specialists and employers. By working hand in hand, we bring bold innovations to life on the ground and scale what works to drive change around the world. These partnerships are built on collaboration and mutual investment of different types of resources, not grant-making or sponsorship.

→ Interested in partnering with us? Contact us here:

Our 2024 project and implementation partners



Our 2024 Board

Our Board draws on the experience and skills of a diverse group of individuals from different backgrounds, sectors and industries.

→ [See more about our Board here](#)



Jean-Christophe Deslarzes

Chairman of the Innovation Foundation Board



Daniela Seabrook

Member of the Innovation Foundation Board



Ory Okolloh

Member of the Innovation Foundation Board



Rob James

Member of the Innovation Foundation Board



Virginia Wilson

Member of the Innovation Foundation Board

Our 2024 Team

Our Team is driven by a passion for positive change and a desire to help underserved communities imagine better futures.

→ [See our updated Team here](#)



Cynthia Hansen

Managing Director



Camila Müller

Team Coordinator



Camille Demonchaux

Innovation Project Manager



David Scicluna

Experience and Design Lead



Garrett McKenna

Senior Brand & Communications Manager



Kaithline Larmigny

Head of Innovation Insights



Lidia Lafoz

Research Data Analyst



Shareena Hatta

Head of Social Innovation Projects



Sonia Franzetti

Team Coordinator - Admin



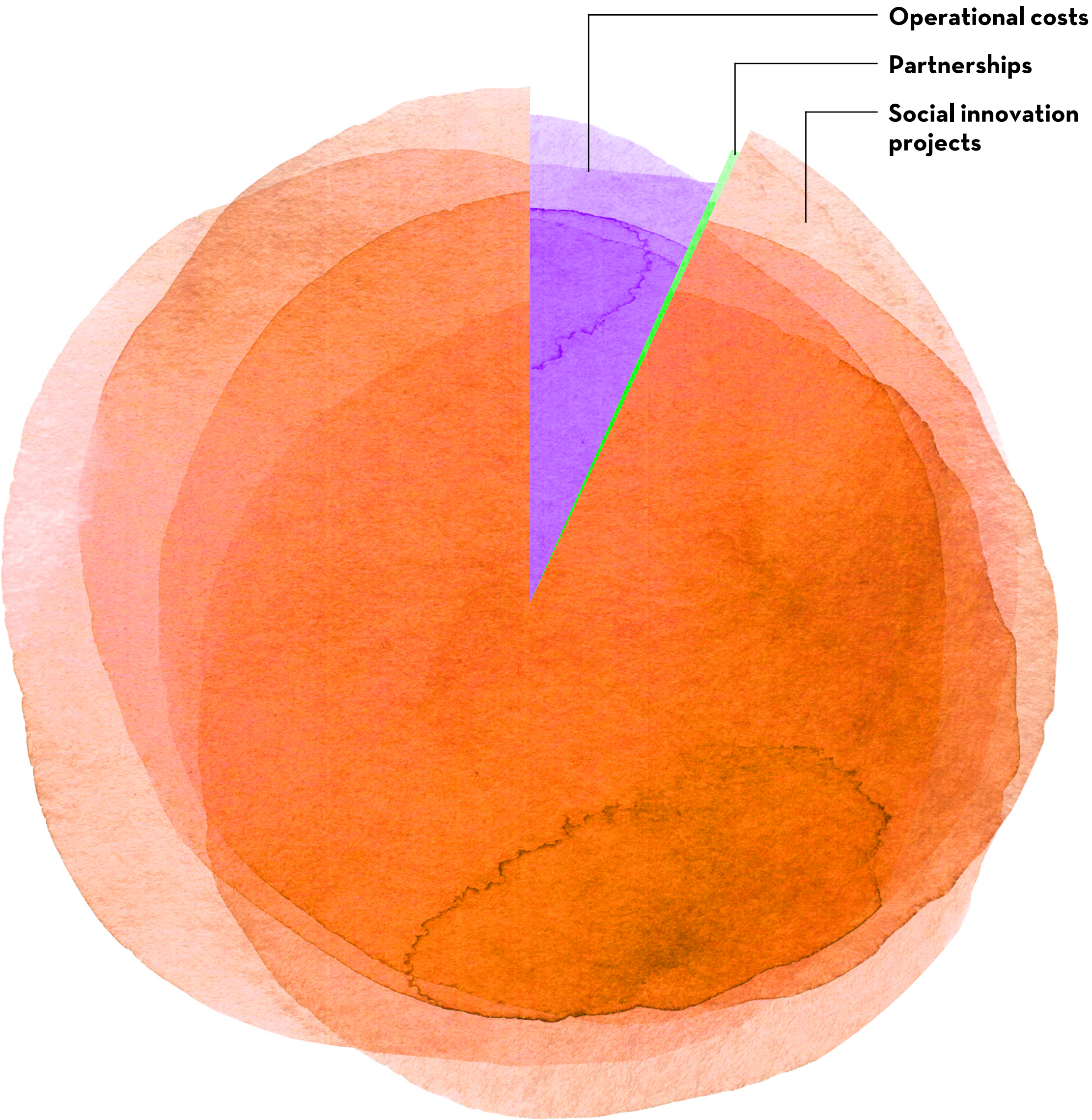
Vijay Raju

Entrepreneur in Residence

Our financial information

Our expenditure suits the evolving needs of our three ongoing projects as they pass through the Scan, Build, and Scale stages of our methodology.

For the period ended 31 December (in CHF)	2024	2023
Contributions	4,787,019	4,993,386
Partnerships	(11,640)	(13,487)
Programmes	(3,110,720)	(3,163,473)
Administrative expenses	(228,212)	(229,666)
Financial income/(expenses), net	232,547	86,605
Net income/(loss)	1,668,994	1,673,365





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