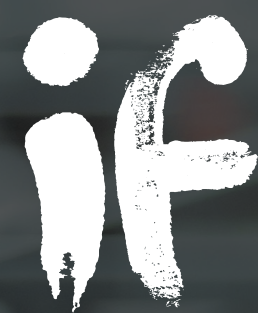


Building meaningful solutions together

ANNUAL REPORT 2023



innovation
foundation

EMPOWERED BY
THE ADECCO GROUP



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[Check out our brand video here](#)



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

Empowering individuals to work

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.

In conversation with our leadership

Jean-Christophe Deslarzes and Cynthia Hansen

Dear Stakeholders

We sincerely thank you for continuing with us on our exciting innovation journey. Building on the transformation of 2021 and our new incarnation as of 2022 as the Innovation Foundation, 2023 was a year of proof. We proved that the Social Innovation Lab can create viable social products and we demonstrated our ability to lead the dialogue on innovative corporate philanthropy.

Using live cases to learn

Our three live projects, Youth@Risk, Women Back to Work, and Mature Workers are now in full swing, each at a different stage of our Scan (research), Build (ideation) and Scale (accelerator) model. This has set the cadence for planning, executing and spinning off the social products. From this, we learn constantly, seeing what works and what doesn't, and applying the learnings to our own development. At the same time, we harvest the key insights to share with other practitioners so they can use our model to drive further social impact. We design to share our solutions and methodology with the world, not keep it only for ourselves.

“Our human-centric approach informs our three-step lab methodology, in turn helping us create real change through our solutions.”

Youth@Risk was the first project to complete the accelerator stage of Scale, creating two concrete products that help underserved young people to see a pathway into work. Using young mothers in Mexico City as an initial test audience, we created two complementary employability products. The Mamàs Chingonas social campaign uses relatable images and messaging to help young mother see a pathway into work. The SkillMap app then translates lived experience into skills and competencies to boost confidence and increase employability. These two products are now being scaled across a total of 4 cities in Mexico and scoped for scaling to other countries and across youth more broadly, in collaboration with our partners Youth Build México and SkillLab.

Women Back to Work was our first foray into building solutions with a specific industry as an entry point. This project focuses on helping mid- and low-skill women to re-enter work after a career break. We co-designed the solution with the hospitality industry, as pilot. By bridging the needs of an underutilised pool of job-seekers with the talent demands of an industry, we aim to prove the value of “reconnecting the pipes”.

Mature Workers had the most extensive Scan phase to date, culminating in four pieces of original research which led us to refine the target audience, geography and challenges for kick-off in 2024. For the first time, we are focusing on men, age 50-65, specifically those coming out of manual trades. The place-based solution is in Newcastle, UK, which we hope will serve as a bellwether of changes and challenges being felt around the world as the global workforce ages.

Red threads

As we look across our portfolio of projects, we start to see recurring themes. Among those who have fallen out of the workforce, having a sense of community and being appreciated for one's knowledge are at least as important as certifications and skills. Among employers, the need to de-risk hiring non-traditional candidates is core to expanding beyond the usual hiring pools. Our focus on scalable, replicable solutions that work across multiple target audiences and geographies will create greater social impact than many traditional philanthropic approaches.

Sharing

Our own projects are valuable testing grounds, but it is our ability to share that will lead to impact at scale. In 2023, we saw our visibility and impact increase as we had our first TED talk, MIT Sloan article, published case study, and saw substantial social media growth (don't forget to like and follow!). In 2024, we will focus on sharing our model with a wider audience of practitioners, creating a toolkit, and supporting others to test and use our approach. This is how we get to scale, and why we so appreciate your coming along with us.

Yours sincerely,



Jean-Christophe Deslarzes
Chair of the Foundation Board



Cynthia Hansen
Managing Director

Labour market overview

The global labour market is facing an unprecedented transformation. The rapid expansion and growing adoption of new technology, decarbonisation and demographic shifts are all accelerating far-reaching changes to labour markets worldwide.

38%

of mature workers have received recent skills training

4.3%

male global unemployment rate

4.5%

female global unemployment rate

11%

global youth unemployment rate

2023 labour market challenges

- The expansion and adoption of generative AI by businesses has continued at pace throughout 2023, heightening the prospect of changes in the labour market.
- During 2023, real wages declined by 3.8% across almost all industries and sectors.
- Youth unemployment remains significantly higher than comparative figures for adults, locking many young people out of labour markets.

While some projections suggest that 69 million new jobs will be created in the next decade, others show that these drivers could eliminate a projected 83 million jobs¹. The breakthrough of generative AI was a significant milestone in 2023. Despite its relatively limited adoption by firms, its increasing affordability and the demand for AI skills are sparking both awe and concern among workers.

During 2023, employment rates stabilised above pre-COVID levels and unemployment rates across the OECD remained at historically low levels. Despite this, real wages declined by 3.8%² across almost all industries and OECD countries, posing heightened risks for low-income workers.

Businesses are also confronting an array of challenges in attracting, developing and retaining the right talent and leadership. These challenges include managing flexible work arrangements, talent and skills shortages, evolving employee expectations and moving towards an increasingly diverse workforce.

These trends are forcing individuals and industries to adapt, pivot, reskill and find their way. However, not everyone has access to the support, opportunities or resources needed to do so. Many are falling out of the workforce, struggling to re-enter it or facing barriers to enter it in the first place, with underserved people being particularly affected.

For instance, only 38% of mature workers have undergone training in the past three years, compared to 53% of their younger counterparts³. Additionally, the gender gap persists, with the global unemployment rate standing at approximately 4.5% for women and 4.3% for men⁴. For young people, unemployment figures rise to 11%. Mature workers, women, young individuals, those in vulnerable industries, low and middle-skilled workers and caregivers are not being seen, not being considered and are being left behind.

We realised that by working as a corporate foundation and leveraging the know-how of The Adecco Group, there was an opportunity to build effective and practical solutions that help people find and remain in work. That's why we operate as a Social Innovation Lab: a unique model that allows us to design creative solutions in collaboration with end users, specialist and relevant partners.

We are unique. We are committed to helping underserved populations obtain and maintain meaningful employment. We are empowered by The Adecco Group. We are the Innovation Foundation.

1. The Adecco Group Annual Report, [https://www.adeccogroup.com/investors/annual-report/OECD \(2023\), OECD Employment Outlook 2023: Artificial Intelligence and the Labour Market, OECD Publishing, Paris](https://www.adeccogroup.com/investors/annual-report/OECD%20(2023),%20OECD%20Employment%20Outlook%2023:%20Artificial%20Intelligence%20and%20the%20Labour%20Market,%20OECD%20Publishing,%20Paris), <https://doi.org/10.1787/08785bba-en>.

2. OECD/Generation: You Employed, Inc. (2023), The Midcareer Opportunity: Meeting the Challenges of an Ageing Workforce, OECD Publishing, Paris, <https://doi.org/10.1787/ed91b0c7-en>.

3. World Economic Forum (2023). The Global Gender Gap Report 2023. <https://www.weforum.org/reports/global-gender-gap-report-2023>.

4. World Economic Forum (2023). The Global Gender Gap Report 2023. <https://www.weforum.org/reports/global-gender-gap-report-2023>.

Why **if**?

We are focused



Our vision

A world where everyone can access and stay in work.



Our mission

To ensure sustainable livelihoods for underserved populations by creating real world solutions that increase employability and access to labour markets.



Our values

We foster courage, creativity and inclusiveness through our actions and the way we work.

We drive social innovation

Tackling labour market challenges

As a Social Innovation Lab, we co-design practical and creative solutions that help underserved people access meaningful employment. Our human-centric solutions are designed for our partners to share and implement on the ground.

We Scan



We identify those who are falling out of the world of work and why.

We Build



We create prototype solutions designed to tackle pressing labour market challenges.

We Scale



We develop products that our partners can take forward.



Building partnerships to power change

We collaborate closely with our end users and partners to create solutions that drive the most change and achieve scalable impact. 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 2023 partners](#)

We never stop

Our activities

In 2023, we continued to design solutions in our priority areas.

Through our unique Scan, Build and Scale methodology, we are advancing solutions that will help underserved people access meaningful work and imagine a better future.

Our current projects

Youth@Risk

Young people in OECD countries were hit particularly hard by the pandemic, with those facing skills shortages and coming from low-income backgrounds especially vulnerable.



[Find out more about our Youth@Risk project on page 9](#)

Women Back to Work

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



[Learn more about the progress we have made this year on page 11](#)

Mature Workers

To help meet financial ends, older people are working for longer. But with labour market challenges hindering their access to work, it's getting harder for many to achieve the financial stability they seek.



[Read more about our Mature Workers project on page 13](#)

Driving change differently

Our purpose and that of The Adecco Group are closely aligned: to make the future work for everyone. But while our aims are the same, we approach things in our own unique ways.

The Innovation Foundation isn't a typical corporate foundation or a grant-giving organisation. We saw that where underserved people were falling out and struggling to re-enter the labour market, there was a gap in existing solutions. As a result, we focus our efforts in designing solutions with end users, for end users, so that together we can bring about lasting and meaningful change.

By operating uniquely as a Social Innovation Lab, we are able to create change innovatively and dynamically, pushing the boundaries of what corporate foundations can achieve in four main ways.

- 1 We're not a grant-giving organisation.** We don't fund entrepreneurs, incubate start-ups or accelerate external concepts. Our solutions derive from our unique Scan, Build and Scale methodology that builds around and for the needs of the people we help.
- 2 We collaborate** with end users, experts and partners at every stage of our work. By drawing on the knowledge and experiences of an array of stakeholders, we build deep expertise of labour market challenges and underserved communities into our models.
- 3 We build to share.** All our ventures will leave the Foundation and we build them for spin-off, either into a partner or as stand-alone entities.
- 4 We open-source our models and findings.** We make our findings and methodology accessible to others so that they can take our tools forward. This helps us continue to contribute to the ongoing narrative on the future of work and the evolving role of corporate foundations.

There is no precedent for this kind of work at the intersection of social innovation and corporate philanthropy. But through our unique way of working, 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 empowers us to transform insights into lasting change.



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



Scan

Our Scan phase identifies individuals who are falling out of or struggling to remain in the labour market, as well as the specific challenges they face.

This initial stage helps us identify the communities that are particularly vulnerable to labour market challenges and why they are at risk.

Our data

We analyse public, proprietary, social and big data, as well as findings from expert consultations and end user empathy calls to generate insights and identify emerging shifts in labour markets that inform our prototype designs.

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

Our research and data help us identify predictive indicators that leave certain communities at higher risk of long-term unemployment and labour inactivity.

2. Distilling

We distil our data by mapping predictive indicators 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, where we find the most potential to move the dial. These are:

- future orientation
- innovation potential
- scalability
- current landscape
- social impact potential

5. Validating

We confirm our final challenge statements are relevant through end user interviews, expert consultation and social listening.

Our methodology continued



Build

Our Build phase develops solution concepts that respond to the identified challenges. These are developed into light prototypes, in close collaboration with our partners around the world.

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

We use focus groups to validate our proposed solutions and ensure our designs are practical and impactful.

1. Deeper needs-finding

We map the journey of our target group to better understand their specific needs and the existing solutions already available.

2. Ideation

Using our gathered insights, we begin creating and testing innovative solutions. We then test them on the ground with end users.

3. Prototyping

The most promising solutions move into the Scale phase.



Scale

In the Scale phase, we create Venture Teams that turn our solution concepts into minimum viable products and then into working models that are ready to leave the Foundation and go into the world, either via partners or as stand-alone entities.

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.

Venture-building

Our ventures are built by small Venture Teams, comprised of an Entrepreneurship in Residence/Venture Lead, and Fellows seconded from The Adecco Group and other 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.

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.

Spin-off

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



Building Solutions Together

“Involving end users is fundamental to IF’s methodology. We are building solutions not only for them but also with them. Together.”

Youth@Risk

“Right now, I am the breadwinner and raise my son on my own. I take care of my son’s needs: bathing him, taking care of him and looking after him. It’s a challenge to raise a child on your own and it makes finishing my studies difficult.”

Isabella

For many young women like Isabella, balancing caregiving needs often comes at the expense of career development. As a single mother of two, Isabella, from right outside Mexico City, spends much of her time looking after and raising her children. But as the breadwinner, she also needs to provide for the household, financially.

Isabella actively looks for jobs that can help advance her career and support her family. However, the lack of personalised and flexible job opportunities means few employers are willing to help her fulfil both of her needs. The only suitable options she can find are night jobs. But given the potential risks to her own safety, these are also not ideal.

Isabella is just one example of the situation facing many young people around the world. They are being forced to choose between earning to support their families and developing their own careers or studies.



[Learn more about Isabella's story here](#)



Youth@Risk

Young people in OECD countries have, for a number of years, faced problems with being three times more likely to be unemployed than adults – plus they've had to navigate a global pandemic. Our Youth@Risk project is the one furthest along in our methodology. In 2023, it moved into the Scale phase, making it one step closer to being launched through our global partners.

The challenge

Young and already at-risk young people from low-income families are at risk of falling out of labour markets altogether. This could potentially put them in even more challenging financial circumstances. Many lack skills and experience while also suffering from negative belief systems and a lack of options. All of which compounds the difficulties many face in imagining a different life.

Scan

We wanted to understand more about which young people were most at risk and why. The first step was to apply our Social Radar. Through analysis of public data, The Adecco Group data, social listening and direct consultation, we highlighted 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.

The Scan phase revealed several challenges we could address. But there was one that we believed held the most potential: how can we help disadvantaged youth overcome the perception that they need to give up learning to earn an income?

Build

With our challenge defined, we began our dive into the underlying causes and drivers of unemployment for this demographic, as well as into the lives and circumstances of the target group itself. This stage

involved over 60 interviews and discussions with young people, educators, public, private and civil society stakeholders, and existing solution providers and institutions.

This helped us identify a clearer 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. Just like Isabella, from the previous page.

Our research also helped us spot three serious challenges affecting these young mothers:

1. Growing up with a limited understanding of what they can achieve, reinforced by their environment, peers and family
2. A lack of information about their potential options, and lack of confidence and belief that can make changes
3. Despite having a wealth of skills and experience, employers often don't recognise these skills as employable

To ideate potential solutions to these issues, we assembled a multi-stakeholder Working Group consisting of end users and local partners, including Plan International Mexico, the World Bank, the Global Apprenticeship Network, tech start-ups and more.

After ideation and testing against end users, two solutions were put forward by this Working Group as having the most promise:

1. An awareness-raising campaign using peer role models who “look like me, sound like me” to help young mothers see possible pathways into work
2. A tech-based solution to help translate the lived experiences of young mothers into employable skills

Scale

In 2023, these solutions were taken forward by small light Venture Teams, consisting of an entrepreneur-in-residence and innovation fellows seconded by The Adecco Group and partner organisations.

The teams were set the goal of turning these solutions into minimum viable products (MVPs) within six months. At the end of the first sprint, the awareness-raising campaign had been named as Mamás Chingonas through collaboration with YouthBuild Mexico, with the tech solution becoming the SkillMap application, developed by our partner SkillLab.

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, combined solution. Both Venture Teams then began work together in the second sprint, with the solutions finished in November 2023 and approved to move forward into Spin-off.



[Learn more about the Youth@Risk project here](#)

Women Back to Work

“The main problem I have finding a job is balancing scheduling conflicts with the lives of my children. Unfortunately, I’ve already had to quit several jobs due to this situation.”

Mónica

Mónica is a mother of four, living in Spain, and the owner of a restaurant which was forced to close due to the pandemic. She has been looking to return to work for some time, but a lack of flexible working options forces her to choose between her family and working commitments. Not only has she struggled to find the right opportunities but she has even been forced to leave a number of jobs.

It's not just a lack of flexible options that forces many women out of the workforce. Bias and discrimination, skills gaps and low confidence all mean that many women struggle to return to work after taking a career break.



[Watch Mónica's story here](#)



Women Back to Work

This year, we continued our progress towards designing innovative solutions to help mid- and low-skilled women access meaningful work following a career break.

The challenge

Factors that prevent women returning to work from accessing the labour market include a lack of flexible working arrangements, bias and discrimination. These factors, on top of skills shortages and a lack of self-confidence, often mean women struggle to find the right jobs that allow them to balance their working and caring responsibilities.

Scan

Having identified women struggling to access or return to work as a priority area, we began the first phase of our solution-creation process: Scan. After analysing public, proprietary and big data, we found a clear target demographic: women caregivers with some work experience and vocational skills, who had dropped out of the workforce for an extended period of time (beyond maternity leave).

After carrying out initial research in six different countries, we developed a clear understanding of this demographic and identified two particular challenges affecting them. Firstly, the lack of personalised and flexible working arrangements for women needing to balance work and caregiving. Secondly, helping low- to mid-skilled women showcase the transferable skills needed to help them pivot into roles with better pay, scheduling and conditions.

The next step was holding 30 expert consultations and empathy calls with end users to identify a clear design challenge:

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?

Build

We assembled a multi-stakeholder Working Groups of end users, leading employers in hospitality (Marriott, Hilton), healthcare (Ellsworth Healthcare Staffing), manufacturing & logistics (Dow Chemicals), and technology (Microsoft), social enterprises, institutions, a psychologist and a tech start-up.

We ran three design workshops with these stakeholders and tested the resulting ideas with end users and recruiters. After distilling our ideas, we began work on two solutions:

1. A replicable model of local, self-led community groups emphasising emotional support and accountability for women re-entering the workforce.
2. An employer-based tech solution that improves visibility of any additional personal requirements (childcare, transport, etc.) that a woman in this demographic may have when returning to work.

Scale

These solutions are now being taken forward by small light Venture Teams, consisting of an Entrepreneur in Residence/Venture Teams(s) Lead and Fellows seconded by The Adecco Group and partner organisations.

These teams have six months and a budget to try to create minimum viable products (MVPs) from these solutions. At the end of the first sprint, the community-based support group solution had been named as Yosotras with the tech solution becoming Aquí Para Tí. These were then pitched to a committee of venture builders, Innovation Foundation Board members and Working Group members from the Build phase.

At the recommendation of the committee, Yosotras was spun off at the end of Sprint 1 to a local partner. Aquí Para Tí was taken forward into a second sprint development phase.



[Read more about the project here](#)



Mature Workers

“I’d ask employers to ask themselves whether they’re missing out on the skills, patience, empathy of people who have a varied and experienced career. We can change things and help them in so many ways, but they need to ask whether they’re really making the effort.”

Andy

Mature workers, like Andy, age 60 and living in the UK, have often had long and varied careers – sometimes working across several different industries. With decades of experience, they are highly skilled and knowledgeable about a wide range of sectors and operations.

However, skills like Andy’s are often ignored. For many, age discrimination remains a significant barrier to finding jobs. While for others, knowing how best to pivot into new roles and make the most use of their networks to find new jobs is difficult. Despite more and more mature workers looking to return to work just before pensionable age, securing the right job is a struggle.



[Find out more about Andy and his story](#)

Mature Workers

Mature workers who have fallen out of work just before pensionable age need support to access the skills and opportunities needed to make ends meet. We are actively building solutions to help these workers re-enter the world of work.

The challenge

The global population is aging and the proportion of older people is increasing in almost every country. Out of choice or financial necessity, a growing percentage of elderly people are continuing to work past the pension age of their country. But many are struggling to enter and remain in the labour market, making it harder for them to get by.

Scan

To understand which mature workers were struggling and why, we applied our Scan methodology. By analysing a combination of public data, Adecco Group data, and social listening we identified a target audience and challenge to address.

This research resulted in the publication of four pieces of original work, all of which helped us identify key challenges affecting 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 compounding the difficulties many face in finding jobs

As well as these challenges, our research highlighted a specific target group:

- Men between the ages of 50 and 65 who previously worked in a trade such as construction or manufacturing and may have advanced to low or middle management roles before falling out of work before pension age
- We chose Newcastle in the northern UK as the test-bed geography due to its industrial history, critical mass of this population and need for more holistic solutions

With these elements defined, we were able to frame two specific design challenges:

- Firstly, contrary to beliefs, mature workers struggle to make the most of their networks to help them find jobs. So how can we help them get the most value out of their professional and personal networks?
- Secondly, age discrimination leads many employers to avoid hiring mature workers. How can we help de-risk the hiring of mature workers and demonstrate how experienced individuals can benefit workforces?

These are questions we will address as the project moves into Build, the second of our three-step methodology.



[Read more about this project here](#)



Collaboration at our core

As a Social Innovation Lab, we design solutions in partnership with an array of stakeholders, helping us build people and communities' deep expertise into our designs. We're always learning. And we know that through close collaboration with our partners around the world, we can continue to help underserved people imagine a better future.

Our 2023 project and implementation partners

Institutional Partners



Contributors



National Foundations

We work closely with the five national Adecco Group Foundations.



France

Fondation The Adecco Group
www.groupe-adecco.fr/fondation/



Germany

Adecco Stiftung für Arbeit und soziales Leben
www.adecco.de/adecco-stiftung/



Italy

Fondazione Adecco
fondazioneadecco.org/



Spain

Spain

Fundación Adecco
fundacionadecco.org/



USA

The Adecco Group US Foundation
www.adeccogroupfoundationus.org/

[Partner with us](#)

Our 2023 Board

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



[See our updated Board here](#)

* Gordana left the Innovation Foundation over the course of 2023, and was replaced on the Board with Daniela Seabrook.



Jean-Christophe Deslarzes

Chairman of the Innovation Foundation Board



Gordana Landen*

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 2023 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](#)

* Liana left the Innovation Foundation during the course of 2023.



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



Liana Melchenko*

Head of Innovation Insights



Lidia Lafoz

Research Data Analyst



Shareena Hatta

Head of Social Innovation Projects



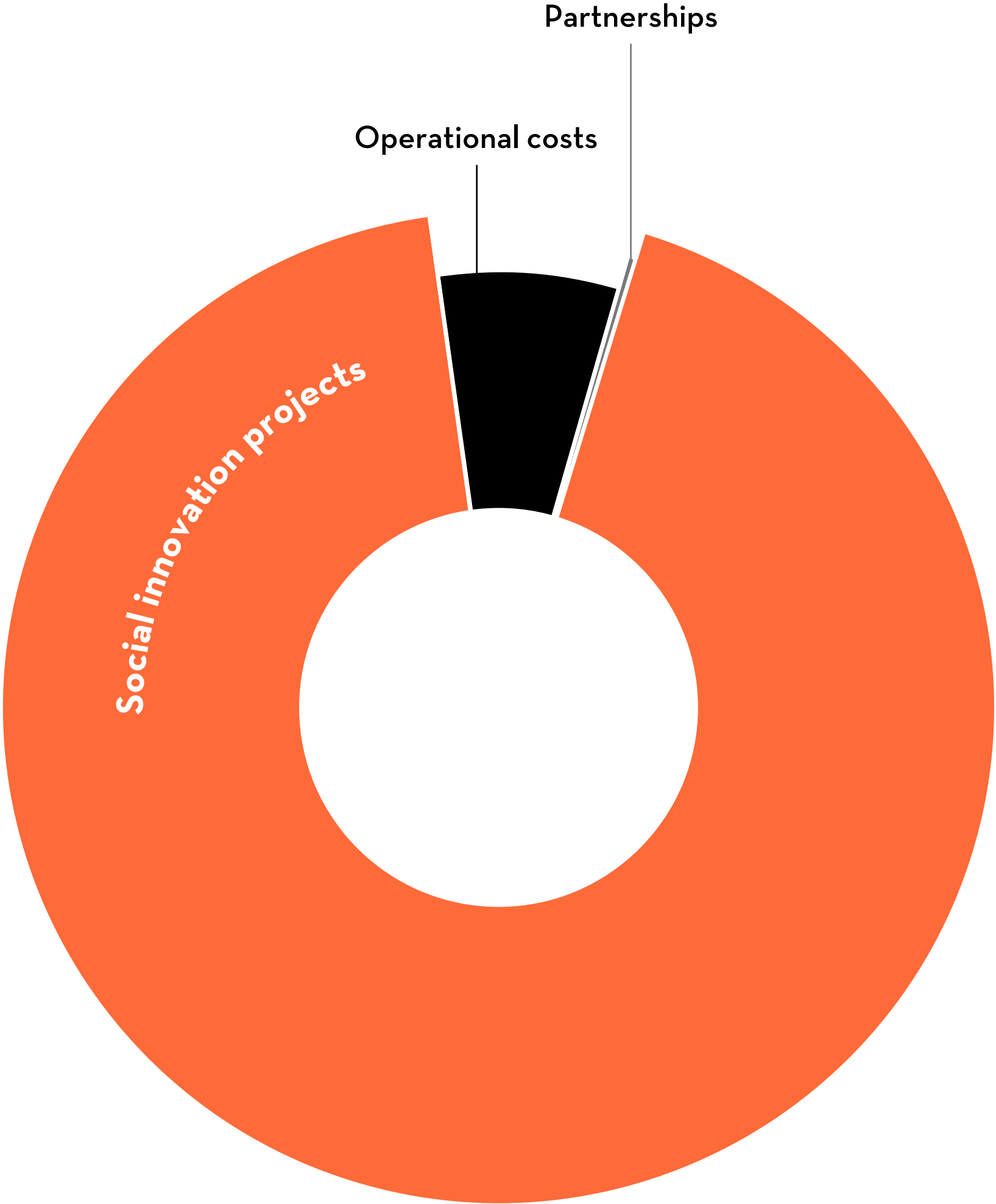
Sonia Franzetti

Team Coordinator - Admin

Our financial information

Our 2023 expenditure was revised to better support our three ongoing projects as they evolved through the Scan, Build and Scale phases of our methodology.

For the period ended 31 December (in CHF)	2023	2022
Contributions	4,993,386	6,405,588
Partnerships	(13,487)	(386,702)
Programmes	(3,163,473)	(2,302,495)
Administrative expenses	(229,666)	(269,005)
Financial income/(expenses), net	86,605	(2,033)
Net income/(loss)	1,673,365	3,445,353





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