



STRATEGY, IMPACT AND PROJECTS 2024.

RESULTS REPORT

Forge Foundation

We are a non-profit organization founded in 2005 with operations in Latin America.

We create educational experiences that support young people in building their life plans, focusing on those in situation of poverty.

We work on the development of their skills so they can enter the workforce, continue their education, and live with a strong commitment to others.

We seek systemic transformation through three impact units to fulfill our mission.

Lab

A multicultural training Lab for young people aged 17 to 24. It allows us to apply training methodologies and learn from controlled youth groups.

Educational Systems

Training for teachers, administrators, and educators. This opens up new opportunities for us to reach hundreds of thousands of young people in their final years of school.

On-demand

An ecosystem of on-demand educational experiences. We impact millions of young people to improve their growth and development.



FORGE FOUNDATION

**We believe in youth and
their crucial **role in
building a more fair
world.****

FORGE FOUNDATION

In 20 years we have reached

1.2 MILLION
YOUNG PEOPLE IN LATIN AMERICA

Director's Message

By Rodrigo Kon

Executive Director of Forge Foundation

We live in times where uncertainty and hopelessness are part of our daily lives. We navigate realities where the virtual and the physical worlds coexist simultaneously and without distinction, causing a profound emotional impact.

At Forge, we observe how this post-pandemic period profoundly affects the lives of young people. It is not the same scenario as past years, although some problems persist. The situation of millions of young people in Latin America is critical, and it is urgent to provide a context where they can thrive, especially those living in the most vulnerable conditions.

With this conviction and attentiveness to the needs of our time, we have transformed our organization to offer more

appropriate responses to current challenges.

We broadened our approach by focussing on the development of life projects capable of empowering people to overcome hopelessness: projects that integrate work, continuing education, and active engagement with others.

In parallel, we deepened our scaling strategy, in order to foster a systemic impact that sustainably multiplies results.

A regional innovation Lab

During 2024, we continued to consolidate the Lab, generating educational experiences that impacted the lives of thousands of young people in eight countries in the region. This space also allowed

STRATEGY

us to test educational proposals that we then scaled, working collaboratively with the education systems of each country, or free by On Demand offerings for hundreds of thousands of young people.

Thus, our scaled intervention strategy leveraged two major channels to reach a growing number of young people, offering them opportunities to better understand themselves, strengthen their skills, access the workforce, and sustain their educational development.

Forge for educators: contributing to the transformation of educational systems

According to different studies, the education system continues to engage children and young people in the region, and there is no doubt that its institutions are key and decisive for the development of our societies.

Aside from the temporary disruption brought on by the pandemic, middle school enrollment has grown consistently

in recent years; however, completion and learning indicators remain an outstanding challenge.

Therefore, at Forge, we set out to reach schools, working together with teachers as strategic allies to improve the future of young people.

We created a community for educators, an online meeting space where teachers trained with us have the opportunity to learn, interact, and access creative resources that enrich their teaching practices.

More than 7,000 teachers were trained using our methodology in 2024.

We signed 18 agreements with educational systems at the national, provincial/state, or municipal levels in 8 countries in the region.

We deeply value the work of teachers and trust that our methodology enhances their ability to support and guide their students in the transition to adulthood, thus expanding their future options.

Forge on-demand: Expanding access to educational proposals on the web

We also understood the need to design engaging alternatives to reach millions of young people in digital environments, offering them an ecosystem of dynamic educational proposals.

Games, courses, interactive tutorials, and other tools are part of the resources that help them design and strengthen their life plans, boosting their educational continuity and access to the workforce.

We leverage our experience in technological innovation and development of digital experiences to create On Demand content available to millions of young people throughout Latin America.

More than 110,000 users accessed these on-demand educational proposals.

In 2024, we launched this new strategy that reaches both those who are at school—complementing and enriching formal learning—and those who have dropped out of the education system and need, more than ever, to develop skills to join the productive systems and reconnect with their purpose.

We are working today to build a better future, not only with and for young people, but also for all to live in a more fair and equitable world.

We see everyday, in the achievements of young people, that this change is possible. Therefore, we invite you to continue joining us, to build together a world more similar to the one we dream of.

“We are working today to build a better future, not only with and for young people, but also for all to live in a more fair and equitable world.”

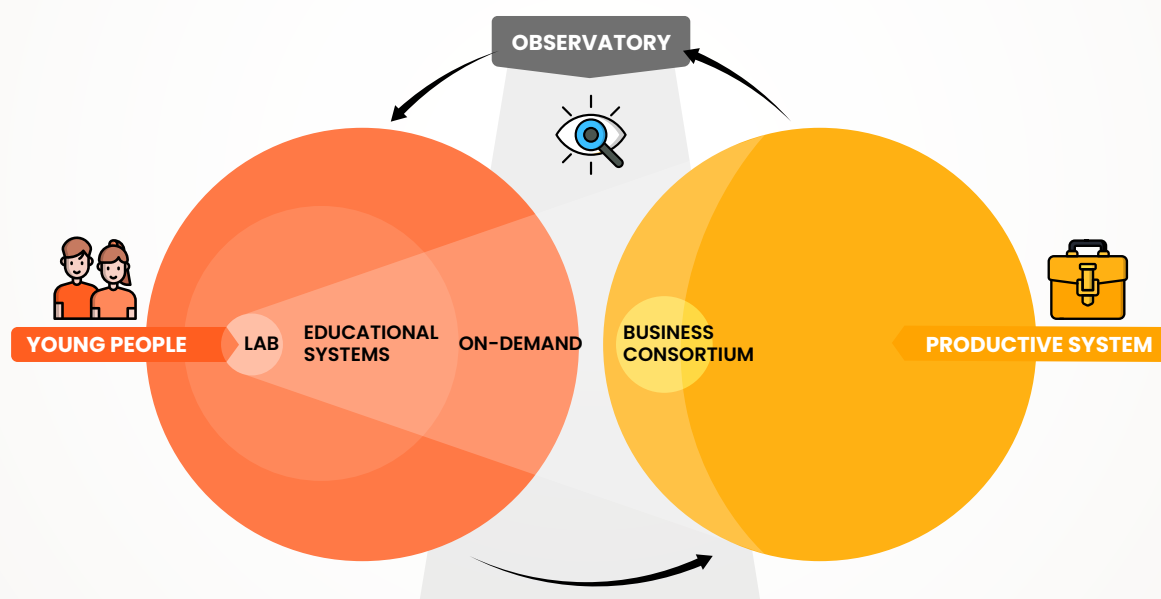
Rodrigo Kon



We promote life projects

538,934
young people reached

Through courses, tutorials, video games, and free online experiences, we develop socio-emotional skills to strengthen the construction of sustainable life projects.

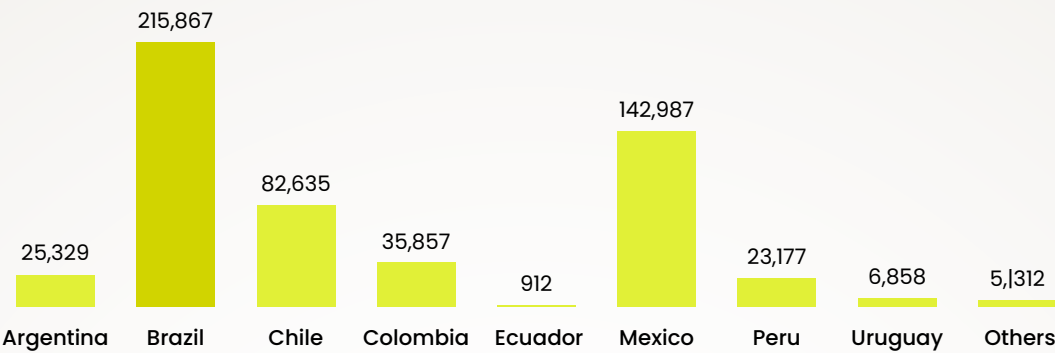


"When you're young, people assume you don't know anything, but of course we know things. We know we want to learn, we want to grow. We have goals."

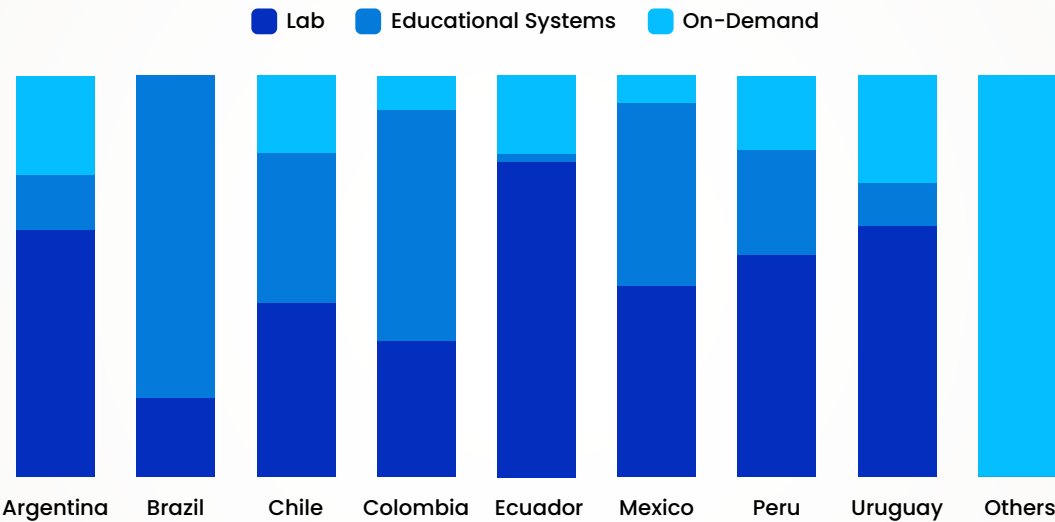
Shana Alvarez

Graduated from Lab Mexico in 2024.
Today she works as an HR Administrative Assistant at Zurich Santander Insurance America.

OPERATIONS
TOTAL ACCUMULATED



Distribution by country



Per unit of impact



"It doesn't matter where you come from, what matters is where you want to go."

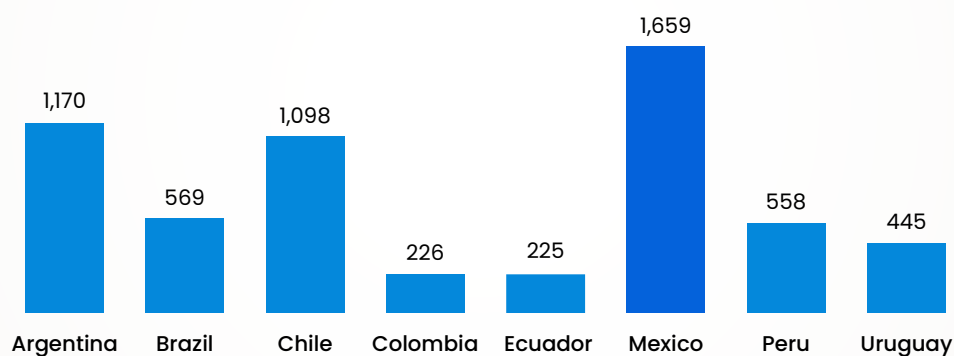
Patricia Ortiz

She graduated from Lab Peru in 2022 and currently works as an Operations Assistant at a Huancahuasi restaurant in Peru.

We strive for excellence

5,950
young people at Lab

Training programs to reflect, learn, and interact with young people from all the region, with ongoing mentoring. A transformative experience with a high personal impact.



Distribution by country



"You can't imagine how excited I am with this job. From working at a construction site, working hard, to sitting in front of a computer... The change is amazing. I feel really happy."

Braian Emmanuel López

He graduated from Lab Argentina in 2024. Today he works as a Web Developer at Time Solution Software.

We make commitment

70%
retention in courses

We foster connections and bonds

12,000 graduates

We promote equality

57% are women

We support projects

EDUCATION

90% complete
high school

10% incomplete
high school

AGE (AVERAGE)

EXPECTATION

21 years old

80% want to work
and study

We improve opportunities

64% job placement rate *

*of which 98% work as employees, 62% are full-time, and about half are in the service sector.



"Thanks to Forge and my parents' support, I was able to get ahead and become a completely different person than I was six months ago."

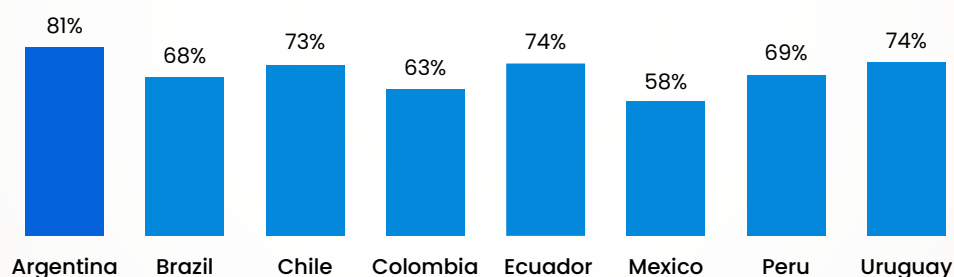
Ignacio Ibáñez

He graduated from Lab Chile in 2024. Today he works as a trainee at an insurance company.

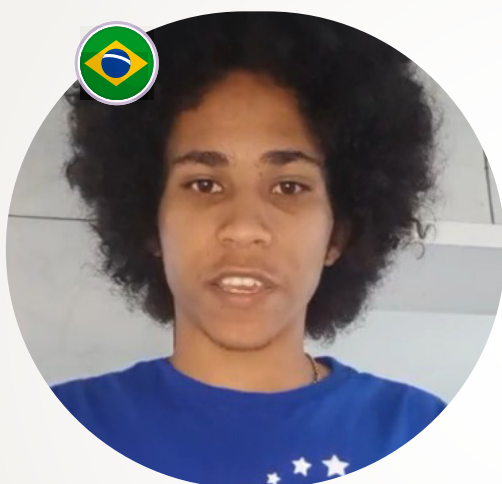
Profile of the young people who live the Lab experience

COUNTRY	WOMEN	AGE	HIGH SCHOOL IN PROGRESS	HIGH SCHOOL COMPLETED
Argentina	54%	21	14%	86%
Brazil	72%	20	N/D	N/D
Chile	51%	22	1%	99%
Colombia	67%	22	1%	99%
Ecuador	74%	22	0%	100%
Mexico	54%	20	44%	56%
Peru	58%	21	1%	99%
Uruguay	57%	21	17%	83%
Bootcamp	39%	22	1%	99%
Average	58%	21	10%	90%

Data by country



Retention in the program



"As an entrepreneur, it was very important to develop socio-emotional skills that helped me both to improve my sales and my life."

Wiissys Ribeiro

He graduated from Lab Brazil in 2024 and today he is an entrepreneur working at Wk Trufas.

Supporting new beginnings

1,542
young people found jobs

Valuing young talent and fostering their growth. We connect companies and organizations with young people who are deeply committed, responsible, and eager to work.

Companies with the highest number of Forge young professionals on their teams



"We definitely need to invest in young people – they are the future and must enter the labor market because we need them. At Accenture, we believe in the importance of recruiting talented young people with great enthusiasm and energy."

Pablo Scarella
Cloud Advisory Senior Manager,
Accenture Argentina

STRATEGIC ALLIANCES:
JOB PLACEMENT

Main positions covered

- 1

Technical Support
- 2

Marketing Assistant
- 3

Customer Service
- 4

Administrative Assistant
- 5

Logistics
- 6

Hostess
- 7

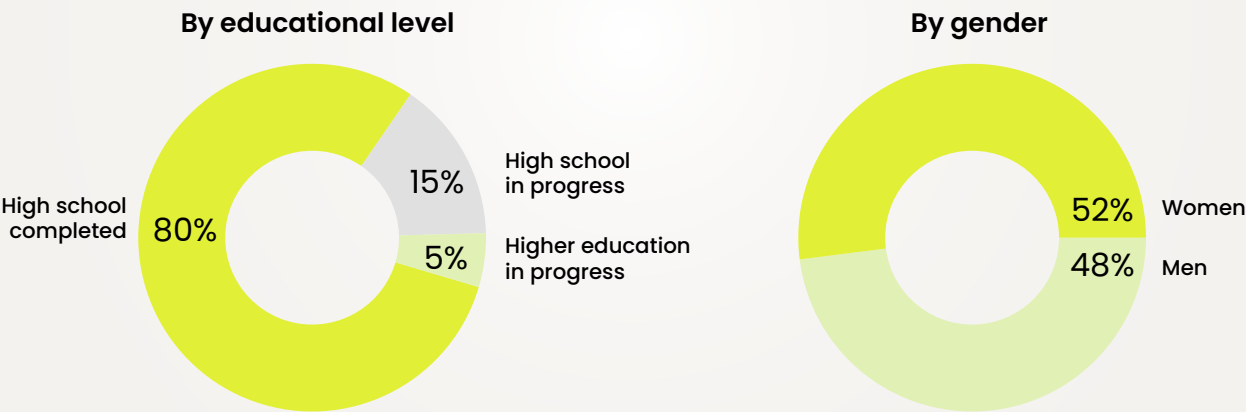
Software Tester
- 8

Sales Assistant
- 9

Junior Web Developer
- 10

Sales

Job placement profile



"We clearly understand that one of the challenges we face is youth employment, especially among the most vulnerable sectors. Since 2019, we have been working very successfully with Forge to attract young talent."

Andrés Errázuriz
Senior Country Officer,
J.P. Morgan Chile

Zurich Santander Brazil Summer Program

Train, inspire and engage with young talent.



OPERATIONS LAB

As part of the collaborative effort between Forge Foundation and Instituto Aliança do Brazil, one of our most important strategic partners at the regional level, Zurich invited 10 young people from Pernambuco, Bahia, and São Paulo to experience a transformative experience at the first edition of the Zurich Santander Summer Program, held in São Paulo.

This initiative, promoted by CEO Marcelo Malanga, offered a deep immersion in the insurance company's corporate environment, combining dynamic classes, inspiring talks, personalized mentoring, and visits to other companies in the group.

Over three intense weeks, participants accumulated 133 hours of hands-on learning, where they not only acquired valuable knowledge but also challenged their creativity by developing innovative startup projects to address real-life challenges for the company.





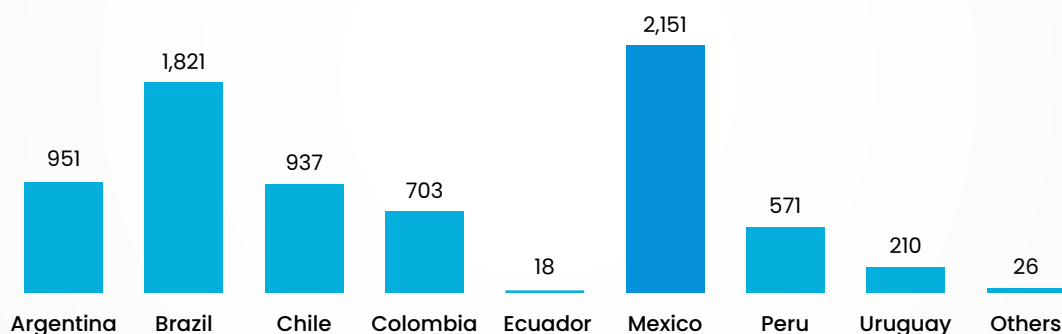
At the end of the Summer Program, all of them were hired to work remotely from their homes for Zurich Santander São Paulo.

A concrete, real, and powerful experience that confirms that believing in young people, educating them, and committing to their growth is a great corporate solution.

**Thinking and proposing
ideas for the future of education**

7,388
**teachers, principals,
and educators trained**

Programs and free online experiences to address the challenges of teaching practice. An active community for learning, reflecting, and sharing experiences among teachers in the region.



Distribution by country



"The entire course was very interesting, and especially seeing how it helped my students connect with learning in a different way. The activities I held made them feel valued, respected, and safe in the classroom."

Virginia Bonifaz Morales

She is a high school teacher in San Cristóbal de las Casas, Chiapas, Mexico.

Sharing educational
practices and methodologies

305,182
young people involved at their schools

Teachers trained in Forge applied what they had learned with 305,182 young people in their classrooms (174,143 in Latin America and 131,039 in Brazil).

Programs for educational systems

170 courses
held

35 Tu Pasión Inspira
88 Tu Mirada Transforma
18 Bienestar Docente
29 Potencia el Cambio

Regional presence

We signed agreements with educational systems in **Argentina, Brazil, Chile, Colombia, Mexico, Peru, and Uruguay.**



"The experience was wonderful. What I learned not only contributed to my professional development as a teacher but also helped me improve my classroom practices."

Julián Bolívar

Teacher of Philosophy, Social Sciences, and Ethics and Values at the Merceditas Gómez Martínez Educational Institution, Medellín, Colombia. He completed the "Potencia el Cambio" program, Artificial Intelligence as a Tool to Transform Teaching Practices.

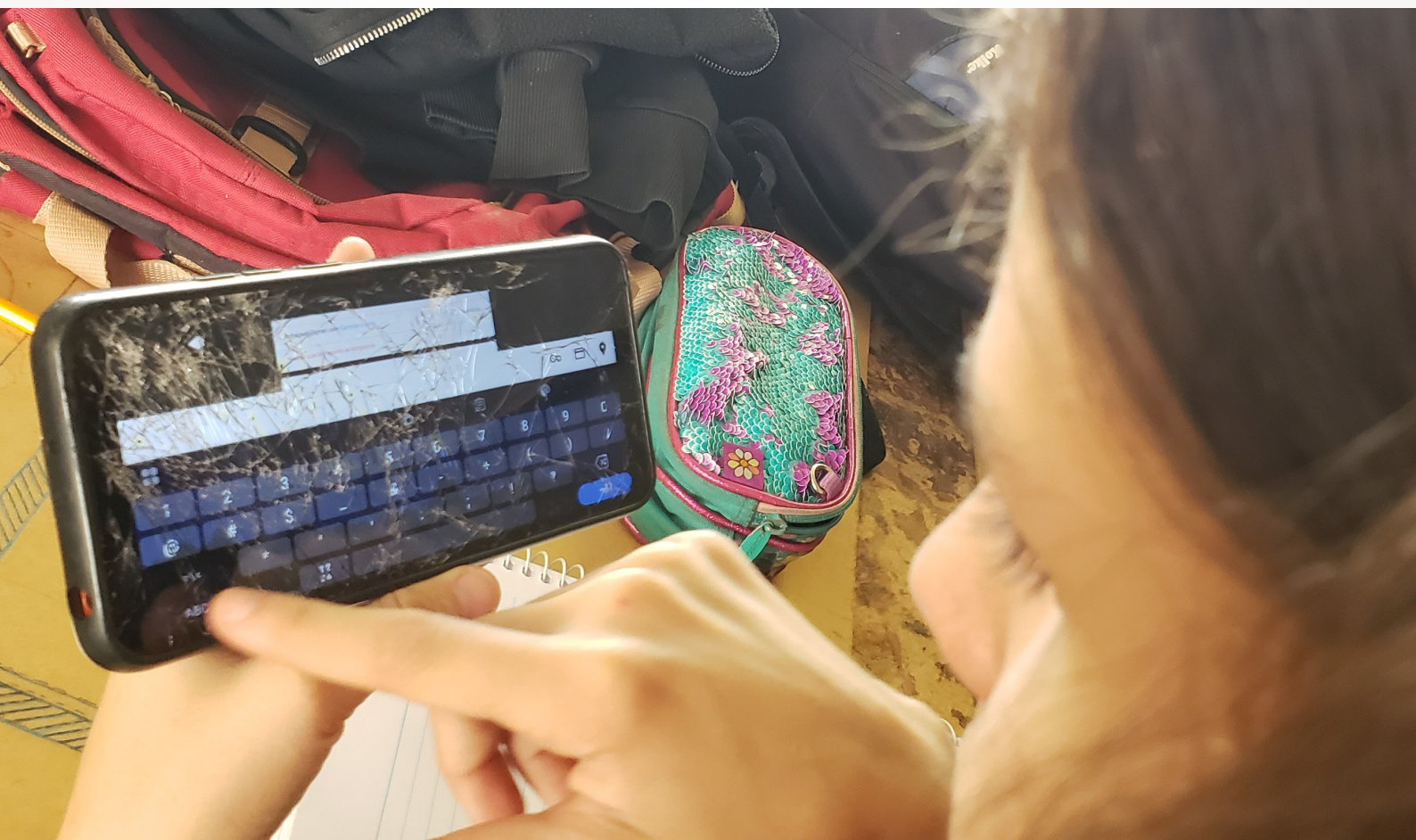
Transforming education in the region: a commitment to the future

By Francisco Ruiz

Director of Operations at Forge Foundation

At Forge Foundation, we believe that every educational transformation begins by strengthening those who have the power to change lives: teachers. Faced with the challenges of a constantly changing world—from

the digital revolution to new social and labor demands—we are firmly committed to teacher training as the most powerful way to scale the impact on the lives of young people throughout the region.



OPERATIONS

EDUCATIONAL SYSTEMS

During 2024, we promoted four training programs: Your Perspective Transforms, Your Passion Inspires, Well-Being to Learn, and Empower Change with AI. Each program is built on a solid foundation of practical and theoretical knowledge, garnered through years of experience working directly with young people in diverse contexts. Through these programs, teachers find real opportunities to strengthen their personal and professional skills, enrich their teaching practice,

and enhance their role as mentors during crucial moments: the transition to adulthood, job placement, and continued education.

A main aspect of our training programs is that, in addition to offering opportunities to strengthen teachers' skills, they promote the implementation of concrete actions in the classroom. Each participant must apply in their own educational context what they have learned,

Partnerships with Educational Systems

Argentina

General Council of Education, Government of Entre Ríos
Ministry of Education, Government of Tucumán
Ministry of Education, Government of Jujuy

Brazil

EDUC, Secretary of Education of Ceará
Secretary of Education of São Paulo
High School Directorates of the Center, Directorates of Secondary Education in Central, Directorate of Education for Central-South, and Directorate of Secondary Education for Central-West in the City of São Paulo

Chile

Ministry of Education (CPEIP)

Colombia

Medellín Secretariat of Education (MOVA, Teacher Innovation Center)
National Ministry of Education

Mexico

National College of Professional Technical Education (CONALEP)
General Directorate of Industrial Technological Education (DGETI)
Education Department of the State Government of Mexico (EDUGEM)

Peru

Ministry of Education

Uruguay

University of Labor of Uruguay (UTU)

OPERATIONS

EDUCATIONAL SYSTEMS

ensuring that the training has a real impact on their students' careers. To support this process, we have technological tools that allow us to monitor practices and measure the transformative effect generated by each teaching experience.

Working together with educational systems has been a key element in making this progress possible. Thanks to collaboration with ministries and educational institutions in Argentina, Brazil, Chile, Colombia, Mexico, Peru, and Uruguay, our programs have reached thousands of teachers, providing them with the necessary support to integrate into their professional careers. In several cases, these programs have been incorporated as part of teacher career pathways, granting them recognition that validates the quality and importance of our proposals.

We know that educational transformation is not the achievement of a single actor, but rather the result of alliances, dialogue, and collective construction. Along the way, we

have begun to forge a regional community of educators: a vibrant, diverse space that is constantly under construction. A space where practices are shared, peer learning is achieved, and the possibilities for innovation in the classroom are multiplied. Much remains to be done, and we are excited to know that each shared step opens up new opportunities.

The high ratings our programs have received—from teachers, administrators, and educational authorities—encourage us to continue growing and, at the same time, further commit us to the challenge of developing quality, innovative educational proposals with a concrete impact on the life of thousands of young people. We know that transforming education is an enormous and urgent task, and we are convinced that this path cannot be undertaken alone: it must be built in partnership with teachers, strengthening their role as agents of change. Thus, together, we can open up better life opportunities for the youth of our region.



“We know the challenges ahead are significant, but we are certain that, together with teachers, we will continue to open up real and transformative educational opportunities for the young people of our region.”

Francisco Ruiz



“I learned how, with charisma and affection, I can encourage my students to follow their projects and dreams, revealing themselves as they truly are and pursuing what they want to be.”

Héctor Vidalon

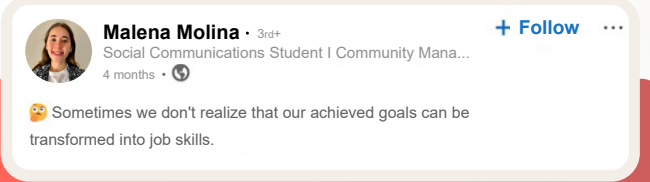
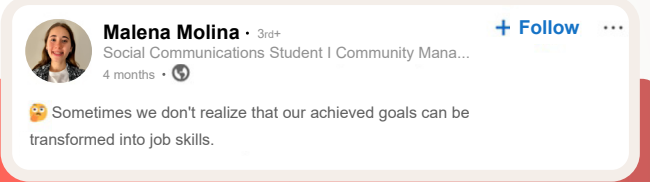
He teaches at the Juan Velasco Alvarado Public Institute of Higher Technological Education in Lima, Peru. He took the course “Tu Mirada Transforma”.

We reached those who need it most

6,177
young people trained

We launched an ecosystem of on-demand educational experiences to support as many young people as possible in walking their path to adulthood with more resources and tools.

Translate initial experiences
into compelling phrases to include on a first CV.



FORGE

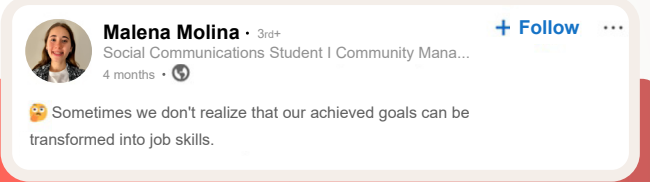
¿NO TIENES EXPERIENCIA LABORAL?
¿NO SABES CÓMO CONTAR TUS
EXPERIENCIAS DE VIDA EN UN CV?

ESO VA A TU CV.

¡Has click en comenzar y traduce tus logros en habilidades laborales! Aprende a resaltar tu potencial en las entrevistas y en tu CV de manera atractiva, pero...real

COMENZAR

Seven micro-courses to learn how to start a business without experience or initial capital.



FORGE

¡PUEDO EMPRENDER!

¿Recién empiezas? ¿Sin experiencia ni capital inicial? Basta de excusas.
¡Ahora es posible! 7 micro cursos para fortalecerte en cada una de las etapas de tu aventura emprendedora.

COMENZAR

We create attractive alternatives

114,395
young people learned about our proposal

Today, 90% of young people use the internet to access educational and learning content. We leverage technological innovation and our track record in developing digital experiences to create and share content online.

Training with HR leaders to successfully overcome complex job interview situations.



"Thank you, Forge Foundation, for letting me be part of this great initiative and doing my part to help young people enter the workforce."

Gabriela Moreno Loza

Talent and Experience Specialist / HRBP
at Zurich Insurance, Quito, Ecuador.

A lever to change the world

By Hernán Oural

Financial and Central Services Director of Forge Foundation

For more than six years, Forge chose technology as our vehicle for large-scale impact in the lives of millions of young people to help them transform their world. Our world. The world.

More than 100 million young people live in Latin America. Those of us who work at Forge deeply believe in them and their potential because they are the present transforming the future, as soon as they have the opportunity to do so.

But today, one in three young people lives in poverty. And three out of four face employment problems, either because they are unemployed or because they work in the informal sector. What would our societies be like if each of these boys and girls could virtuously enter the productive world?

Twenty-five percent of young people do not complete secondary school. This figure is alarming, but it becomes dramatic when we realize



"I love collaborating. I'm very passionate about supporting young people, sharing my experience and advice so they can achieve their goals."

Yasna García da Rosa

Executive Assistant,
Roche Uruguay

OPERATIONS

ON-DEMAND

that it reaches 75% when we analyze only the poorest girls and boys. Imagine how different society would be if each of them had the support, context, and opportunity to develop their full potential.

Young individuals from low-income families make a tremendous effort to progress, pursue their studies, and simultaneously generate income. They live in more disadvantaged and remote areas and face complex situations of all kinds, especially women.

Consider that only one in ten children of parents without a university degree completes higher education by the age of 25. How would our countries change if each of these young people could plan and develop their life plans?

Forge Foundation wants to be with them, taking the lessons learned from our Lab to where they are. To achieve this, we use technology and the power of the internet, not because it's trendy or fancy, but because it's the most powerful tool so far.

Thanks to technology, we can take our proposal to where young people are: school, where 90% of them spend time at some point in their lives. The web and social media are prime spaces for

socializing, entertaining, and learning (both formal and informal).

For these digital environments, we have created On Demand experiences. This is an ecosystem of educational proposals that they can explore at their own pace, in a dynamic, engaging format with a practical approach.

In December, we launched the first products, developed based on our experience in the Lab: Hard Questions, That Goes on Your CV, I Can Start a Business, and Trip. All experiences are 100% free and open to anyone. Many more are coming in 2025.

We love our job. We enjoy imagining each experience, bringing it to life, and making it available to as many young people as possible. They connect education, technology, and the job market. They are a point of contact with young people and an opportunity for corporate volunteering. They are bridges we build between each young person and their life plan.

Generative AI is shaping a different



world, one we cannot foresee. New challenges and immense opportunities are opening up, to expand the scope of Forge On Demand, allowing us to meet young people wherever they are and provide each of them with what they need, how they need it, and when they need it.

"Give me a place to stand and I will move the Earth," declared Archimedes

in the 3rd century BC. And the same could be said today by each of the 100 million young people entering adulthood. At Forge, we want to be that place to stand. Technology gives us opportunities like never before to achieve this and make it a little easier for millions of young people to change their world. Our world. The world.

"That future is equally exciting, surprising, frightening, and hopeful; yet it's meaningless unless it builds a better society and offers opportunities for a more just world for every young person."

Hernán Oural

We create knowledge

Forge Foundation Observatory is a strategic initiative to understand and highlight current challenges and develop effective solutions for the complex context facing young people in the region.

Through surveys, research, and the compilation and standardization of existing information, we generate a constant flow of content, news, and proprietary data that provide an in-depth understanding of relevant dimensions such as the labor market, education, and the social dynamics that determine the present and future of young generations.

In 2024, the Observatory presented two relevant publications not only for companies seeking young talent, but also for public policy-makers interested in designing effective strategies to promote labor inclusion and growth for this segment of the population.



December 2024

Youth, education, and work in Latin America

An overview based on available indicators.



December 2024

Youth Employment Observatory

Regional overview of job openings for entry-level positions.

We gather talent and experience

917
Volunteers

from more than 200 companies carried out various volunteer activities to inspire, advise, and guide thousands of young people towards their first job.

Companies with the most significant volunteer engagement



“Excellent! Thank you for the opportunity and the invitation! Bridging the gap is the best way to support job seekers.”

Sabrina Martins
Human Resources Director,
Alsea South America

STRATEGIC ALLIANCES:
CORPORATE VOLUNTEERING

Professional profiles that participated the most

- 1

Project Manager
- 2

CSR Director
- 3

HR Director
- 4

Training Specialist
- 5

Quality Controller
- 6

Operations Manager
- 7

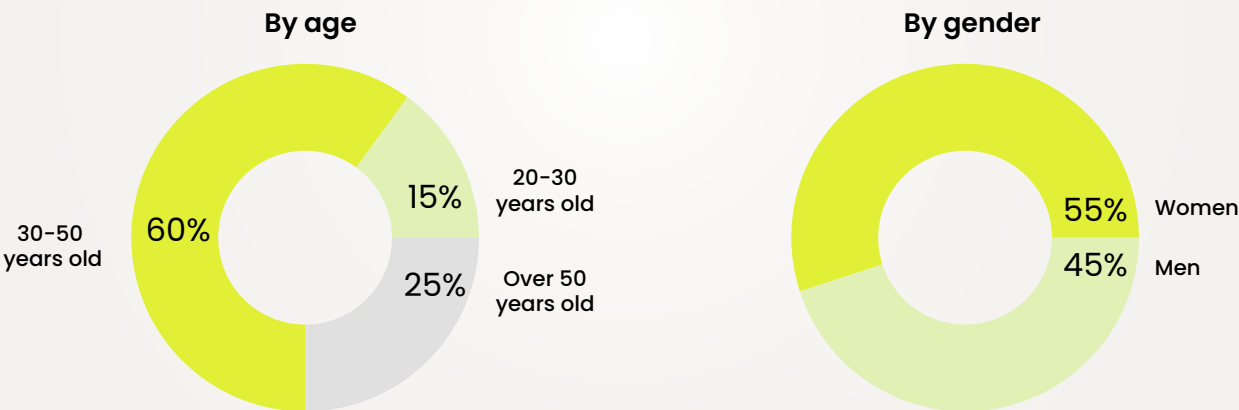
Marketing Specialist
- 8

Senior Communications
- 9

IT Director
- 10

Business Owners

Participant profiles



“Thank you very much for the invitation to participate. It’s a pleasure to help you in this wonderful work you do, which opens doors to talent that is sometimes difficult to discover.”

Cristian Blanchard
Human Capital Director,
PwC Chile

We combine resources and commitment

Thanks to corporate donations, we can grow sustainably, increase the quality of our offering, and scale our impact.

Main corporate donors



Main industries and sectors

- | | |
|----------------------|--------------------|
| 1 Insurance | 6 Food |
| 2 Cosmetics | 7 Technology |
| 3 Banking | 8 Governments |
| 4 Automotive | 9 Mass Consumption |
| 5 Financial Services | 10 Hospitality |

Sustainable growth

USD 4,188,000
total income

USD 4,174,000
total expenses

COUNTRY	INCOME in thousands of USD	%
Argentina	449	11%
Andean Region	345	8%
Uruguay	277	7%
Mexico	673	16%
Chile	774	18%
Brazil	150	3%
Regional projects	1,550	37%
TOTAL	4,188	

COUNTRY	EXPENSES in thousands of USD	%
Argentina	609	15%
Andean Region	445	11%
Uruguay	314	8%
Mexico	727	17%
Chile	764	18%
Brazil	144	3%
Regional projects	1,171	28%
TOTAL	4,174	

By funding source | in USD

SOURCE	SWITZERLAND	ARGENTINA	BRAZIL	CHILE	MEXICO	PERU	URUGUAY	TOTAL
Companies	-	500,588	-	209,022	415,427	224,374	47,013	1,396,425
State entities	-	-	-	115,369	-	-	117,172	232,540
Foundations Donors	-	-	-	50,000	41,593	-	-	91,593
Business Foundations	450,000	1,048,468	150,000	338,922	211,930	120,000	112,914	2,432,234
Individuals	-	-	-	8,473	4,512	349	-	13,334
Others	-	-	-	21,801	-	-	-	21,801
TOTAL	450,000	1,549,057	150,000	743,587	673,462	344,723	277,099	4,188,000

Z Zurich Foundation

We promote social equity in Latin America

Five years ago, along with Z Zurich Foundation, Zurich, and Zurich Santander Insurance America, we made a commitment to promote social equity in Latin America, focusing our efforts on youth.

As part of this collaboration, we welcomed Gregory Renand, Head of Z Zurich Foundation, Leonardo Caamaño, Regional Engagement

Manager for Latam at Z Zurich Foundation, Lila Micheluz, and Carlos González Nogueira from Zurich Santander Insurance America, who met with our teams in Argentina, Chile, Uruguay, and Brazil.

During their visit, they had the opportunity to meet and talk with young graduates of the Foundation,





teachers associated with our Community of Educators, and exchange perspectives with distinguished professionals and companies committed to the cause.

This was an unbeatable opportunity to share ideas and work areas with the business sector to continue positively impacting the lives of more young people.

“Forge offers an efficient model that can reduce vulnerabilities. We invite everyone to join and support the Foundation to further expand its impact. Here we have something that works and brings great hope.”

Gregory Renand
Head of Zurich Foundation

Julius Bär Foundation

Thinking about the future in a digital world

Are we aware of the digital footprint we leave behind when using technology? That was the question we asked ourselves, together with Julius Bär Foundation, as we reflected on the challenges young people face when starting adult life and seeking their first job.

That's why we launched the "Your Digital Footprint" initiative, a project that brought together young

people from Mexico to work with international experts and design a high-impact creative campaign that raises awareness about this issue and the importance of protecting the footprint we leave online when using electronic devices.

The project was funded through our strategic alliance with Julius Bär Foundation, also involving Faro



STRATEGIC ALLIANCES



YOUTH FUTURE
OUR FUTURE

EN ALIANZA CON

Julius Bär
FOUNDATION

ACOMPañAN

+ Bombay

EXPERIENCIA
MÉXICO

FARO
DIGITAL

Fomento Social Banamex, A.C.

ADVOCATORIA
DICIÓN

Fundación
Coppel



Digital, an NGO that promotes digital well-being and citizenship in online spaces and social media;

Bombay, a creative agency; Fomento Social Banamex; and Anahuac University.



"We focus on addressing inequality and supporting initiatives to reduce the gap that exists in many countries."

Nathalie Jean-Baptiste

Julius Baer Foundation,
Head of Programmes



Inspiration, conviction, and cooperation

Thanks to the generous contributions of individuals and organizations who believe in the youth of the region.

STRATEGIC ALLIANCES



EDUCATIONAL ALLIANCE

