EMPOWERING OTHERS TO SERVE
2019 ANNUAL REPORT
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DEAR FRIEND,

I hope this letter finds you well. At the time of my writing, thousands of young adults are reaching the next phase of their Year Up journey: as the next cohort of students beginning their training, as new professionals learning with one of our corporate partners, or as the newest members of our National Alumni Association. These milestones are only made possible through your partnership and support, and on behalf of those young adults, we say: Thank you.

As our young adults are taking their next step toward realizing their potential, we are too. In this report, we will introduce you to the new ways we are serving our mission. In 2019, we served more than 4,600 young adults, representing a 14% growth over the previous year. We also served nearly 1,000 young adults through our newest brands, YUPRO and Grads of Life. Those opportunities were realized through new workstreams, like consulting engagements to help leading corporations become Opportunity Employers and offering modular Year Up-like professional skills training to other workforce development programs.

Our direct service outcomes remain unparalleled in our field, and our new products and services will help us activate key levers for impact. Expanding our offerings will help bring in employer partners in new industries, create opportunities in more geographies, and expand access to jobs for even more young adults – all of which is critical to serving our mission of closing the Opportunity Divide. As we look ahead, we see three key areas of work: Serving Students and Alumni Directly, Empowering Others to Serve, and Changing Systems to Close the Opportunity Divide.

I hope you enjoy and are inspired by the contents that follow, as 2019 was a joyful and inspirational year for us. Thank you for all that you have done to enable our success and the success of the young adults whom we have the privilege to serve.

Gerald Chertavian
Founder & CEO

Our direct service outcomes remain unparalleled in our field, and our new products and services will help us activate key levers for impact.
INCREASING OUR IMPACT

Year Up’s mission is to close the Opportunity Divide by ensuring that young adults gain the skills, experiences, and support that will empower them to reach their potential through careers and higher education. For the past two decades, we served that mission by operating the most impactful workforce development program in our nation’s history.

In the last ten years, there has been a growing corporate focus on ESG (environmental, social, and governance) metrics, a tight labor market, and mounting pressure to address social and economic inequality, which indicate a significant opportunity for Year Up to create more impact through additional channels.

Looking ahead, Year Up will serve its mission through three interrelated categories of activity:

- **Serving Students and Alumni Directly.** Year Up will continue to provide thousands of young adults with opportunity in partnership with leading employers.
- **Empowering Others to Serve.** Year Up will seek to strengthen the talent marketplace by ensuring that other entities can replicate Year Up’s approach to serving young adults.
- **Changing Systems to Close the Opportunity Divide.** In order to ensure every young adult has access to opportunity, we must address systems like higher education and federal workforce funding so that they deliver real results for our country.

As we celebrate 20 years of Year Up, we are honored to have worked with Paul and Navyn Salem and Tim and Maureen Dibble. Their kindness, generosity and leadership have propelled us to move forward in this movement as we close the Opportunity Divide in this country. Tim, our Founding Board Chair, and Paul, who is currently in the role, have both inspired our young adults, alumni, business leaders and philanthropists to join the movement. Paul, Tim, and their families have been partners rooted in our shared values of how we continue to make pathways for young adults in this country. We are truly grateful to them for their support as Year Up continues to remove the current systemic barriers to economic opportunity.

Paul & Navyn Salem | Tim & Maureen Dibble

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Paul Salem

"Year Up is a hand up, not a hand out. We are closing the Opportunity Divide and making a difference in hiring practices by corporate America. Year Up is the best investment I have ever made!"

Tim Dibble

"Being a part of this tremendous Year Up journey for the past 20 years has been one of my life's greatest gifts. Thank you to all of the Year Up team, and most importantly, thank you to the thousands of Year Up students and alums for showing what is possible, what is deserved, and for bringing out the best in all of those whom they touch."
INCREASING OUR IMPACT

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We believe that current market trends— including a growing corporate focus on ESG (environmental, social, and governance) metrics, a tight labor market, and mounting pressure to address social and economic inequality— indicate a significant opportunity for Year Up to create more impact through additional channels.

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• Empowering Others to Serve. Year Up will seek to strengthen the talent marketplace by ensuring that other entities can replicate Year Up’s approach to serving young adults.

• Changing Systems to Close the Opportunity Divide. In order to ensure every young adult has access to opportunity, we must address systems like higher education and federal workforce funding so that they deliver real results for our country.

PRESS & MEDIA

The New York Times
FAST COMPANY
THE WALL STREET JOURNAL
npr
NBC
BLACK ENTERPRISE
La Opinión
The Washington Post
CNBC
CIO
Forbes
NPQ

MEDIA SPOTLIGHT

240+
Local & National Media Features in 2019

350M+
Press Release Potential Audience in 2019

Year Up received a shout-out from Dwayne “The Rock” Johnson and NFL Player Malcolm Jenkins in the series finale of HBO’s Ballers through our partnership with the Players Coalition.

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ASSESSING OUR PROGRESS, EVALUATING OUR IMPACT

In 2019, Year Up continued to focus on improving future outcomes for Opportunity Youth by cementing new partnerships, deepening current ones, launching research initiatives, and developing program standards that will elevate retention levels to new heights.

The first step to ensuring the best outcomes is ensuring the best education. That’s why Year Up has partnered with ImmerLearn, a company that builds ethical and transparent data solutions. In fall 2019, using machine learning methods, this partnership produced algorithms enabling Year Up to accurately pinpoint which students need additional support, when they need it, and why.

When combined with targeted program supports, this model is designed to meaningfully boost retention. We plan to pilot this model in 2020, with the aim of wider testing and adoption in 2021.

In 2019, Year Up also began a new partnership with renowned economist Dr. Raj Chetty. Tackling a robust research agenda alongside Dr. Chetty’s cutting edge research firm, Opportunity Insights at Harvard University, the partnership aims to deepen the understanding of the precise role Year Up plays in shaping the economic mobility of its students. Meanwhile, as Year Up’s reach and influence expands, 2019 saw the implementation of Direct Service Program standards—standard practices for two departments, two Guiding Principles of Program, and eight Program Standards, as well as the identification of the special recipe that makes Year Up succeed where other programs falter: namely, a model of high support and high expectations.

In 2020, the next round of Pathways for Advancing Careers & Education (PACE) results will be released, as will Year Up’s first Institute of Education Sciences (IES) evaluation results of three sites: Baltimore, Bellevue, and BMCC. The PACE results, in particular, will shine a light on employment outcomes three-to-four years after graduation. Altogether, this combination of partnerships, research, analysis, program standards, and expansion ensures that our outcomes continuously improve. Teamwork creates change. Success comes from hard work. Combined, these elements will someday close the Opportunity Divide. Together, these will provide Year Up with more robust insights, flexible reporting, and increased efficiencies—all of which are critical to maintaining strong outcomes and quality program delivery.

Dr. Raj Chetty
Opportunity Insights, Harvard University

“At Opportunity Insights, we develop scalable policy solutions that empower families to achieve better life outcomes. Year Up has been rigorously studied and has shown large earnings gains for its participants. We’re excited about our new research partnership with Year Up that will help us better understand where, with whom, and how a leading workforce program can promote social and economic mobility for young adults and their communities.”

The Year Up program works and changed our lives for the better. We moved to Minnesota, bought a home, and got married. Our new income, coupled with the skills we learned at Year Up, will provide a brighter future for our three sons, Gio, Neydan, and Danney. Thank you, Year Up!

Oneyda & Jordan Escobar
Year Up Rhode Island Alumni

Donor Spotlight
Sam and Angela Z. Allen

“Atlanta was a major metro lacking the means to address systemic underemployment. Year Up offered the chance to bring a proven solution to our city’s Opportunity Divide. We knew it was a great investment that could be scaled to serve hundreds of ambitious young people shut out of the economy. We underestimated it; it was thousands, and still counting.”
Increasing student access to resources is a priority and so is honing their development. Last year, Year Up partnered with Pluralsight — a technology skills platform — and the company committed a product grant that will support Year Up’s tech strategy and provide licenses to the Pluralsight platform for staff, students, and alumni. This partnership will ensure that more of our young adults train with cutting edge technology, thrive in their internships, and are empowered to grow into the contributors, organizers, and leaders they are meant to be.

In 2019, Year Up added internship clusters to our catalog — demonstrating an expanded group of career pathways for every training specialty and improving our ability to accurately map our specialty curriculum to in-demand roles. The catalog is continuously refined based on feedback and trends, and last year, Year Up rolled out a new Application Development & Support specialty within our Software Development & Support track, new Accounting & Corporate Finance specialty within our Financial Operations track, and an enhanced Client Services & Sales Support specialty within our Sales & Customer Support track to meet the emerging needs within Consumer Banking.

Access to technology skills is one of the most powerful tools we have to create equality of opportunity in our technology-driven world, and by making Pluralsight available to Year Up students and graduates nationally we can ensure they have full agency over their lives and careers. I’m proud to partner with Year Up to increase equal access to technology skills for underserved young adults to close the Opportunity Divide.

AARON SKONNARD
Co-Founder and CEO, Pluralsight

On one side, there are jobs that need to be filled, and on the other side, there are talented people who can’t necessarily find the bridge to those opportunities. Year Up knows how to spot the talent at an entry-level point, give them the skills and experience they need, and from there, the journey begins.

ANGELA CRISPI
Executive Dean for Administration, Harvard Business School, Harvard University

In 2019, Year Up also piloted a market-responsive innovation to our standard program delivery model based on growing demand in the consumer banking industry. In partnership with City College of New York, we piloted the Career Immersion Program — a variation of Year Up’s proven model, consisting of eight weeks of immersive learning and twelve weeks of internship in a banking or client services role. Thanks to strong partnerships with inaugural partners JPMorgan Chase & Co. and New York Life Insurance Company, 85% of students were converted-to-hire at their internship company.

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2019 was a year of record-breaking partnership outcomes.

- Bank of America hosted more than 400 interns—the highest annual partnership commitment in Year Up history.
- American Express converted more than 75% of their 2019 interns to new hires.
- New York Life Insurance Company hosted Year Up interns across ten separate departments.

These outcomes are a testament to the value we’ve found in partnership. With forty-one of the Fortune 100 companies partnering with Year Up, we’re proud to be a trusted source of talent for industry leaders across the country.

On top of these successes, 2019 also experienced major partnership growth and the launch of new innovative and scalable solutions. AT&T doubled their annual number of Year Up interns, with a goal of hitting 100 interns in 2022. While Facebook hosted 100 interns in 2019, a three-fold increase from just four years ago. Meanwhile, in partnership with Year Up, Workday created the Human Capital Management training program, which equips Year Up students with six months of training on technical and professional skills and the fundamentals of Workday, followed by a six-month internship in a Workday HRIS role.

In 2019, Year Up Founder & CEO Gerald Chertavian paired with Wayfair CEO & Co-Founder Niraj Shah for an inspirational fireside chat titled “Workforce Innovation: Challenges and Opportunities,” to discuss the changing face of workforce development with industry leaders and thought partners. LinkedIn hosted over 260 Year Up students for networking with LinkedIn executives, career panels, and workshops to enhance their LinkedIn profiles. Then, in October, Year Up hosted the annual Talent Solutions Forum with the theme of “Harnessing the Power of Untapped Talent.” A host of forward-thinking executives from Amazon, AT&T, Bank of America, BNY Mellon, Facebook, JPMorgan Chase, New York Life, Prudential Financial, Wayfair, and more were invited to share and discuss implementing more inclusive and equitable talent strategies.

These partnerships create access to meaningful career pathways for thousands of talented and motivated young adults and are helping redefine what talent looks like in this country. Looking ahead, we’ll be able to build a more equitable and diverse future of work.

One of the most unique things about the partnership with Year Up is the nimble relationship that we have. It’s our ability to really work together and collaborate in order to be innovative and deliver towards our shared end result, which is the success of the young adults that we are serving.

JENN ANDREW
SVP of Strategic Partnerships, The Academy, Bank of America

We need a dynamic and diverse talent pipeline to take our company—and the economy—into the future. Programs like Year Up give young adults the experience they need to be career-ready and give companies like AT&T the talent needed to succeed.

RANDALL STEPHENSON
Chairman & CEO, AT&T

PARTNER SPOTLIGHT

Salesforce

A dedicated corporate partner and philanthropic supporter, Salesforce is committed to preparing young adults with the education and skills needed to succeed in the 21st century. In 2019, Salesforce announced a $1.8M investment in four workforce development programs, including Year Up. The grant will support Year Up in building an enhanced business communications curriculum. Salesforce also incorporated the United Nation’s Sustainable Development Goals (SDGs) into Dreamforce—the world’s largest software conference—where Year Up was represented at Goal #8: Decent Work & Economic Growth.
Changing the world is a group effort. Societal barriers need to be knocked down, and partnerships are a necessity. That’s why, in 2019, Year Up designed the Strategic Partnerships team to cultivate and secure relationships which address specific needs of Opportunity Youth—and catapult them to the next level.

The first challenge identified by the Strategic Partnerships team was simple: more admissions (and thus more students in the classroom) leads to better cost efficiency—and more importantly, a larger number of Year Up student success stories. To solve this, Year Up has partnered with Big Brothers Big Sisters of America in order to improve admission rates in 2020 and beyond. Meanwhile, to create a greater diversity of internship opportunities, Year Up has leveraged our partnership with InspireCIO to give students the ability to network with top Chief Information Officers in their market.

There’s also a persistent issue of affordable transportation. Students who struggle with transportation challenges are more likely to drop out of the program, and cost plays the biggest factor in this. But, a new partnership with Lyft aims to alleviate this. In October, Lyft’s Jobs Access Program, a LyftUp initiative, provided ride credits to Year Up students across markets.

One of the biggest hurdles facing Opportunity Youth today is the housing market and rent prices that have skyrocketed. To address this, Year Up partnered with the Housing Authority of DeKalb County in Metro Atlanta, which has committed to providing 24 annual priority status vouchers to Year Up students in need of immediate housing assistance. Meanwhile, in San Francisco, Year Up partnered with Apartment List and their client, Equity Residential, to secure free apartments for Year Up students. While location specific, these opportunities allow Year Up to build a case study, paving the way for future housing programs across the country.

When my transportation fell through, I didn’t have a financially viable back-up plan. The Lyft credits I received have held me over while I gained more stable and self-sufficient transportation. Without those, I would be distracted and stressed and unable to remain successful to the standard of Year Up.

InspireCIO is a preeminent executive peer leadership network of CIOs and through it we’re able to introduce leading technology executives to Year Up’s talent pipeline. Partnering with InspireCIO enables Year Up students to engage with CIOs in exclusive environments across the U.S., which increases our visibility with key decision makers.

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Big Brothers Big Sisters of America

We are proud of our strategic partnership with the nation’s oldest mentoring organization, Big Brothers Big Sisters of America. We have a common interest, as BBBSA’s mission is to create and support one-to-one mentoring relationships that ignite the power and promise of youth. When each student graduates from high school and the BBBS program, they have the opportunity to apply for Year Up as a viable next step on a path to career success.

Belinda Stubblefield
Year Up Managing Director, Strategic Partnerships
ADVANCING THE ALUMNI MOVEMENT

In 2019, our more than 17,000 alumni continued to advance the Alumni ACT—Advance in Careers and Education; Contribute to Year Up’s Success; and Take Action in the Opportunity Movement—a strategy they developed in 2014.

Most alumni engage at the local level, and they continue to give back to their communities through the ACTion Grants program—a micro-funding initiative for alumni-led community service projects. In 2019, 70 service projects were funded and executed, impacting more than 4,000 individuals across the country and overseas. Puget Sound alumnae Sophia Price and Brianna Shannon’s “Supply South Seattle” project exemplifies how a small idea can multiply. After being granted $1,000 to provide 50 students with a backpack and supplies, they inspired the Seattle community to donate over 14,000 school supplies.

Increasingly, alumni are applying their talents to start-up businesses. Bay Area alumna Naaz Ali received start-up funding and mentoring from Sky’s the Limit for her spa business, and Boston alumnus and co-founder Mike Lombardo’s technology consulting company has 200+ employees in 27 states. They join a long tradition of alumni that shift perceptions and become thought leaders.

Meanwhile, our 8th annual National Alumni Summit in Atlanta focused on the “T” in the Alumni ACT. The 2019 Gross Family Service Award went to NY alumnus Markese Miller for completing five ACTion grants, which impacted 484 children and young adults. The Summit was capped with our Service Project to benefit Atlanta children in foster care, where alumni assembled 70 bicycles and skateboards and constructed and decorated 80 birthday boxes with positive messages.

We also launched new national partnerships to benefit alumni careers and education beyond the standard training and internship—all free to alumni. Sky’s the Limit provides free mentoring and resources for aspiring entrepreneurs and Jobroo’s web app helps alumni find a job and manage their job search. Alumni also have access to Pluralsight, an online technical training and assessment platform. We also now offer a low-cost online Bachelor’s degree option through Central State University.

We look forward to a productive 2020, working closely with alumni to support their individual success and efforts to help others!

Phillip and Elizabeth Gross

Thanks to generous investments from Phill and Liz Gross since 2011, Year Up has been able to support our growing Alumni Association with a staff team solely dedicated to supporting alumni and a growing number of initiatives and programs. Their support has allowed us to galvanize alumni leadership to actively support the Opportunity Movement, contribute to Year Up’s success, and to advance alumni careers and education. The family’s commitment to supporting alumni—especially mentoring, leadership development, and community building—has been instrumental in developing robust alumni programming.

Naaz Ali
Cater2me, Founder & CEO
Year Up Bay Area Alumna

I talked to Sky’s the Limit CEO Bo Ghirardelli at the Alumni Summit, and he encouraged me to join—so I did! Now, I have a mentor who gives advice, and I feel supported and excited to be part of a continued community after Year Up.

A few things push me to pursue my PhD. I have an obligation to be a role model to my son and give him someone to look up to. I also give talks to junior high and high school kids who reside in neighborhoods with high rates of violence like the one I grew up in. When I speak to them, many share how they left inspired and feeling as they can do the same.

Durrell Washington
PhD Candidate, University of Chicago
Year Up New York Alumnus
EMPOWERING OTHERS TO SERVE

Truly closing the Opportunity Divide requires empowering others to join the movement. Since its launch in 2014, Grads of Life has become one of the nation’s leading voices in the Opportunity Movement. Companies continue to turn to Grads of Life when they need a trusted partner to help them become more inclusive employers.

Grads of Life offers a suite of four core products and services to employers. The first, strategic consulting, is conducted through a series of interactive design sessions and support with strategy implementation. This consultation was an integral element in Hyatt Hotels’ “RiseHy” initiative and Bank of America’s “Pathways” initiative, each of which committed to hiring 10,000 Opportunity Youth and low-to-moderate income individuals.

Our second key product is Career Labs, a 40-hour professional skills training program. Career Labs nurtures confidence and professionalism and improves performance. That said, harnessing the power of Opportunity Youth also means supporting the companies that hire them: That’s why Grads of Life offers Opportunity Manager Training, which equips frontline managers with the necessary skills and tools to help Opportunity Youth advance within their companies.

Finally, the Opportunity Navigator is a free tool that enables an employer to identify their strengths and blind spots in Opportunity Employment – a gold standard for inclusive employment. The Opportunity Navigator empowers employers to create economic opportunity for all by connecting them to the information and resources they need to make important changes.

Fundamentally, partnerships are what accelerate the movement. By empowering employers and others to play their part in closing the Opportunity Divide, we move faster toward an inclusive economy for all.

I’ve spent 15 years working with Opportunity Youth, and I’ve been waiting for something like Career Labs to take hold. [...] CL found a way to navigate supporting young people through fundamentally shifting their identity, while imparting skills that will help them succeed in the modern workplace. CL bravely pursues a deeper layer of development by believing that young people can turn their experience into an authentic existence.

JOE HERRITY | Director, Opportunity Youth Partnership

CHANGING SYSTEMS TO CLOSE THE OPPORTUNITY DIVIDE

Supporting Opportunity Youth requires challenging the status quo. And while discussion unlocks the door, inclusive hiring practices throws it open. But, to kick the door off its hinges, we need widespread systemic change.

To enact that change, Year Up continues to campaign for Federal policy changes. For instance, as a proud supporter of DACA recipients, Year Up joined the amicus brief filed in the U.S. Supreme Court. While, in California, Year Up works with leaders like Governor Gavin Newsom, Senior Advisor Kathleen Janus, and Labor Secretary Julie Su, to ensure the state’s Opportunity Youth remain a priority.

Finally, given the upcoming Presidential election, Year Up is refreshing voter education and registration efforts through civic engagement toolkits and TurboVote technology. Year Up is also working with the Presidential candidates and will collaborate with the eventual Democratic nominee to advise on policy platforms related to Opportunity Youth and workforce issues.

I look forward to working with Year Up on pathways for Opportunity Youth, apprenticeships, and reversing the appalling trends when it comes to who gets access in life.

JULIE SU | California Labor Secretary
# 2019 Financial Statement

## Statement of Activities

### Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$89.1</td>
<td>$82.4</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>$82.3</td>
<td>$69.7</td>
</tr>
<tr>
<td>Other Revenue and In-kind</td>
<td>$ 2.9</td>
<td>$ 0.7</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$174.3</td>
<td>$152.8</td>
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### Expenses

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<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td>Program Services</td>
<td>$142.2</td>
<td>$124.8</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>$ 19.1</td>
<td>$ 15.1</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$ 10.4</td>
<td>$ 10.2</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$171.7</td>
<td>$150.1</td>
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### Revenue Mix

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
<th>2018</th>
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<tbody>
<tr>
<td>Fundraising</td>
<td>51%</td>
<td>54%</td>
</tr>
<tr>
<td>Program Service Fees</td>
<td>47%</td>
<td>45%</td>
</tr>
<tr>
<td>Other Revenue and In-kind</td>
<td>2%</td>
<td>1%</td>
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### Fundraising Mix

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
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</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>41%</td>
<td>30%</td>
</tr>
<tr>
<td>Foundations</td>
<td>51%</td>
<td>59%</td>
</tr>
<tr>
<td>Corporations</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Government</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Expenses Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>Program Services</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>6%</td>
<td>7%</td>
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</tbody>
</table>

Includes in-kind contributions. Activities of public benefit corporation YUPRO have been excluded. Information presented is final and audited.
The following partners hosted Year Up students from the July 2019 and January 2020 cohorts. Please note that this list is not comprehensive due to contractual agreements with corporate partners.
2019 CORPORATE PARTNERS

South Florida
Amazon
American Express
ARK Securities
AT&T
Bank of America
Bilken Simon
Concannon North
America
General Electric
HBO
Intuit
JPMorgan Chase & Co.
Kasyn
Miami Dade College
Norwegian Cruise Lines
Overstock.com
SunTrust
University of Miami
VISA
World Fuel Services

Tampa Bay
Bank of America
JPMorgan Chase & Co.
Liberty Mutual
New York Life
Insurance Company
The Nathan Company
Vala Living

Wilmington
AAA
Bank of America
BlackRock, Inc.
BlackHawk Delaware
BNY Mellon
Boys and Girls Clubs
Capital One
CSC
Delaware Health and Social Services
Eaton Corporation
JPMorgan Chase & Co.
Sallie Mae
Wilmington

Rhode Island
AAA
Amica Mutual
Bank of America
Blue Cross Blue Shield
of Rhode Island
Brown University
Care New England
Citizens Financial
Group
CMIT Solutions
CVS
Fidelity Investments
FMs Global
Gilbane Inc.
Haskins
IQT Global Solutions
Carcinoid
Liberty
Neighborhood Health
Plan of Rhode Island
Pandion Equity Partners
State of Rhode Island

Puget Sound
Accenture
Alaska Airlines, Inc.
Amazon
Aptar
AT&T
Avanara
Bank of America
BERU
Bing
Brooks Sports, Inc.
Bunge, Inc.
DocuSign
Experian Group
Expedient
International
Fy Networks, Inc.
Facebook
Fred Hutchinson Cancer
Research Center
Go Daddy
Google
HBX
Highspot, Inc.
Hula
JPMorgan Chase & Co.
Kaiser Permanente
Linf
Microsoft
Premiera
Projectline Services
Providence Health
Services
Rapides, Inc.
Rovi
Rosetta Stone
Salesforce.com
Seattle Children’s
Hospital
Seattle Mariners
Shain Consulting
Smarthead
Tableau Software
Uber Technologies Inc.
VISA

Wilminton
AAA
Bank of America
BlackRock, Inc.
BlackHawk Delaware
BNY Mellon
Boys and Girls Clubs
Capital One
CSC
Delaware Health and Social Services
Eaton Corporation
JPMorgan Chase & Co.
Sallie Mae
Wilmington

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RECOGNIZING OUR DONORS

In 2019, more than 4,700 young adults enrolled in Year Up to enhance their professional skills and find greater career opportunities. Your philanthropic support ensured that we could effectively serve these talented individuals. Thanks to your generosity, we increased enrollment in many cities and opened new sites to serve even more highly motivated young people. The return on your investment has been record-breaking average wage of more than $21 per hour after graduating from Year Up.

In addition to serving thousands of students through the Year Up program, we expanded our efforts to empower others to serve Opportunity Youth and look for creative and powerful ways to change the perceptions, practices, and policies that perpetuate the Opportunity Divide. As we reflect on the 20th anniversary of the Year Up movement, we are proud of the successes of the nearly 20,000 Year Up alumni and motivated by the urgency to be even bolder in our efforts to ensure that every young adult will be able to reach their potential.

I am inspired by the growing number of philanthropic commitments from individuals, families, foundations, and companies who believe in the potential of Opportunity Youth. We are grateful for your generosity and partnership as we work together to close the Opportunity Divide.

With gratitude,
Susan M. Murray
National Director of Development, Year Up

* Indicates pledge made in 2019
** Indicates Supporter who has given consecutively for the last five years
*** Indicates Supporter who has given consecutively for the last 10 years

MULTI-YEAR PLEDGES
Investors are recognized for the total commitment of any multi-year pledge made in 2019 and the full amount of any multi-year commitment with a 2019 contribution.
DONOR RECOGNITION

Year Up’s Opportunity Society is a community of philanthropic individuals and families who believe in the potential of our young adults and are committed to closing the Opportunity Divide in this country. Society members understand the stark reality that while talent is equally distributed, opportunity is not. They share hope and a vision of a future in which every young adult has access to the education, experiences, and guidance required to realize their true potential.

Launched in 2016, the Opportunity Society welcomes donors who give $1,000 or more in a fiscal year. Investments made by society members enable Year Up to serve more young adults and support our resolute work to change systems, policies, and perceptions.

### Opportunity Society

**Together We Will Close the Divide**

<table>
<thead>
<tr>
<th>Membership Level</th>
<th>Recognition in Annual Report</th>
<th>Quarterly Updates</th>
<th>Special Invitations to Events and Graduation</th>
<th>Invitation to Local Group Tours</th>
<th>Student Impact Letter</th>
<th>Invitation to Donor Appreciation Event with Year Up Students &amp; Staff</th>
<th>Invitation to Year Up Investor Call with Founder &amp; CEO Gerald Chertavian</th>
<th>Invitation to Impact Tour with Year Up Executives</th>
<th>Personalized Stewardship and Recognition Opportunities</th>
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<td>Club: $1,000+</td>
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The Opportunity Society welcomes individual donors and family foundations that give.

DONOR RECOGNITION

GOLD

$25,000 – $49,999

Mary Shannon and Shannon Stern
Lora Bunch and Dan Diamond
David Costanzo and Kelly Holland
Margaret and Paul Childress
Jesi Sorensen and Michael Haskett

SILVER

$10,000 – $24,999

Anonymous (3)
Alicia and Tony Abravanel
Linda and Maged Ahmed
Danielle and Darren Abraham
Christine and Reuben Ackerman
Abraham Alian Family Foundation
Drs. Bharti and Paul Ahmad
Sig Anderson
Scott and Jordan Barber
Deborah and Steve Baron
Lily, Tom, and Zachary Benson
Gordon Bell
Alan and Joyce Bonter
Katie and Ron Bottom
Lauren and Gregg Brown
Frank Bisigallo
Riley Family Foundation
Susan and Eric Boyd
Peter Brennan
Melody C. Barnes and Marland Buckman*
Anne and Sue Buck
Kate Burch
Shannon and Tom Campos

BRONZE

$5,000 – $9,999

Anonymous (4)
Juli Bird and Tom Alberg
Sarah Applegarth
Andrew-Formento Family Foundation
Marc Andrade
Zara Aronowitz
Elisabeth Azim
Andrew Catellier and Harriet Arnon
Janet Mahone and Maryam Bughet
Beth Black and Randy Bone
Larysa Benito
Barbara and Ed Bogdan
Erez and Joanna Benzer
Sylvia and George Botter
Stanley, Marion, and Paul Edmund Bergman Family Foundation
Ranjan Mani and Mathew Bernard
Anne and Jeff Birgens
Michael and Molly Bitting
Tobias Kalb
Marin Hatsopoulos and Walter Bombasaitis
Heidi and Bernice Borst
Kimberly Wolden Burke
Elaine and Lee Chertaw
Greg Connolly
Bruce Clayton
Frank Cohen
James Conley
Corey Family Trust
Don Craigworth
Darrell and Sharon Claus
Christopher and Heather Crosby
Dyan and Bobby Carson*
Darnell Barnett, a Year Up Chicago 2015 alumnus, is lifting while he climbs. Darnell joined the Opportunity Society in 2019 and shares, “I come from a humble upbringing and found Year Up’s resources exceptionally helpful in propelling my career. I intend to support the mission of improving our communities while I continue to grow. To know that I’m actively contributing to closing the Opportunity Divide through my contributions is humbling.”
James Noel*, Mary and Stephen Neff
Eric Nolfoch
Rich and Mary Nelson
Frederick Nelson
Lina McCants and Jamie Namah**
McCormick (Mac)
Grayson and Aditi Narvather*
Rosalee Neslage
Lina Nordberger-Fernandez
Nina Newbery
Don and Joan Newton*
Cam Nigeman
Teodor Nikollara
Julio and Erik Nordin
Alfreda Norman
Carl W. Northrop*
John Odill
Ed Oftedinger
Carlos Oporto
Jamie O’Keefe
Mike and Susan O’Leary*
Katharine and William O’Neill
Sarah O’Neil*
John and Donna Oppenheimer
Zach Owens
Cyndia Oyang
Dr. Susan Pakula
Anthony Palmer
Cindy Pappas
Anthony Palmer
Dr. Susan Pakula
Cynthia Oyang
Zach Owens
John Schreiber
Gabriel Schoonover
Allison and Stephen Schmidgall*
Michael Schelble
Jeffrey Sarnat
Cecelia and Lee Sanders
Rodney K. Sanders
Daniel Salazar
David and Robin Ryan
Dorothy and Harry Feinle-Feld at The Chicago Community Foundation
Amaranat Sahi
JANICE AND THOMAS LUDDY
My wife and I believe every individual deserves the right to a fair shot at achieving their life goals. Unfortunately, there are many barriers faced by segments of our society that make this difficult. **Year Up is very successful at helping so many individuals overcome one of those barriers, the Opportunity Divide.**
Corporate Changemakers play a critical role in helping Year Up close the Opportunity Divide for young adults in this country. These employers understand that to best address the pervasive hiring challenges that impact their businesses, they must think differently about who is talented. Changemakers believe that Year Up is the key to unlocking diverse middle-skill talent, and they have demonstrated their commitment to our work through generous philanthropic contributions that create meaningful career and education pathways for talented young adults.

Corporate Changemakers are recognized for their full investment in each year of the grant period.

---

### 2019 CORPORATE CHANGEMAKERS

**BANK OF AMERICA**

**THE BAUPOST GROUP**

**GE Foundation**

**CapitalOne**

**Facebook**

**Liberty Mutual Insurance**

**LinkedIn**

**Microsoft**

**NortonLifeLock**

**Prudential**

**Salesforce**

**Santander**

**State Street**

**United**

**Workday**

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### FUNDING LEVEL

<table>
<thead>
<tr>
<th>FUNDING LEVEL</th>
<th>BENEFITS</th>
</tr>
</thead>
</table>
| Advocate $250,000 – 499,999 | • Regular touchpoints and access to exclusive updates, including the Investor Newsletter and the Annual Investor Call with Year Up’s Founder and CEO, Gerald Chertavian  
• Promotion on Year Up’s social media platforms – specifically Instagram, Facebook, and Twitter  
• Logo on Corporate Changemakers spread in Annual Report  
• Logo on Corporate Changemakers page on Year Up’s website  
• Logo in Opportunity in Action and Opportunity Society newsletters  
• Corporate Changemakers badge for use on member website |
| Trailblazer $500,000 – 999,999 | • All Advocate benefits  
• Framed award with recognition and investment impact  
• Handwritten student or alumni letter for digital distribution to all employees |
| Innovator $1 – 1.49 MILLION | • All Trailblazer benefits  
• Customized graduate spotlight  
• Custom designed impact document  
• Recognition at all Year Up graduation ceremonies nationwide |
| Visionary $1.50-1.99 MILLION | • All Innovator benefits  
• Speaking opportunity for company executive at a Year Up event  
• Feature with photo on Year Up’s website |
| Vanguard $2 MILLION+ | • All Visionary benefits  
• Year Up senior leader speaking engagement at company event  
• Tailored volunteer engagement opportunity for company employees  
• Company dedicated page on Year Up’s website with photos and partnership impact details  
• Annual Report feature in dedicated section |
** Indicates Supporter who has given consecutively for the last 5 years  
** Indicates Supporter who has given consecutively for the last 10 years

### 2019 CORPORATIONS AND FOUNDATIONS

All institutional investors giving $1,000 or more are recognized for the total payment made in 2019.

<table>
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<th>$250,000–$499,999</th>
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<td>Workday Foundation*</td>
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<td>Bank of America</td>
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<td>Crankstart Foundation</td>
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| All institutional investors giving $1,000 or more are recognized for the total payment made in 2019.

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<td>Frontrange@Cosper*(PwC) Charitable Foundation</td>
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The Santander Consumer USA Foundation is proud to partner with Year Up in closing the Opportunity Divide! We look forward to building a more engaged relationship and sharing with others who may benefit from partnering with Year Up.

SUZANNE MASSEY
Vice President, The Santander Consumer USA Foundation

The Santander Consumer USA Foundation presenting a check to Year Up Dallas/Fort Worth staff and young adults.

DONOR SPOTLIGHT

The Santander Consumer USA Foundation

A supporter since 2006, The Santander Consumer USA Foundation made a significant investment in 2019 to support capacity building at the Year Up Dallas/Fort Worth site and to help launch the Year Up East Valley site in Mesa, Arizona. In addition, the foundation staff have been directly involved with Year Up students through guest speaking and volunteerism.
TRIBUTE GIFTS

In Honor of Brandon Abous
Jako Kagler

In Honor of Paige Adams
Robert Johnson

In Honor of Sean Allen
Benita Deh

In Honor of Mike Amaya
Mary L. Amayo

In Honor of Charlie Anastasi
Anonymous

In Honor of Nace Angati
Scott and Jordan Angati

In Honor of Mark Bamforth
Leslie Champ and Karen Bolisky

In Honor of Jay Banfield
Molly Sato

In Memory of Adian Barone
Wilfredo Barone

In Honor of Chris Ashton-Maher and Victoria Beasley
Kristin Sibbles

In Honor of Jingle Belmore
Tiffany Johnson

In Memory of Robert
Bekarkang
Brian and Stephanie Gessel

In Honor of Kelly Bradshaw
Patrick Tymey

In Honor of Amy Buss
Robert Johnson

In Memory of James Cantor
Mary and Arnold Hammer
Pat and Larry Main

In Honor of Carolina Castellano
Jonathan Berrett

In Honor of Gerald Chertavian
Jonathan Alpert
Barry Storch

In Honor of Brandon Cooper
John Dang

In Honor of Derk Crow
Tony Crow

In Honor of Jack Crowe
Prince and John Galante

In Honor of Duncan Royce
Cumberland
Karl Ibach

In Honor of Robert Dome
Francis and John Galante

In Honor of Darren Death
Robert Johnson

In Honor of Cathy Doyle
Dob Joyce

In Honor of Peter Dritsas
Gari Baldini
Vicki and Rick Bedford
Gil and Richard Schonauer and Family
Ellen Kieser
Elaine Welling

In Honor of Paul and Sandy Edgerley
Elizabeth and Brian Chmiel
The Jacobsen Family Foundation

In Honor of Michael Faulkner
Ariana Hoffmann

In Honor of Kevin Fay
Carly Lyndsay

In Honor of David Fisher
Torry Davis

In Honor of Margie Forbes
Christine Rutino

In Honor of John and Francine Galleta
Glen Middleton
Malene Birsming
Margaret Greer

In Honor of Sandip and Galina Amn
Justin Kressler

In Honor of Larry Gallant
d Georgia Research Alliance

In Honor of Joe Garvey
The Capital Group Companies
Charitable Foundation

In Honor of Zach Goldberg
Carly Lindauer

In Honor of Michael Goldstein
Barbara Goldstein

In Honor of Eve Guercay
Karana Guercay

In Honor of Amounian M. Halie
Russell Mann

In Memory of Howard R.
Hartman
Home Care & Hospice of New England
Joseph Walach
Nancy Ziderdi
Philip Spool
John Hayes
Patricia Almone
Barbara Stone
Rick and Abigail Brown
Elizabeth Benton
Eloise Ziemencz
Sal Foss
Jo-An Bautista
William Biggs
Rose Poriti
Louise Capetto
Madeline and William Nunn
Brian Kanske
Norman Hauel
Susan Collar
Rachel Gallagher
Dr. and Mrs. W. Van Haren
Christina and Allan Spies
Jillian Stensbom
The Dolan Family
Sally Lepino
Doug and Leslie Biggs
William Biggs III
Susan Bracy
Barbara Mason
Shelley Cummings
Nancy Tantrum
Edgar Ried
Charles Whitin

In Memory of Lorraine Hartein
Steven Harsan

In Honor of Simona Harvey
Aaron Perlman

In Honor of Emily Haines
Leora Patterson
Andrew Haines
Barrett Haines

In Honor of Jacob Heise
Darryl Smith

In Honor of Rosse Hertzman
Amber and David Rose

In Memory of My Parents David and Haskin
Frederick Nelson

In Memory of Brent Johnson
Robert Johnson

In Memory of Elevon Kapiewicz
Junior Kapiewicz

In Honor of Sally Lapidos
Woody Lapidos
Kathleen Pavich

In Honor of Annie Liqpardis
Stephen Jordan

In Honor of William Lehmah
Sandra Leilapis

In Honor of Jaclyn Lemaiz
Nicole Lemaiz

In Memory of Henry Lerandus
Michelle Lerandus

In Honor of Urah Lewis
Amber Suk

In Honor of Laura Love
William Thompson

In Honor of Stan Lukaszewski
Steven Lukanowski

In Memory of Jimmy Mach
Alpah Shoff

In Memory of Colenda Mangiardi
Elwin Lewis

In Memory of Michael Mark
Marka Marko

In Memory of Theresa Martinez
Siri Stray

In Honor of Ted Matwijac
Lisa Guert
Barrett Haines

In Honor of Julia Mayer
Syndale and Andy Weinsberger

In Honor of Olivia McBurney
Anonymous

In Memory of Duncan and Joy
McCallum
Carole McCallum

In Honor of Matt Hamming
Robert Johnson

In Honor of Garrett Moran
Benjamin Carol Charitable Foundation
Company

In Honor of Anna and Patrick
O’Donnell
Annie Hostetter

In Memory of Jeff Olson
Jeff Olson

In Honor of Gabriella Oved
Jacob and Amy Oved

In Memory of Xavier Parada
James Barnes

In Memory of Marianne Creaker
Patrickson

In Honor of Jerico Pen
Gail Gromis

In Honor of Scott Perry
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