



Delivering a Skills-First Future: **From Intent to Impact**



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Who We Are and What We Do

OneTen is driving a skills-first movement to unlock career opportunities for talent without four-year degrees.

We help companies transform how they source, hire and retain talent by implementing and scaling skills-first solutions that drive real results. We do so by offering:

- 1 **Access to Talent**
We provide direct pathways to vetted, work-ready candidates without four-year degrees.
- 2 **Strategy and Support**
We help identify and recredential key roles, design tailored integration guidance and provide career pathways for non-degreed talent.
- 3 **Proven Tools and Resources**
We enable companies to implement and operationalize skills-first best practices using actionable frameworks, step-by-step guides, toolkits and playbooks based on experiences from the frontline.
- 4 **Research and Insights**
We help businesses stay informed with cutting-edge research, data-driven insights and workforce trend analyses.



Letter from our Board Co-Chairs

When we founded OneTen in 2020, we envisioned more than an initiative. We set out to create a historic shift in hiring—one that would permanently change how companies hire, promote and think about talent. From the outset, our goal was to make skills-first synonymous with OneTen. That vision has never been more relevant than it is today.

As business leaders, we’re navigating a labor market unlike any we’ve seen before, marked by persistent skills gaps, global demographic shifts and unprecedented technological acceleration. Generative AI, in particular, is redefining the very nature of work and amplifying the urgency for companies to understand the skills they need, not just the degrees they once assumed mattered.

This moment calls for a fundamental rethinking of our business strategies—especially in how we access talent. At OneTen, we believe the right path forward is a skills-first approach to hiring. Focusing on ability, rather than pedigree, is more than a workforce innovation; it’s a business imperative. Embracing a skills-first approach expands the talent pool, strengthens retention and allows companies to build more agile, high-performing teams. It ensures that the skills gained and applied matter more than the degree. And it opens the door to economic mobility for millions who have long been excluded from opportunity, not because of a lack of skill or talent, but because of outdated assumptions about what having a degree signals to others.

Since launching OneTen, we’ve seen

what’s possible when skills come first. Through our efforts, employers across our coalition are removing degree barriers, redesigning roles and delivering measurable results. In other words, they’re not waiting for the future—we are building it together. Today, more than half of all open roles with our member companies can be filled using a skills-first approach—proof of how OneTen’s support has evolved to meet employer needs. We’ve refined our model to deliver greater precision through enhanced recredentialing roadmaps, soft skills simulations and assessments, and tailored technology tools like our Jobs Engine—all designed to connect the right talent to the right opportunity, faster and more effectively.

Skills-first is a competitive strategy, and the leaders embracing this approach are seeing results. As OneTen has grown, our coalition has become exactly what we hoped: a trusted partner to business leaders and a catalyst for systems-level change. We’re proud that OneTen has come to represent what’s next in talent strategy while working to create a stronger, more inclusive economy.

Still, there is more to do. The path forward will require ongoing courage from executives, hiring managers and policy-makers alike. But we believe that the organizations that commit to this work now will not only outperform their competitors, they will also help build a labor market that is more fair, more future-ready and more reflective of the true potential of people everywhere.

As board co-chairs, our conviction in this mission remains steadfast. We invite more leaders to join us—not just in adopting skills-first hiring, but in owning it as a defining business strategy for the decades to come.



Ken Frazier
Co-Chair, OneTen
Former Chair & CEO, Merck



Ginni Rometty
Co-Chair, OneTen
Former Chair & CEO, IBM

Letter from our CEO



Debbie Dyson
CEO, OneTen

As I look back on 2024, I'm filled with both pride and purpose. When I look at the progress we've made, both in the last year as well as since our founding in 2020, I am reminded that our coalition has always been about more than just filling jobs. It's about unlocking human potential and building a society where opportunity is based on the skills gained and demonstrated.

To continue this mission, throughout the year, we've listened closely to the feedback of our coalition partners, to the needs of talent we serve, and to the signals of a labor market that's changing faster than ever. And we've used what we've learned to evolve, improve and deepen our collective impact. In 2024, we:

- **Piloted role-specific, direct-to-talent sourcing strategies with companies** — strengthening our understanding of what talent brings to the table and what they're looking for in return.
- **Introduced the OneTen Soft Skills Finder**, a proprietary tool that helps validate critical durable skills like communication, collaboration, and problem-solving—skills that often go unseen on a resume but make all the difference in the workplace.
- **Expanded our reach with new partnerships**, which has unlocked new pipelines of qualified, skilled and motivated candidates.
- **Completed nearly 100 sourcing sprints** with employers and hosted nearly a dozen virtual working groups for our member companies—giving leaders and teams the tools to adopt and scale skills-first practices with confidence.

- **Amplified the impact of our partners at top national forums**—*CNN, Bloomberg, The New York Times, Fortune* and *Forbes* among others—elevating the visibility and value of our work on a national stage.

Behind the scenes, we laid the groundwork for even greater impact—refining our messaging, launching a new website and investing in research to advance our shared position as a driving force in the skills-first movement.

The insights we've gained through this work have helped shape where we go next. For instance, we now know that 61 percent of job postings still use vague or subjective degree and experience requirements that deter qualified candidates. But when job descriptions are clear, inclusive and focused on skills, 82 percent of candidates are more likely to apply—and 96 percent of hiring managers who removed degree requirements say they've seen positive outcomes.

We also know that this work isn't about asking employers to choose between degree-holders and non-degreed talent—it's about expanding the talent pool itself. Because, for the 62 percent of Americans who don't have a four-year degree, the path to mobility and achieving what all citizens strive for—the ability to dream and achieve success—begins with opening doors, not narrowing them.

And we've seen firsthand what happens when those doors open: stronger performance, deeper engagement and greater loyalty. Today, we are able to find and match talent with greater precision and efficiency than ever. On average, more than 65 percent of roles shared with OneTen are

successfully matched in each engagement.

As I have said, success isn't about "almost fits." We're making sure the right person with the right skills is seen, valued and matched with the right opportunity.

As we look to 2025, we're doubling down on what works. We'll be delivering customized roadmaps for skills-first hiring and advancement to every coalition member company, expanding and accelerating our talent sourcing work, introducing new AI-powered tools to rewrite job descriptions and further hone our precision talent matching and sharing success stories that highlight our coalition partners' vital leadership in this work.

Together, we're redefining what opportunity looks like. And we're proving—company by company, hire by hire—that skills-first isn't just a strategy. *It's a movement.*

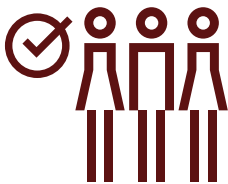
Thank you for your continued commitment and belief in what's possible when we act together. The future of work is being shaped by leaders like you—and it's more inclusive, more dynamic and more productive because of it.

With gratitude,

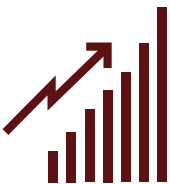
Debbie Dyson
CEO, OneTen

Our Impact

Hiring and Economic Impact



158K
Hires and Promotions**



\$21B
in Economic Impact*

Coalition at a Glance



2024 Impact in Action

18.6k Job Applications Through OneTen Career Marketplace
100 Leaders Participating in OneTen Events
90 Sourcing Opportunities Completed

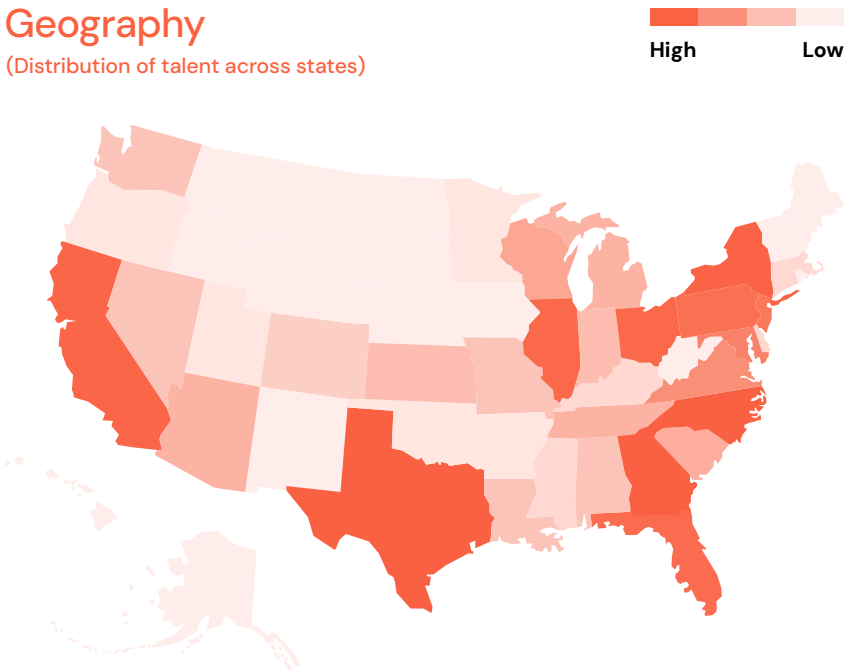
**Cumulative as of December 31, 2024.
*Represents the wages paid to OneTen hires and those promoted calculated by multiplying the annual, average family-sustaining wage by the number of hires and promotions each year, adjusted for our average retention rate.
† All numbers represent data self-reported by coalition member companies as of December 31, 2024. Non-reporting coalition member companies are excluded.

OneTen Talent

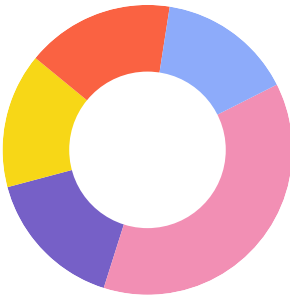
OneTen Talent is the community of skilled professionals without four-year degrees on our Career Marketplace. Candidates span a wide range of backgrounds, industries and levels of experience.

Geography

(Distribution of talent across states)



Work Experience



<2 years 15.2%	11-14 years 15.1%
2-4 years 16%	15+ years 16.4%
5-10 years 37.4%	



Information Technology 20.2%	Sales 9.9%
Business Management 18.4%	Hospitality, Tourism and Food Services 9.1%
Customer Service 13.8%	Manufacturing and Trade 3.9%
Operations and Logistics 10%	Education 2.5%
Healthcare and Life Sciences 9.9%	Arts, Communication and Entertainment 2.3%

2024 Highlights

January

OneTen cover feature on *The New York Times* Business Section

The New York Times

Launch of LinkedIn OneTen Connect talent community



May

OneTen publishes *Staying Ahead of the Curve: Harnessing the Power of Skills-First Practices During Times of Economic Uncertainty* research report



June

OneTen publishes *Skills-First Pathways: Insights on the Economy, Jobs and Workplace Culture from Black Talent Without Degrees* research report



OneTen appears on *Bloomberg Markets: The Close*



Bloomberg Markets
The Close

July

CNN's *The Lead with Jake Tapper* features OneTen and General Motors



October

Launch of partnership with DeVry University



More than 100 coalition CEOs, CHROs and CDOs gather for OneTen's Community of Practice forum in Dallas, Texas

OneTen CEO, Debbie Dyson, speaks at *Fortune Impact Initiative* on the future of skills-first hiring

November

Launch of OneTen Skills Finder, a durable skills assessment for talent

OneTen publishes skills-first case study, "A Powerful Playbook for the Private Sector" with Cisco

December

Launch of partnership with Military.com



OneTen in the News

Bloomberg

CBS

CNN

FT
FINANCIAL
TIMES

FAST COMPANY

The New York Times

FORTUNE
Impact
Initiative

MSNBC

THE LEAD
WITH JAKE TAPPER

Forbes



Leading Employers Forward: Accelerating the Skills-First Movement

Leading Employers Forward: Accelerating the Skills–First Movement


At OneTen, we recognize that businesses are uniquely positioned as powerful agents of change. That’s why, in 2024, we expanded our efforts to empower our coalition leaders with innovative solutions and actionable insights uniquely aligned to their specific business imperatives and talent strategies. This strategic shift wasn’t just about filling jobs—it was about fundamentally reshaping talent strategies, eliminating outdated degree barriers and embedding inclusive hiring practices.


“Our partnership with OneTen has been a part of our strategy to access broader talent pools. This strategy is allowing ADP to experience more candidates that have diverse backgrounds and skillsets, driving even better results including decreasing the time-to-fill open roles. That’s great news for anyone in HR and talent acquisition.”

Jay Caldwell
Chief Talent Officer, ADP


Collaborating to Enhance Talent Acquisition

One clear illustration of our impact was our collaboration with **Allstate**. Through a close partnership with the company, we achieved new levels of success in connecting talent to meaningful job opportunities. By providing clear, detailed hiring criteria, Allstate enabled us to help reimagine where and how it could reach skilled talent without four-year degrees. Our approach involved the deployment of customized pre-screening questions that effectively identified the most qualified, best-fit talent early in the recruitment process—well before interviews. The results were compelling: enhanced candidate quality, streamlined recruitment processes and a validated, scalable approach that can be applied to future hiring campaigns. Moreover, this data-driven collaboration yielded some of our highest-ever applicant-to-hire conversion rates, clearly demonstrating the power of strategic alignment and targeted talent sourcing.



ONETEN |  **Allstate**

Level up your career with OneTen and Allstate

ONETEN and  **Allstate**

Want to level up your career? Join Allstate’s national Insurance Sales team and take your career from good to great —no degree required!

- ✓ **Family-sustaining salary.**
- ✓ **Paid time off.**
- ✓ **Quality health coverage.**



Leading Employers Forward: Accelerating the Skills–First Movement

Building Capacity for Change

As part of our change management work, we expanded our learning community offerings to coalition employers. Drawing insights from our work with more than 60 companies across a wide range of industries, we increased our virtual practice change workshop series, which addresses critical topics from practical implementation of skills–first strategies to effective job recredentialing. These workshops aren’t just about sharing best practices—they cultivate an active community of peer-to-peer learning and shared innovation.

Another powerful example of this approach is our ongoing work with **Wells Fargo**. In 2024, we deepened our collaboration with the company to create a five–part virtual training series designed to equip **Wells Fargo** employees with the tools, mindset and strategies needed to drive their own career growth—through a skills–first lens.

We saw similar momentum with **Trane Technologies**, where our efforts supported both recredentialing and internal trainings to further drive the adoption of skills–first practices. As a result of our partnership, the company created skills–based job descriptions for five key roles—HR Specialist, Manufacturing Engineer, Project Manager, Account Manager and Production Leader—broadening access to skilled talent. To reinforce these changes, **Trane Technologies** hosted workshops on skills–first hiring and inclusive talent development for HR professionals, hiring managers and business team members responsible for implementing recredentialing and shaping hiring practices.

“OneTen is changing what’s possible with talent development, retention and acquisition”

Kristy Fercho

Senior Executive Vice President
Head of Financial Inclusion & Opportunity, Wells Fargo



Leading Employers Forward: Accelerating the Skills–First Movement

Turning Insights Into Strategies

Beyond our work with companies, we expanded our role as a thought leader—sharing insights to help businesses adopt skills–first practices. We published a number of “research snapshots,” along with reports highlighting crucial lessons learned from companies within our coalition as well as best practices across the broader skills–first landscape. These research efforts covered vital areas such as internal mobility, preparing for economic shifts, understanding the career aspirations of talent without degrees and how to craft effective skills–first job descriptions.

June 2024

OneTen Research Snapshot

ONE TEN RESEARCH SNAPSHOT

Creating Effective Skills–First Job Descriptions: An A/B Test and How-To Guide

Background

For companies who hope to attract and retain a diverse, capable workforce through skills-first hiring, learning how to effectively recredential jobs is essential. At first glance, recredentialing a job description may seem as simple as removing an explicit degree requirement, yet that alone may not be enough to attract broader talent pools.

Initial assessments of job descriptions from the OneTen Jobs Engine reveal that 61% of postings use subjective and ambiguous language to describe degree and experience requirements, which can deter qualified candidates without degrees from applying.

Our research, conducted in collaboration with Ipsos, evaluated whether skills-first job descriptions are more effective than traditional, credential-based job descriptions in attracting a more diverse talent pool.

Research Objectives

Through this research, OneTen sought to:

- Measure the behavioral and emotional impact of an optimized skills-first job description versus three traditional job descriptions¹
- Identify language that most effectively increases and diversifies the applicant pool and optimizes job descriptions for candidates without four-year degrees

Method and Sample

An A/B test was conducted among 1,000 respondents from May 1–May 13, 2024. The sample included Black talent aged 18–60, without a four-year college degree who earn a personal income of \$40K+ or household income of \$80K+ and who are either actively searching or planning to search for a job within the next year.

Results

The optimized skills-first job description increased the likelihood of application and significantly outperformed in clarity and job attainability, compared to traditional descriptions.

¹ These traditional job descriptions based on the three categories (Equivalent tradeoff, Equivalent experience, Preferred qualifications) were tested: (1) Equivalent Tradeoff: “Bachelor’s degree with a minimum of 6 years related experience or a Master’s degree with a minimum of 3 years related experience. Will consider 10+ years of related experience in lieu of degree.” (2) Equivalent Experience: “A bachelor’s degree preferred and 3 or more years of experience preferred + in lieu of these educational requirements, an equivalent combination of education and experience may be considered.” (3) Preferred Qualification: “Bachelor’s degree preferred.”

2024 OneTen.

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Staying Ahead of the Curve

Harnessing the Power of Skills–First Practices During Economic Uncertainty



March 2024

ONE TEN RESEARCH SNAPSHOT

Assessing Soft Skills in the Workplace Trends, Challenges and Recommendations

Background

In an era where AI and automation are reshaping the landscape and nature of work, the value of soft skills is increasing. [OneTen's research](#) highlights this trend, noting that 82% of employers' value soft skills as much as or more than hard skills, with 80% attributing poor hires to a deficiency in soft skills.

Challenges with Assessing Soft Skills

Despite their recognized importance, only 41% of companies have a formal process to evaluate soft skills, and 57% find it challenging to assess them accurately. Traditional methods, such as interpreting body language, are fraught with unconscious bias and lack predictive power for a candidate's potential success.

Methodologies for Evaluation

Employers employ various methods for assessing soft skills, including:

- Behavioral questions (75%)
- Situational questions (58%)
- Technical assessments (17%), using platforms like Korn, Symmetric, and Plum.
- Reading body language (70%)
- Projects (31%)

Educational Gaps in Soft Skills Development

[Research](#) indicates that 73% of employers struggle to find college graduates with adequate soft skills, particularly in critical thinking, communication, and interpersonal domains and roughly one-third of the employers (34 percent) indicated colleges and universities have not prepared students for jobs. This gap is attributed to an overemphasis on technical skill development and the decline of liberal arts education, which traditionally fosters soft skills, underscoring the disconnect between educational curricula and hiring needs.

Additionally, students also express concerns over their preparedness for the workforce, emphasizing a lack of soft skills developed in college. Despite this discrepancy between the soft skills demanded in the workplace and those developed through higher education, some employers [remain confident in the preparatory role of colleges](#), especially when supplemented with microcredentials and practical experience.

Recommendations for Assessing and Teaching Soft Skills

While assessing soft skills can pose challenges, innovative assessment tools and techniques, continuous learning approaches, and cultural shifts in workplace training can be effective in bridging the soft skills gap. To meet the challenges highlighted, it is recommended that:

- Employers establish clear criteria for soft skills relevant to their specific context.
- Employers use standardized questions, involving multiple interviewers, to ensure consistency and objectivity.
- A continuous assessment approach be adopted, combining behavioral, situational, and project-based evaluations.
- Employers and educational institutions collaborate to ensure that soft skills development is integrated into curricula and training programs.
- The potential of microcredentials and other certification programs should be explored to supplement traditional education in bridging the soft skills gap.

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Leading Employers Forward: Accelerating the Skills–First Movement

A Community of Practice

Perhaps one of the most impactful moments of the year was our Community of Practice forum at Deloitte University in October 2024, where more than 100 senior leaders from our coalition gathered to engage in meaningful discussions and collaborative problem-solving. This event underscored the immense value coalition members find in shared learning experiences, featuring stimulating discussions, insightful panels led by our co-founders Ken Frazier and Ginni Rometty and breakout sessions focused on the strategic roles of CHROs and CDOs, the integration of AI in workforce strategy and leveraging data to drive skills-first transformations. In-person, high-energy events like this one remind us why we do this type of work: because together, we have the power to propel the skills-first movement forward, further, faster.



By equipping employers with targeted, data-driven tools and community-backed insights, we are driving meaningful change across the employment landscape. Together, we are building pathways that unlock economic mobility, sustain competitive advantage and create lasting systemic change.



Transforming the Talent Experience: From Pre-Screening to Post-Hire Support

Transforming the Talent Experience: From Pre-Screening to Post-Hire Support

In today’s labor market, where skills evolve faster than resumes can capture them and credentials often fail to reflect the full spectrum of one’s true capabilities, OneTen is redefining how we discover, assess and connect talent to opportunity.

Last year, we moved beyond traditional sourcing by adopting a data-driven model that begins before a candidate even submits an application. We also sharpened our talent-sourcing and vetting methodologies to remove friction, boost efficiency and improve precision. The result? Better-fit hires for employers—and more empowered career journeys for talent. Here’s how...

1

Sourcing at Scale

Our sourcing strategy is built on a powerful ecosystem of trusted talent partners and targeted channels, ranging from credentialing program providers and community colleges to internal upskilling programs and direct marketing. This diverse, multichannel approach enables us to reach a broad pool of qualified candidates without four-year degrees. By aligning sourcing to employer demand and leveraging pre-screening tools upfront, we accelerate the delivery of best-fit talent ready to contribute on day one.

In 2024, we delivered more than 90 high-impact sourcing sprints for our coalition partners—demonstrating the strength, speed and precision of our talent delivery engine.

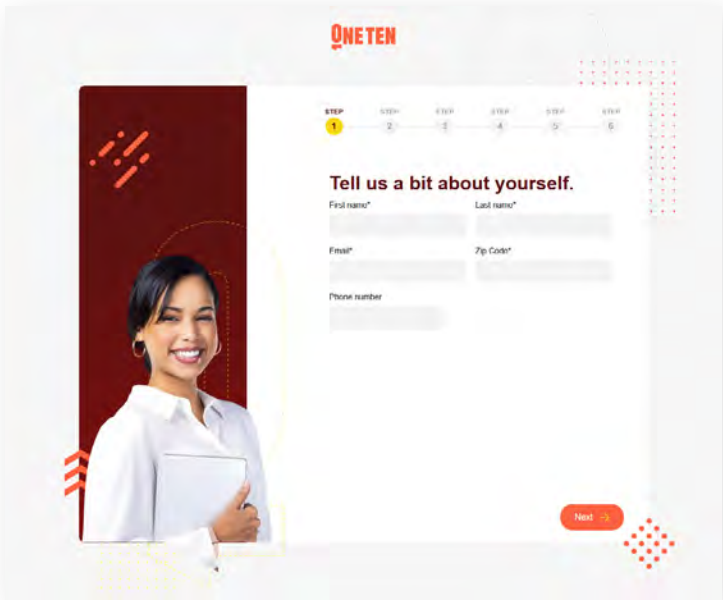


Transforming the Talent Experience: From Pre-Screening to Post-Hire Support

2

Pre-Screening for Precision

Talent entering our ecosystem is met with a streamlined, guided experience designed to maximize confidence and minimize friction. Before candidates even enter our pool, they complete a pre-screener that helps us quickly and efficiently identify where their skills and strengths lie. This early data enables us to segment talent by industry, experience level and competencies—simplifying the vetting process and improving match precision from the outset.



3

Custom Tools, Smarter Matching

Central to our talent transformation are enhanced tools designed to ensure every match is meaningful:

- The OneTen Jobs Engine, our proprietary AI-powered solution, scrapes and analyzes thousands of job postings to identify roles best suited for recredentialing. Each job is analyzed not just by title, but by its skill components, location and growth potential so that we can connect talent to the roles where they can succeed.
- Our skills taxonomy maps technical and durable skills to specific job archetypes, allowing for consistent classification and smarter matching.
- Our automated workflow segments talent by readiness, flagging top candidates with speed and accuracy.

These tools ensure we're not only sourcing talent at scale, but that we're doing it with confidence and purpose.

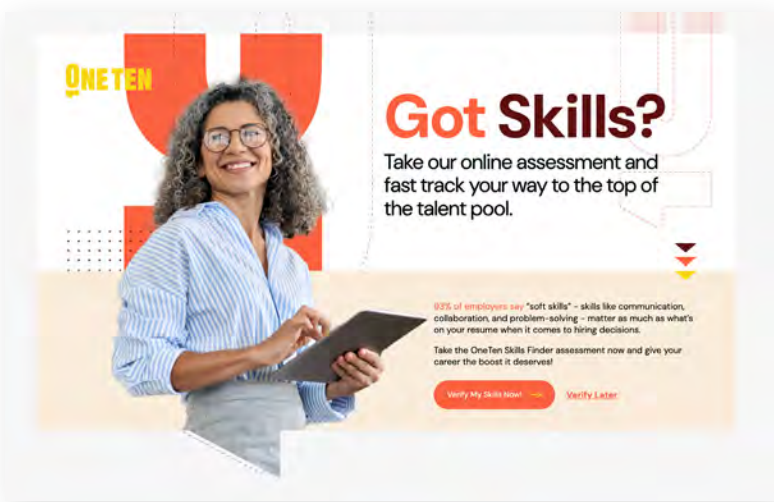


Transforming the Talent Experience: From Pre-Screening to Post-Hire Support

4

Elevating Strengths and Soft Skills

We know that beyond hard skills, what sets talent apart is their ability to communicate, adapt, problem-solve and lead. That’s why we launched the OneTen Soft Skills Finder, our durable skills assessment. It identifies strengths in communication, problem-solving, critical thinking and collaboration—allowing talent to better understand their value and enabling employers to assess cultural and role alignment with greater confidence.



5

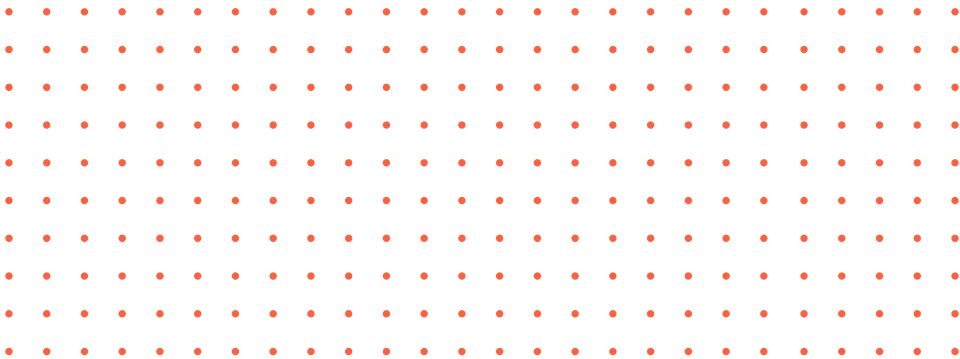
Supporting Success Beyond the Hire

Because we want to help talent develop a long-lasting and impactful career, we know that job placement is only the beginning. In 2024, we launched OneTen Connect, a dedicated LinkedIn community that supports talent after they’ve been hired. Through peer-to-peer engagement, exclusive professional development and ongoing career support, we’re ensuring that talent doesn’t just get the job—they have the tools and resources they need to thrive throughout their career.



More than a pipeline, our end-to-end, precision-engineered pathway is built on data, insight and human potential. And the results speak volumes:

- Candidates experience faster time-to-hire and report higher levels of satisfaction.
- Employers see greater retention, improved diversity and reduced time-to-fill roles.
- 96% of hiring managers who recredentialed roles to remove four-year degree requirements saw a positive impact at their companies.



Amari



Morgan

Associate Controls Technician,
General Motors

Real Talent, Real Impact

The impact of our talent journey enhancements comes to life through stories like Amari and Ember—both of whom used OneTen’s resources and ecosystem to find meaningful careers at General Motors (GM) and Lilly, respectively. Here are their stories.

Amari Morgan’s career path is a powerful example of resilience, hands-on learning and the impact of a skills-first approach. When the pandemic interrupted her community college plans in 2019, she worked in retail while dreaming of working in engineering and technology. “Something about being an engineer and being in technology just kept calling to me,” Amari recalls.

Then she discovered Per Scholas, a tuition-free technology training program and a partner in OneTen’s talent development network. After completing her training, she joined GM as an associate controls technician, where she tests the robots that build vehicles, troubleshooting any software issues as they arise.

Amari quickly found joy in the role. “My favorite part of the job is seeing these machines do their job. Getting hands-on experience and learning from my teammates is very rewarding,” she says.

Now three and a half years into her GM career, Amari is mastering JavaScript and continuing to build on her skills. While she plans to earn a bachelor’s degree in the future, she credits her current role with

boosting her confidence and providing financial stability, rewarding her for her hard-earned skills rather than her pedigree. “Having programs like this actually spreads the word that these jobs are looking for your experience. You know you don’t have to have this fancy degree behind it. You can just come as you are,” she emphasizes.

“I didn’t expect it to happen so quickly. I figured the quick way to get there would just be go to school, do your four-year degree and then eventually get the reward of working inside this environment.”

Amari Morgan

Associate Controls Technician,
General Motors

Ember



Schumpert

Product Analyst,
Lilly

Ember Schumpert’s path to a career in tech wasn’t linear, but it’s a powerful story of perseverance, self-growth and how the right doors can be opened by skills-first opportunities.

After high school, Ember began studying biology in college, but financial aid limitations forced her to leave before earning a degree. As a mother, she shifted between customer service roles and time at home, focusing on creating a work-life balance that worked for her family.

Determined to change her trajectory, Ember completed a technology boot camp—but it didn’t fully prepare her for technical interviews. Everything changed when she discovered a OneTen scholarship to take courses with Udacity, part of OneTen’s talent development network. Securing that opportunity set her on a new course: an apprenticeship at Lilly.

In 2023, Ember began the Skills First Technical Pathway program at Lilly, where she focused on enhancing patient engagement and the customer experience through mobile apps. With support from her mentors, apprenticeship leaders and career coaches, she gained the confidence to thrive in a corporate setting. “I can’t believe two years passed so quickly,” she says. “I wonder from time to time if I’m where I’m supposed to be.”

In fact, she was. Ember completed her apprenticeship and was promoted to a full-time product analyst role on Lilly’s

DevOps team. Along her journey, she joined communities like Indy Women in Tech and even became a mentor to new apprentices. She now recognizes the importance of letting go of imposter syndrome and building strong support systems. “Find the right questions and find the right mentors,” she says.

Today, Ember encourages others to embrace learning at every stage of their journey. She reminds her peers that having a degree isn’t the finish line—and not having one isn’t a barrier. “Even those with degrees have to continuously learn to stay successful,” she says. “In meetings, the people with degrees have the same questions I do. Keep learning continuously.”

“Grow yourself, whether you have a degree or not.”

Ember Schumpert

Product Analyst, Lilly



Expanding Our Reach: Strategic Partnerships for Inclusive Talent Pipelines

Expanding Our Reach: Strategic Partnerships for Inclusive Talent Pipelines

As the skills-first movement continues to grow, so too does our conviction that no single organization can transform the workforce alone. Systemic change requires deep collaboration. In 2024, we significantly expanded our network of strategic alliances, which allow us to unlock new pathways into careers for skilled professionals and build stronger community ecosystems that advance inclusivity, access and opportunity.

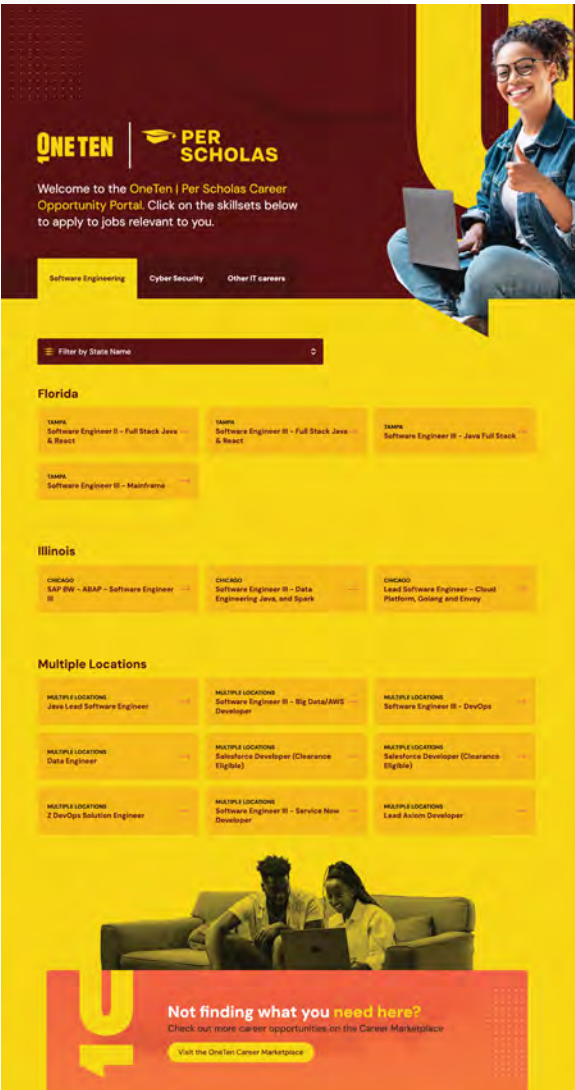
Our partnerships are not peripheral—they're central to our impact. By aligning with mission-aligned talent developers, universities and platforms that serve historically excluded communities, we've broadened our talent networks, diversified our pipelines and enabled more employers to reach skilled talent without four-year degrees.

Strengthening Pathways Between Training and Employment

In 2024, OneTen deepened its partnerships with organizations like Per Scholas and Udacity, two high-performing talent developers with strong track records of training learners in job-relevant, industry-aligned skills.

Together, we focused on closing the gap between education and employment by embedding OneTen into the learner experience. Through early touchpoints—including informational sessions during credentialing programs, targeted job opportunity sharing and direct invitations to our Career Marketplace—we were able to empower learners with a clear path from training to job placement with OneTen coalition member companies.

This early integration created a more seamless transition from program to paycheck—and made sure our employer partners had direct access to talent with proven skills matched to their workforce needs.



Partner Highlights

Building a Broader, More Inclusive Talent Ecosystem

Whether it’s supporting veterans through our partnership with Military.com or equipping working adults with in-demand skills, our partnerships are helping reshape what talent pipelines look like—and who gets access to them. These alliances enable us to:

- Reach skilled individuals earlier, often before they enter the job market
- Eliminate unnecessary barriers, like degree requirements, that have historically blocked access
- Strengthen local and national ecosystems by connecting learning, support and employment into a unified, inclusive experience

Together with our partners, we’re fueling a movement rooted in access, inclusion and shared prosperity. And we’re proving that when the right collaborations come together, the future of work gets stronger for everyone.



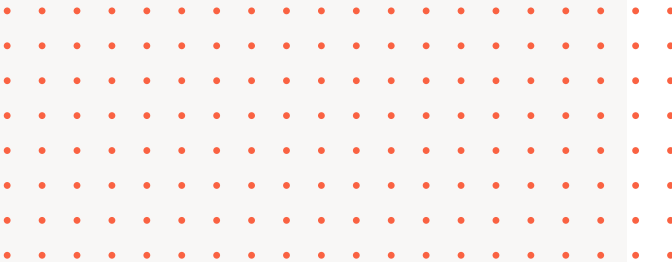
From Credentials to Careers with Udacity and BIT

Through our partnership with Udacity, OneTen is helping transform career pathways by aligning learner skillsets with real employer demand. In 2024, we again collaborated with Udacity and the Blacks in Technology (BIT) Foundation to provide scholarships for three of its nanodegree credentialing programs—Business Analytics, Front End Web Development, and Digital Marketing—to individuals seeking to advance their skills in in-demand tech fields. In addition to the scholarships, we extended a range of OneTen resources to Udacity learners to ensure they have a continuous stream of opportunities for gaining both technical and career-readiness skills. We streamlined pathways to bring those same nanodegree earners to and through our applicant pipeline—inviting retained learners to the OneTen Marketplace, with more than 50 percent creating profiles and around 80 percent reporting positive career outcomes. Together, we’re helping create meaningful bridges between what learners hope to achieve and what employers are looking for—ensuring the skills gained through programs such as Udacity’s lead to real-world opportunities and long-term career growth.



Accelerating Success with Randstad

In 2024, we deepened our partnership with Randstad, the world’s leading talent company, to amplify our collective impact on skills-first hiring. By combining Randstad’s expansive talent network and our own robust bench of professionals without four-year degrees, we expanded access to a broader pool of qualified, skilled candidates. At the same time, we streamlined the process for identifying skills-first candidates by pairing Randstad’s recruitment expertise with OneTen’s precision-matching capabilities—enhancing our ability to deliver measurable results faster and more efficiently for employers committed to embracing skills-first practices.





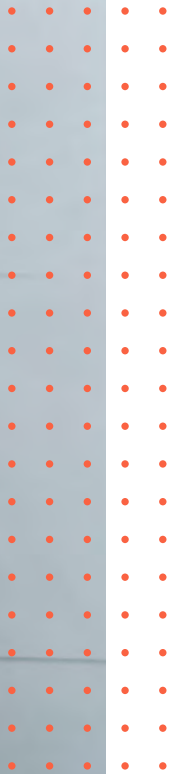
Looking Ahead

At OneTen, we believe lasting change happens when a bold vision meets practical solutions.

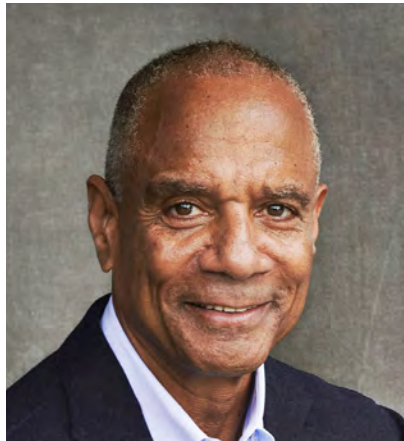
What we’ve achieved as a coalition so far has accelerated our readiness to deliver even greater impact. We’re helping companies transform how they source, hire and retain talent by scaling skills-first solutions that drive measurable results—and we’re prepared to do it with even greater precision and purpose.

That means staying closely attuned to the needs of both employers and talent, scaling what delivers results and adapting with agility as business, technology and workforce dynamics continue to shift. The future we envision is one where opportunity is defined by potential, not pedigree, and where every company can embed the skills-first practices proven to unlock opportunity, strengthen teams and fuel sustainable growth.

That future is within reach. And we’ll continue to build it—together.



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