

ANNUAL REPORT

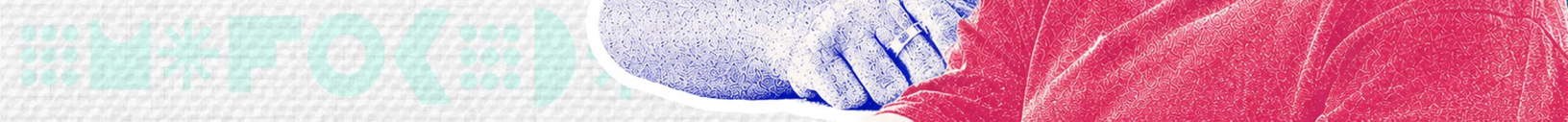
APRIL 2025 – MARCH 2026

GOYN CDMX



GLOBAL OPPORTUNITY
YOUTH NETWORK: CIUDAD DE MÉXICO
EL FUTURO ES JOVEN

 aspen institute





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MESSAGE FROM THE DIRECTOR

When we launched GOYN Mexico City in 2022, we did so with a deep conviction and a clear vision: that the economic inclusion of *opportunity youth* could no longer remain a fragmented effort, and that only

through collaborative work—between civil society, the private sector, government, and, above all, with young people at the center—would it be possible to shift the structural conditions that limit their rights, social mobility, and development.

This report corresponds to the initiative's fourth year of operation, which was planned as an initial 5-year phase. It is, therefore, an opportunity to look back at the journey we have traveled, with a perspective toward what lies ahead.

What four years ago was a hypothesis is today a consolidated collaborative network of more than 100 organizations from the public, private, social, and international sectors that have participated in the design and operation of the network's various initiatives. Furthermore, a Youth Advisory Group has been consolidated, evolving from a consultative space to become an actor with its own voice in public dialogue, succeeding in positioning *opportunity youth* as central subjects of the economic inclusion agenda in Mexico City.

Today, the Empresas con la Juventud initiative brings together a growing network of companies committed to inclusive hiring practices and decent work. The FIT model (Programa de Formación Integral para el Trabajo) has established itself as a proven pathway toward quality employment, and this year we have made decisive progress in piloting a Pay-for-Results methodology—in partnership with GIZ—which opens the door to evidence-based financing schemes. Our agreements with the Ministry of Labor and Employment Promotion (STyFE) and the Ministry of Education, Science, Technology, and Innovation (SECTEI in Mexico City) have translated into joint operational agendas.

Behind each of these advances lies an idea worth naming: economic inclusion is not solved through isolated programs, but by building ecosystems. This is the work we are doing and that we want to strengthen with the collaboration of the network.

Looking ahead, our main challenge for the 2026–2030 cycle is achieving meaningful scale. We aim to expand what has already proven effective — reaching more young people, more territories, and more sectors — rather than replicating for the sake of replication. This next phase will involve building our shared vision together during our fifth year, strengthening what has been designed so far, focusing efforts on what is most needed, and prioritizing what is most strategic.

We invite you to build this vision hand in hand with the GOYN Collaborative, guided by the strategic perspective of the Youth Advisory Group and the Steering Committee.

EMILIA RAMÍREZ VALENZUELA

DIRECTOR OF GOYN MEXICO CITY

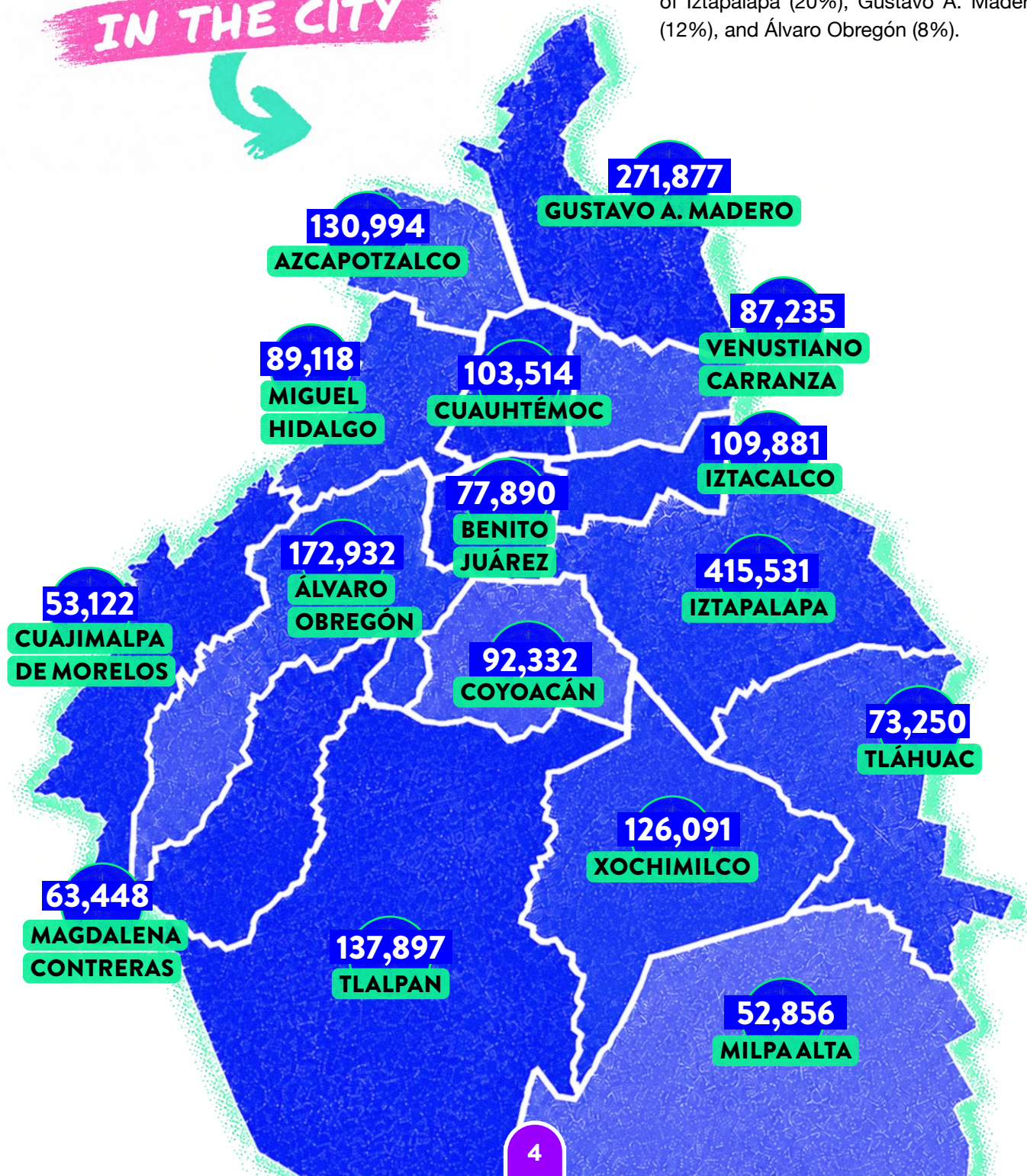


YOUNG PEOPLE

IN THE CITY

There are 9 million 350 thousand people living in Mexico City. Of these, **2.06 million** are young people between the ages of 15 and 29 (22% of the capital's population).

The largest percentage of young people is concentrated in the neighbourhoods of Iztapalapa (20%), Gustavo A. Madero (12%), and Álvaro Obregón (8%).





opportunity youth IN CDMX

At GOYN Mexico City, we use the term *opportunity youth* to refer to young people between the ages of 18 and 29 who, despite facing contexts of inequality, exclusion, and vulnerability, **are resilient, creative, and capable of transforming their life trajectories**. They are young people who, when given access to educational, social, and economic inclusion opportunities under decent conditions, contribute to the city's economic and social development and strengthen social mobility processes for their communities.



They are resilient, creative young people with the capacity to transform their life trajectories.

Beyond a statistical category, the concept of *opportunity youth* seeks to promote a narrative that recognizes young people as subjects of rights, with capabilities, aspirations, and the potential to actively participate in transforming their environments.

For the statistical analysis of this population, GOYN Mexico City considers **three major groups**:

- **Young people excluded from education, employment, and training.**
- **Young people working in precarious conditions.**
- **Young people studying under conditions of poverty.**

In Mexico City, approximately **800 thousand young people (39% of the city's total youth population)** find themselves in one of these situations. They are young people who are no longer studying or who face structural barriers to fully exercising their right to education and decent work.

Of these youth:

- **190 thousand young people (9%)** are in a condition of educational and employment exclusion.
- **426 thousand (21%)** work in precarious conditions.
- **184 thousand (9%)** study within contexts of poverty.

WHEN OPPORTUNITIES FALL SHORT

THE EDUCATION DEBT

Educational exclusion limits access to decent jobs with adequate income, job stability, and social protection, deepening cycles of inequality and reducing opportunities for social mobility.

In Mexico City, **more than half of all young people (52%, equivalent to 1.058 million individuals) are no longer attending school.**

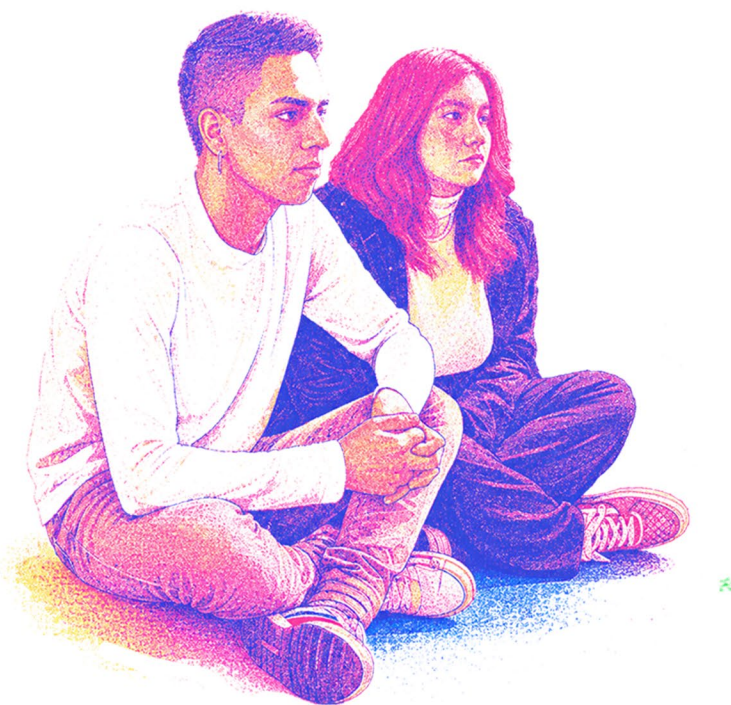


Of this group, 53% are men and 47% are women. Meanwhile, 48% of young people are still enrolled in school, with women representing a slightly larger share.

Educational disparities are also reflected in the levels of educational attainment. **Only 3 out of every 10 young people have completed higher education, while 4 out of every 10 have completed no more than upper high school education.**

This reality has direct consequences for employment opportunities. Young people who are unable to access or complete upper secondary or higher education face greater barriers to entering formal employment with decent working conditions.

According to the Apunta Report 2026, produced by CLAP and GOYN Mexico City, **97% of the job vacancies analyzed across the country's leading employment platforms required at least an upper secondary education.** In addition, 78% of vacancies offering sala-



ries above MXN \$13,000 per month required a university degree.

Educational exclusion not only limits access to employment; it also constrains young people's opportunities for personal development, autonomy, and well-being.

PRECARIOUS EMPLOYMENT

In Mexico City, 1.017 million young people are employed, representing nearly half of the city's youth population.

However, having a job does not guarantee decent working conditions or economic security.

A total of 796,000 young people who are employed work under precarious conditions. This means they earn insufficient incomes (below the value of two basic food baskets) and/or lack access to social security. More than half of these young people do not have a university degree and are no longer enrolled in school.

TOTAL:
426,603

M: 263,767
W: 162,836



OPPORTUNITY YOUTH in precarious jobs

Precarious employment takes many forms. **Nearly half of all employed young people (47%) work in unregistered businesses or under informal employment arrangements.**

The sectors employing the largest share of young people are commerce, professional, financial and corporate services, and restaurants and accommodation services.

In addition, **31% of employed young people do not have a written employment contract, and one in four works more than 48 hours per week**, exceeding the maximum working hours established by law.



NUMBER AND PERCENTAGE OF OPPORTUNITY YOUTH IN PRECARIOUS EMPLOYMENT, BY TYPE OF PRECARIOUSNESS

Employed EAP, with Sufficient
Income, No Social Security,
Income Below MXN 10,000 (Not
Enrolled in School)

M: 41,894 / W: 8,799
TOTAL: **50,693**

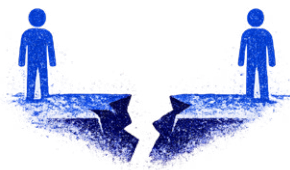
Employed EAP, Without
Sufficient Income and Without
Social Security

M: 151,517 / W: 92,692
TOTAL: **244,209**

Employed EAP, Without Sufficient
Income and With Social Security

M: 70,356 / W: 61,345
TOTAL: **131,701**

M: MEN **W: WOMEN** **SS: SOCIAL SECURITY**



These disparities are even more pronounced

among young people who are completely disconnected from both educational and employment opportunities.



In the city,

190,000
YOUNG PEOPLE

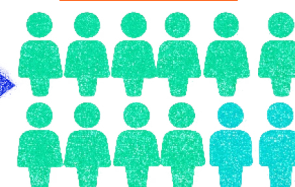
DON'T STUDY

DON'T WORK

HAVE A HIGH SCHOOL EDUCATION, AT MOST



Nearly 7 out of 10 are women

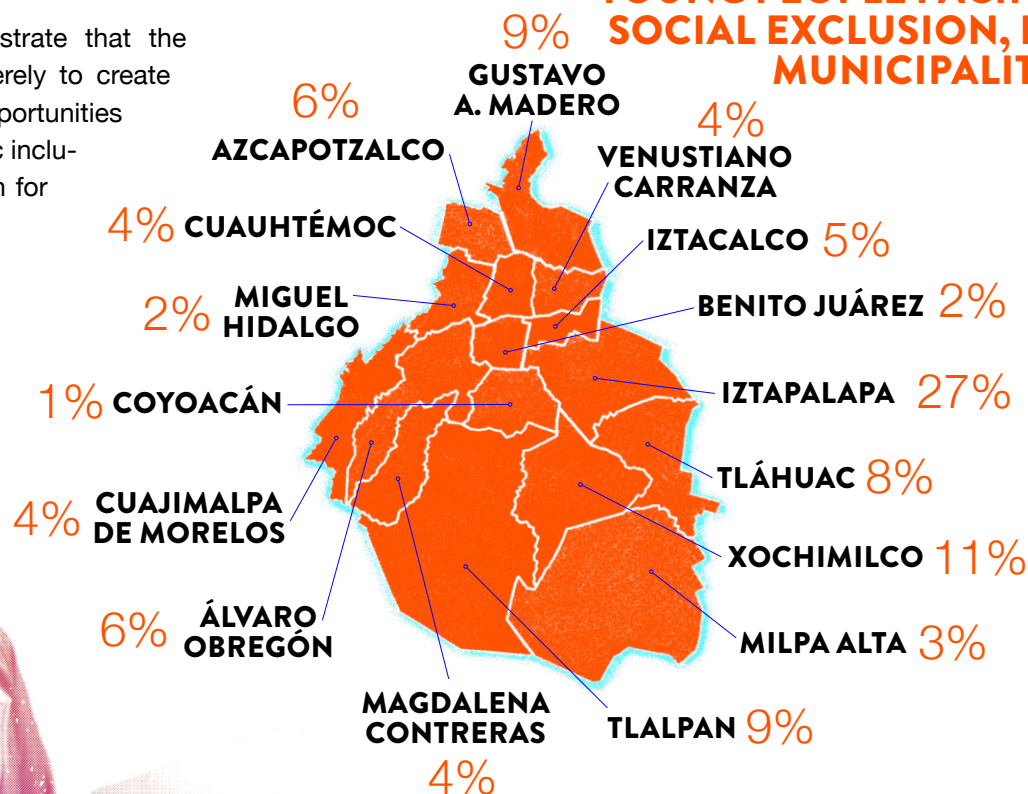


Within this group, approximately **120,000** young people perform unpaid domestic and care work, without financial compensation or labor protections. Eight out of every 10 people in this situation are women, reflecting the disproportionate impact that caregiving tasks have on educational and career paths.

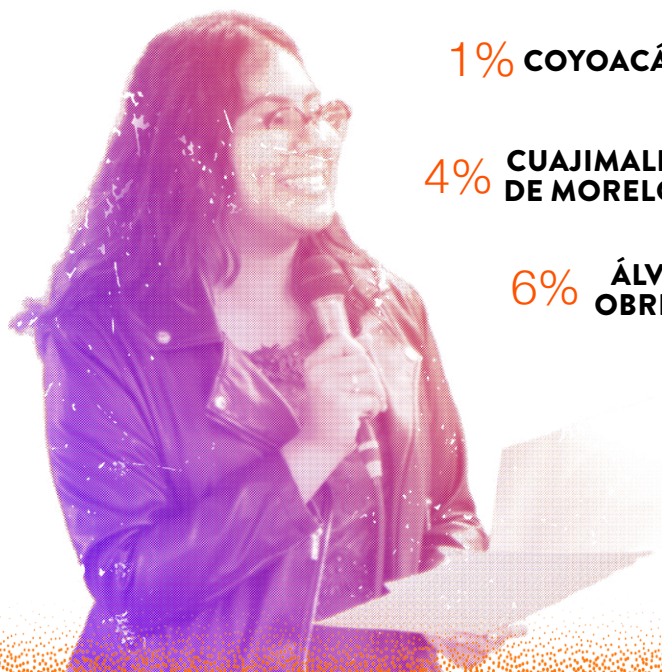


These conditions demonstrate that the main challenge is not merely to create jobs, but to promote opportunities for decent work, economic inclusion, and social protection for young people.

YOUNG PEOPLE FACING SOCIAL EXCLUSION, BY MUNICIPALITY.



TOTAL: 190,470



FROM PROBLEM TO SOLUTION

GOYN Mexico City is promoting a strategy for systemic change aimed at transforming the structural conditions that limit the economic inclusion of *opportunity youth*.



WHAT ARE WE UP AGAINST?

- Discrimination.
- Unpaid care work burden.
- Lack of workforce skills.
- Territorial disconnection.
- Lack of *opportunity youth* representation.
- Precarious employment.
- Poverty.
- Educational dropout and learning gaps.

WHAT AND WHO ARE WE PLAYING WITH?

- Collaboration and Systems Change Mindset.
- Government Openness to collaboration.
- A city with a growing economy.
- Youth leadership.
- A committed ecosystem.



WHERE DO WE WANT TO GO?

- Narrative that highlights the value of young people.
- Employers with inclusive practices.
- Investment in skills development.
- Young people with strengthened skills.
- Representation of *opportunity youth* in decision-making spaces.
- Coordination of ecosystem resources.
- Public policies that support *opportunity youth*.

+1,022,000

Opportunity youth reached by GOYN and its partners.

+336,000

Opportunity youth who received support through GOYN to improve their employability, skills, and attitudes toward work.

+132,900

Opportunity youth who improved their livelihoods through employment, entrepreneurship, or continued education.



+339

Youth Advisory Group (YAG) members who provide guidance on the development and implementation of GOYN's strategy (65% women).

+689

Civil society organizations, public sector institutions, and private sector organizations collaborating through GOYN to improve economic opportunities and well-being for opportunity youth.

+120

Organizations represented on GOYN's Multisector Advisory Committees and Steering Committees.

¹ Cumulative data on the global impact from 2019 to 2025..



GOYN^{IN} MEXICO CITY

Each year, GOYN Mexico City conducts a collective impact exercise in which organizations across the network voluntarily share information about the young people they serve. In 2025, 212 organizations participated in this exercise. The network's collective impact that year was:

32, 438

YOUNG PEOPLE

connected with information and resources to support their economic inclusion

62% women

37% men

1% non-binary people

5, 287

YOUNG PEOPLE

strengthened their skills and gained tools to support their economic inclusion

65% women

47% men

1% non-binary people

2,456

YOUNG PEOPLE

improved their livelihoods through employment, entrepreneurship, and/or continued education

57% women | 42% men

1% non-binary people

Of these young people:

- Approximately **8,500** used **GOYN platforms** (Jóvenes x el Emprendimiento, MAPI, KOMPAS Digital).
- Nearly **3,000** connected through **place-based initiatives**, including activities led by CLAP and the Youth Advisory Group.
- Approximately **700** young people participated in **workforce development programs**, including the FIT Model and the Jóvenes con Rumbo program in Mexico City

² AbierTTO / CELAMEX / Centro Juvenil Promoción Integral, A.C. /Círculo Circo Social /CLAP / FHADI / Gastromotiva México /Generation / Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, A.C. /INSADE /Junior Achievement México / International Youth Foundation (IYF México) / La Incubadora de Trabajo para Refugiados y Retornados /Prepa IN / SERAJ / Sin Fronteras IAP / Ticket For Change México / Vínculos y Redes / Visión Mundial México / Viwala / YouthBuild México

PATHWAYS TO ECONOMIC INCLUSION



Globally, GOYN advances pathways to economic inclusion for opportunity youth. In Mexico City, this work is primarily organized around three pathways: **education, employment, and entrepreneurship/self-employment.**

These pathways are designed to strengthen young people's capabilities, expand their access to decent work opportunities, and create the conditions for them to build better futures.



In 2025, GOYN Mexico City advanced this pathway through targeted public policy influence, working in close collaboration with the Secretaría de Educación, Ciencia, Tecnología e Innovación (SECTEI)³.

In early 2025, GOYN Mexico City signed an agreement with SECTEI to develop an actionable proposal for piloting a technical high school education in both terminal and dual-track formats through a non-school-based blended learning approach. The model was intentionally designed to prioritize employability and the right to decent work for young people and adults aged 18 and over, with the goal of adoption by SECTEI across Mexico City.

To support this effort, GOYN established a collaboration agreement with the Department of Educational Research (DIE) at the Center for Research and Advanced Studies of the National Polytechnic Institute (Cinvestav) to lead the development of the proposal. The DIE's work strategy was structured in two phases: an initial diagnostic assessment,

Expected Impact:

- Fewer disconnected young people.
- More young people completing high school education.
- Higher educational attainment among opportunity youth.



³ Ministry of Education

followed by the development of the proposal.

Both phases were carried out through a collaborative process, with regular working groups that brought together representatives from the Youth Advisory Group, GOYN Mexico City network organizations, and SECTEI—including the participation of Deputy Secretary of Education Dra. Etelvina Sandoval—as well as experts in upper secondary education, such as Dra. Sylvia Ortega Salazar, Ministry of Labor and Employment Promotion (STYFE), and representatives from public institutions, including the Mexico City Youth Institute and the Ministry of Labor and Employment Promotion.



During the diagnostic phase, the following documents were developed with contributions from the GOYN coordinating team, DIE, Acción Ciudadana Frente a la Pobreza, CLAP, and the consulting firm Lexia:

- Assessment of alternative high school education modalities in Mexico City, with a particular focus on workforce preparation.
- Assessment of the target population.
- Labor market assessment.
- Analysis of the role of high school education within the Mexico City General Development Plan (2025-2045).



The process resulted in the design of a proposed educational model for a pilot project. This model will enable the implementation and evaluation of both the program itself and the necessary preparatory steps before deciding whether to scale it as a public policy. The initiative targets young people in Mexico City who have not completed high school education. This work will continue next year in partnership with SECTEI.





Expected impact:

- More *opportunity youth* with access to decent work.
- More *opportunity youth* equipped with workforce skills.
- Lower turnover among *opportunity youth* in employment.

To improve the working conditions of *opportunity youth*, GOYN Mexico City advanced three complementary lines of work: **engaging private sector through Empresas con la Juventud**; collaborating with the STyFE⁴ to **promote young people's labor rights**; and partnering with civil society organizations to strengthen workforce **development programs that build employability skills**.

EMPRESAS CON LA JUVENTUD

Ciudad de México

Empresas con la Juventud recognizes and supports employers committed to the labor market inclusion of *opportunity youth* through decent work. In Mexico City, the initiative is led by GOYN Mexico City as the local chapter of the national movement **promoted by Alianza Jóvenes con Trabajo Digno**.

Through Empresas con la Juventud, **163 companies in Mexico City have committed to the labor market inclusion of opportunity youth and to transforming their hiring practices**. Over the past year, the initiative has strengthened its growth and deepened its impact across the three pillars of its employer engagement model:



⁴ Ministry of Labor



1

ELIMINATE DISCRIMINATION:

Promote equitable hiring practices for opportunity youth.



2

OPEN THE DOOR

Create employment opportunities for opportunity youth.



3

INVEST IN TRAINING

Invest in training programs aligned with job vacancies and employers' workforce needs.

The Boost Youth Talent Attraction through an Inclusive Employer Brand course, developed in partnership with Taravy, became the initiative's primary tool for helping companies identify and address bias in their recruitment processes while building an employer brand that values young talent. By the end of the reporting period, a cumulative total of 88 companies had completed the course.

During the reporting period, 11 companies reported significant changes to their hiring policies, including removing formal education requirements that have historically excluded *opportunity youth*; **establishing entry-level wages aligned with the living wage threshold; and explicitly including opportunity youth in their Diversity, Equity, and Inclusion (DEI) strategies.** CONFIETA, Inditex, and El Mexiquense Barbacoa de Horno were among the companies reporting these changes, demonstrating that this transformation is taking place in both large multinational corporations and smaller local employers.

This pillar **focuses on connecting opportunity youth with job openings and expanding access to recruitment processes.** During the reporting period, these efforts resulted in **50 job openings managed in partnership with 22 employer partners**, transforming their hiring practices, representing approximately 250 job openings for opportunity youth. Most of these vacancies were concentrated in the services, hospitality, and retail sectors, which together accounted for nearly 80% of the total. Companies such as Marco MKT, Inditex Group, Crepes & Waffles, La Comer, and Baleros Bisa were among the leading employer partners offering the greatest number of job opportunities during the year.

The third pillar **connects employer engagement with the Programa de Formación Integral para el Trabajo (FIT).** Companies not only hire *opportunity youth*—they also invest in their training to support quality employment pathways and reduce turnover. During Cohort 3, 28 employer partners participated in hiring program graduates, strengthening the link between training, job matching, and successful labor market integration.

This level of employer engagement completes the Empresas con la Juventud model: *opportunity youth* receive demand-driven training aligned with the needs of the productive sector and are hired directly by the companies that helped shape those workforce requirements.

SECTORAL WORK: HOSPITALITY

Hospitality is one of the most important sectors for the labor market inclusion of opportunity youth in Mexico City.

Its strong employment potential, accessibility for young people without a university degree, and clear pathways for economic mobility

make it a strategic gateway to decent work. Thanks to years of sustained engagement and strong partnerships with employers, this sector is the most advanced within the FIT model.

During 2025, sector engagement was organized through **two specialized working groups**. **World Vision Mexico led the hotel subgroup**, facilitating a participatory assessment of the sector ecosystem, **three capacity-building workshops** focused on adaptive leadership, cross-sector collaboration, and innovation in workforce development, as well as the development of a sector roadmap. This work was carried out in partnership with hotel groups including Marriott Reforma, Hyatt Regency, Grupo Hotelero Santa Fe, Grupo Diestra, and Grupo Presidente.

Gastromotiva led the restaurant and subgroup, convening **five capacity-building sessions** that explored the structure of the industry, occupational profiles, the gap between the industry's romanticized image and the precarious realities workers face. As part of its strategic engagement efforts, the subgroup also initiated dialogue with **CANIRAC (National Chamber of the Restaurant Industry)**.





LABOR RIGHTS ADVOCACY WORK

Building on the **collaboration agreement signed with the Mexico City Ministry of Labor and Employment Promotion (STyFE)**, GOYN Mexico City and the Ministry jointly developed a six-month work plan. The plan includes clearly defined activities and performance indicators, providing a solid operational framework for the partnership and enabling systematic monitoring of progress. The plan translated into a shared agenda aimed at strengthening the labor market inclusion of *opportunity youth* and promoting compliance with labor rights in the private sector.

One of the most significant areas of collaboration focused on engaging business associations. **GOYN Mexico City held ongoing working sessions with three of the city's leading business associations: the National Chamber of Commerce, Services and Tourism (CANACO), the Confederation of National Chambers of Commerce, Services and Tourism (CANACO SERVYTUR), and the National Chamber of the Apparel Industry (CANAIVE).** This created a strategic channel for bringing the *opportunity youth* agenda directly to member companies and expanding the reach of GOYN's engagement with the private sector.

This line of work gained additional institutional momentum following the signing of an agreement between STyFE and several business associations, through which the associations committed to ensuring that at least 1% of the workforce across their member companies would be made up of young people. Within this framework, GOYN Mexico City was appointed as the technical partner responsible for supporting the associations in meeting this commitment, further positioning the collaborative as a leading institutional partner for youth labor market inclusion in the city.

Collaboration with STyFE was further strengthened through active participation in advocacy and place-based dialogue spaces, including the *Mitos y realidades sobre la discriminación a jóvenes* working group and the Mesa Territorial del Corredor Metropolitano de la Ciudad de México por el Trabajo Digno. These forums connected the on-the-ground experience of GOYN network organizations with public policy development for the economic inclusion of young people in Mexico City.





SKILLS DEVELOPMENT FOR EMPLOYABILITY

COMPREHENSIVE WORKFORCE DEVELOPMENT (FIT)

FOR ITS ACRONYM IN SPANISH



With **1,052 opportunity youth** trained across three cohorts, FIT has become GOYN Mexico City's flagship strategy for connecting workforce development, decent work, and economic inclusion.

FIT integrates technical training, socio-emotional skills development, and strong labor market linkages into cohesive pathways tailored to the real needs of the productive sector. During the reporting period, cohorts were delivered across four sectors—**hospitality, restaurants, retail, and logistics and transportation**—by a network of organizations committed to a rights-based approach and high-quality workforce development: World Vision México, Gastromotiva, Generation México, Servicios a la Juventud (SERAJ), Fundación Humanista de Ayuda a Discapacitados (FHADI) and Centro Laboral México (CELAMEX).

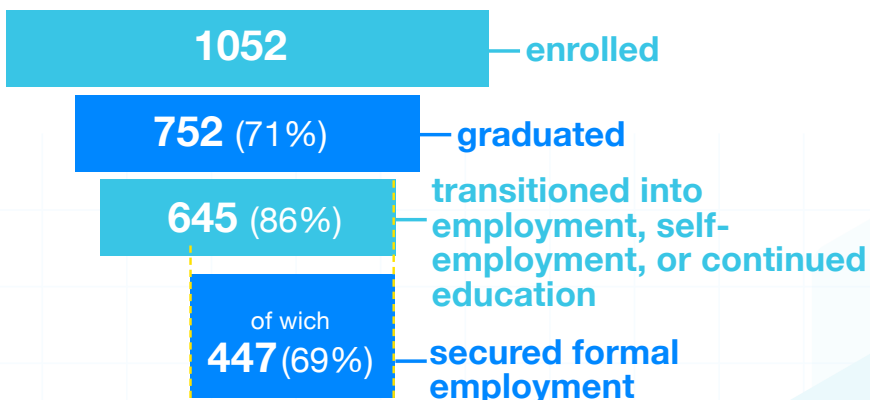
Cohort 3, concluded at the end of 2025, marked a turning point for the FIT model:

- **393 opportunity youth** enrolled in the program.
- **269** successfully completed the training.
- **220** transitioned into economic inclusion opportunities, including formal employment, self-employment, or educational continuity.

Of these

151 secured formal employment with decent working conditions

FIT Cumulative Results (2023–2025)





PAY-FOR-RESULTS PILOT (PFR)

In 2025, we implemented a Pay-for-Results (PFR) pilot within the FIT model, a strategic bet on transforming how workforce training is financed.

The premise is straightforward: rather than funding operations alone, the model finances verifiable employment and retention outcomes. This shift is designed to create incentives for implementing organizations to exceed labor market placement targets while encouraging greater private sector investment through a financing mechanism that maximizes the impact of available resources and promotes an evidence-based management culture.

The pilot was implemented with support from the **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ Mexico)** as the lead donor and with methodological guidance from **ProSociedad** as the technical advisor. **Six organizations implementing the FIT model participated in the pilot, reaching 294 eligible opportunity youth and mobilizing a total performance fund of MXN 900,000 to reward verified results.**

Performance was assessed against four key metrics: placement in formal employment; placement of young people from priority groups (women, young mothers, LGBTIQ+ individuals, *opportunity youth* with disabilities, and residents of peripheral areas); 90-day job retention; and 90-day reten-

tion among priority groups. The pilot also recognized the quality of organizations' implementation of the Monitoring System (SEMA).

Key lessons from the pilot underscored the need to streamline reporting processes so that organizations can focus on achieving results rather than producing documentation; create peer-learning spaces that enable civil society organizations to exchange and build on collective learning; strengthen monitoring, evaluation, and learning (MEL) capacities before the start of each implementation cycle; and design a more robust onboarding process for participating organizations.



KOMPAS D i g i t a l

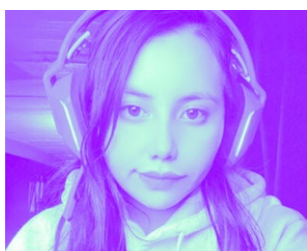
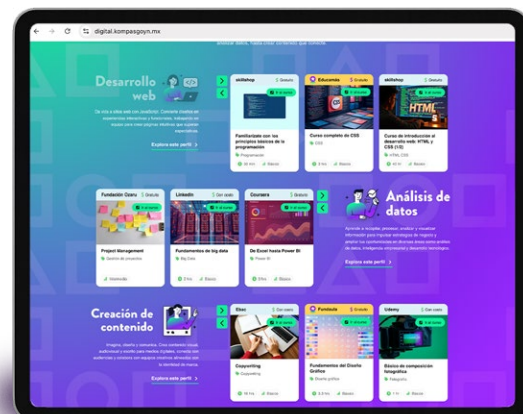
In 2025, GOYN Mexico City, in partnership with Accenture Mexico, launched KOMPAS Digital, a platform designed to strengthen young people's employability by supporting their learning journeys toward **three high-demand career pathways in the digital economy:**

- Web Development.
- Data Analytics.
- Content Creation.

Since its launch, the free platform has reached 306 registered young people.

KOMPAS Digital integrated 58 free courses from network partners into its learning offer, strengthening key competencies in artificial intelligence, entrepreneurship, digital skills, and socio-emotional skills, while expanding opportunities for learning and holistic development.

As part of the pilot-phase outreach strategy with strategic partners, **GOYN reached more than 100 young people through information sessions and engagement activities with educational institutions and civil society organizations**, including⁵ the Jóvenes Construyendo el Futuro program, Banamex, CONALEP Ecatepec II, Universidad Nacional Rosario Castellanos, Vínculos y Redes A.C., and Gastromotiva. GOYN Mexico City also launched a partnership with Fundación BBVA Mexico's Supérate Platform to incorporate educational catch-up opportunities into KOMPAS Digital.



“ I really liked the platform's design—it was colorful, highly visual, and easy to navigate. I also loved the way the courses were structured: practical, engaging, and highly effective.”

AMÉRICA PÉREZ

⁵ Federal program: Jóvenes Construyendo el Futuro

ENTREPRENEURSHIP & SELF-EMPLOYMENT PATHWAY



Expected Impact:

- **Opportunity youth with stronger financial capabilities.**
- **Opportunity youth with higher incomes.**

For GOYN Mexico City, it is essential to develop strategies that enable young people working in precarious conditions to strengthen their life prospects and achieve greater social mobility. In 2025, these efforts focused on designing and evaluating financial inclusion tools tailored to this population, while continuing to strengthen the **Jóvenes x el Emprendimiento** platform.



FINANCIAL EDUCATION

The **De la Informalidad a la Resiliencia Financiera** initiative, implemented in partnership with Ticket for Change, strengthens the financial inclusion of *opportunity youth* across the Mexico City Metropolitan Area. During the pilot phase, two focus groups were conducted, engaging 39 young people and 11 partner organizations, to inform the development of the

Financial Education Toolkit—a resource specifically designed for young people.

The toolkit combines personal reflection and self-awareness with practical tools tailored to the realities of young entrepreneurs and microbusiness owners. It includes resources such as the Profit Calculator, the Money Traffic Light, and the Sales Guide, all designed for immediate application and easy peer-to-peer knowledge sharing through accessible language. With the support of 10 peer mentors from the Youth Advisory Group (YAG), **121 young people completed the training, 80% of whom were women.**



- **96%** improved their understanding of budgeting and strengthened their financial planning skills for both their personal and professional lives.
- **82%** developed practical skills in sales, pricing and margin calculations, cost analysis, and sales pitch development.
- **60%** began tracking their income, expenses, and cash flow using digital tools.
- **85%** reported greater knowledge of the key considerations involved in applying for credit or loans.

By combining foundational financial education with a peer-learning approach, the pilot demonstrated meaningful improvements in participants' financial habits and laid the groundwork for greater financial resilience and long-term economic autonomy.



DIGNIFIED ENTREPRENEURSHIP

By integrating the Jóvenes x el Emprendimiento platform as a complementary resource within INSA-DE's Emprendo en Libertad program, which supports the social reintegration of young people in conflict with the law, GOYN directly reached 80 young people, strengthening their capacities for self-employment and entrepreneurship. The Jóvenes x el Emprendimiento platform currently has more than 8,100 registered users.

GOYN Mexico City also partnered with Bridge for Billions through the Conecta LATAM program, an alliance that enabled eight young people to graduate with structured business ventures in the consolidation stage, advancing their journey toward economic sustainability and social mobility. In parallel, we continued to strengthen the local entrepreneurship ecosystem through its partnership with Clap by co-organizing free community markets that provide *opportunity youth* with spaces to showcase and sell their products. These activities take place at Clap, a GOYN hub in Tacubaya.



ECOSYSTEM FOR CHANGE

Beyond the pathways to economic inclusion, GOYN Mexico City fosters cross-sector collaboration around initiatives that advance progress across all pathways.





Knowledge generation **enables a deeper understanding of the context and social dynamics that shape the lives of opportunity youth, transforming these insights into strategic action.** Through this work, GOYN Mexico City seeks to continuously strengthen the collaborative's strategies while providing relevant evidence to inform decision-making across the public and private sectors.

In 2025, with support from Lexia, GOYN Mexico City conducted a qualitative research study to better understand young people's pathways through their own perspectives. The study provided deeper insight into how *opportunity youth* in Mexico City and its Metropolitan Area think, feel, and navigate their daily lives, and how these experiences shape their views

on education, work—both formal and informal—and their future.

GOYN Mexico City also partnered with Corazón Capital to produce the report **¿Qué pasa con las juventudes y el trabajo?** The report combines statistical analysis of the situation of young people in Mexico City with an interpretive perspective on their experiences and aspirations related to education and work. It also examines the actions undertaken by the current city government to improve young people's opportunities and highlights promising practices implemented by governments in other cities around the world.



MONITORING, EVALUATION AND LEARNING

The **GOYN Mexico City MEL Committee** collaboratively designs and implements monitoring, evaluation, and learning processes to measure collective impact and drive the continuous improvement of GOYN's strategies and the broader ecosystem.

Over the past year, **47 individuals representing 14 civil society organizations, one government institution, and three donor organizations** participated in the Committee's activities.

As a result of this collective learning process, the Committee published two key resources: a guide to strengthen the engagement, training, and follow-up of opportunity youth pathways, and a Decalogue for Meaningful Monitoring and Evaluation, developed by and for *opportunity youth*.



The **MEL Committee** also advanced GOYN's **collective impact** measurement efforts, enabling the collaborative to monitor and assess its contribution across Mexico City Metropolitan Area and the Metropolitan Area as a network of organizations working with *opportunity youth*. In 2025, 21 organizations participated in this collective measurement effort.

Throughout 2025, we also continued collaborating with Zigla Consultores to strengthen SEMA by improving the data cycle across collection, management, analysis, and visualization. This work is supported by digital tools that provide end-to-end traceability of collective results while strengthening the MEL capacities of organizations across the GOYN Mexico City Collaborative.

For GOYN Mexico City, ensuring accountability for the actions and strategies implemented with and for *opportunity youth* remains a priority. Looking ahead to 2026, the Collaborative remains committed to strengthening the capacities of its member organizations and developing strategies to better track young people's pathways and measure long-term impact.



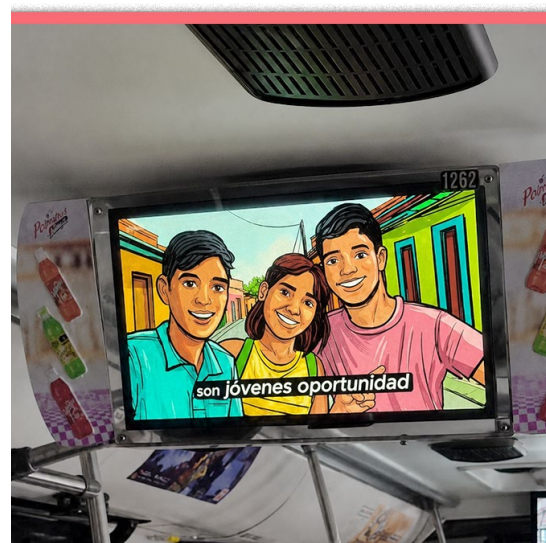
COMMUNICATION AND NARRATIVE CHANGE

From August 11 to 31, **an animated video about opportunity youth, produced by GOYN and the Alianza Jóvenes con Trabajo Digno initiative**, was featured on digital screens across four public transportation systems in the Mexico City Metropolitan Area: Metrobús and Reforma Avenue in Mexico City, as well as Mexibús and the State of Mexico Suburban Railway.

During the 20-day campaign, the video reached an estimated 27.6 million people, including the workers, students, and families who use these public transportation systems every day.



The campaign increased the visibility of the concept of **opportunity youth** and helped drive narrative change across the **Mexico City Metropolitan Area** by bringing the message into high-traffic public spaces. Reaching millions of people — including workers, students, and families — the video helped introduce and normalize the term in everyday public discourse.



FROM
2025
TO
2026



WE INCREASED OUR SOCIAL MEDIA IMPACT*:

- ▶ **3,181** new followers
- ▶ **680,451** views
- ▶ **14,039** engagements
- ▶ **17,275** profile visits

*Facebook, Instagram, X, LinkedIn, TikTok and YouTube



YOUTH LEADERSHIP AND AGENCY

Throughout 2025, **GOYN Mexico City's Youth Advisory Group (YAG)** actively participated in working groups and a range of advocacy spaces, contributing young people's perspectives to highlight their needs and promote greater opportunities for development. During the year, the YAG was further strengthened with the addition of seven new young leaders, increasing the group's participation, diversity, and territorial representation, and reinforcing its role as a key youth actor within GOYN Mexico City's collaborative processes.



During the reporting period, **the YAG played a leading role in discussions on the Mexico City Care System**, advocating for the recognition of young people not only as recipients of care but also as caregivers. In partnership with Oxfam Mexico and Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo, GOYN organized the Foro Voces Jóvenes en los Cuidados, where young participants co-created a Youth Agenda on Care and engaged in dialogue with the public institutions responsible for designing the city's Care System. The agenda was subsequently presented during the preliminary consultation forums organized by the Mexico City Congress.



The YAG also **participated in the public consultations for the 2025-2045 General Development Plan**, with a particularly significant contribution through the **Foro Jóvenes Oportunidad: Futuro de la Educación y el Trabajo Digno en la CDMX**, held in February 2026 in partnership with the Iztapalapa Public Care System and attended by the Municipality Mayor. The forum provided an opportunity to incorporate young people's perspectives into key policy discussions on education, decent work, self-employment, and intersectionality.



VOCES Y AGENTES



Finally, the **YAG leads the Voces y Agentes (VyA) strategy**, a model designed to strengthen the leadership and collective action of *opportunity youth* by positioning them as agents of change within their communities. The strategy responds to the need for sustained mechanisms for youth participation that connect policy advocacy with economic inclusion and decent work.

HELLO,
I'M MIXIE

I'm a cacomixtle, a species native to Mexico.

People often see me with suspicion, misunderstand me, or judge me before they get to know me.

Sound familiar?

Like many opportunity youth, I've faced stereotypes that don't reflect who I really am. In reality, I'm an excellent climber, a natural ally in controlling pests, and a remarkably resilient animal. Misinformation can put me at risk, but knowledge and empathy can help protect me.

That's why I'm the Youth Advisory Group's mascot: to remind us that when we listen, learn, and support one another, we create space for new opportunities and a more inclusive society.





CLAP. A GOYN HUB. A SPACE FOR COLLABORATION.

CLAP

Clap, a GOYN hub in Tacubaya, is a community space that brings together learning, well-being, and opportunities for adolescents and young people. It provides an accessible, safe, and dynamic environment where young people can build essential skills, strengthen their socio-emotional well-being, and advance toward stronger economic and employment pathways. At the same time, the hub fosters a sense of community, belonging, and supportive networks as key foundations for holistic development.

During its first nine months of operation, Clap welcomed more than 1,450 young people. The hub offers a diverse mix of intensive workforce development training, short creative workshops, events, mentoring, mental health activities, and access to resources tailored to young people's interests and needs.

Young people continue to use the hub as a trusted gathering place, enabling more sustained processes of skills development, exploration of interests, and connection to new opportunities. Through the Kiosko Laboral and individual coaching sessions, participants are connected to programs and opportunities offered across the GOYN Collaborative.

The hub has also **hosted 34 activities led by GOYN and more than 11 partner organizations, including Gastromotiva, Oxfam, SERAJ, World Vision, and Promotora Social México.** These initiatives featured workshops, training programs, community events, and other activities focused on care, financial inclusion, entrepreneurship, culture, and youth participation.

Today, Clap has established itself as a key convening space for the GOYN network, enabling collaboration among partner organizations and supporting the implementation of place-based initiatives in an accessible environment for young people.





PARTNERSHIPS

GOYN Mexico City, coordinated by YouthBuild Mexico as the anchor partner, collaborated with:

112 organizations
over the past year

► **54**
civil society
organizations

► **16**
public
institutions

► **32**
private
sector
companies

► **8**
donors

► **32**
international
organizations
supporting the
initiative

GOYN PARTNERS

- Abiertto
- Accenture México*
- Acción Ciudadana Frente a la Pobreza
- Adecco México*
- Alcaldía Álvaro Obregón
- Alcaldía Benito Juárez
- Alcaldía Coyoacán
- Alcaldía Iztapalapa
- Alcaldía Miguel Hidalgo
- Aldeas Infantiles SOS
- Alianza Jóvenes con Trabajo Digno
- Alternativas y Capacidades
- Arcos Dorados*
- Ashoka México
- Asociación de Hoteles de la CDMX
- Asociación Mexicana de Agencias de Promociones (AMAPRO)*
- AÚNA
- Badak*
- Bridge for Billions
- Causas que Somos
- Centro Comunitario Santa Fe
- Centro Juvenil Promoción Integral (CEJUV)
- Centro Laboral México (CELAMEX)
- Círculo Social
- Clap
- Confederación Mexicana de Organizaciones en favor de la Persona con Discapacidad Intelectual (CONFE)

- Confederación Patronal de la República Mexicana (COPARMEX)
- Consultora Social
- Corazón Capital
- Departamento de Investigaciones Educativas (DIE) del Centro de Investigación y de Estudios Avanzados del IPN (CINVESTAV)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Disruptivo TV
- EducaMÁS
- EIDOS Global
- Empresa Contigo
- Enseña por México
- Expertise France
- Fibra Educa
- Fomento Social Banamex
- Fondo Unido - United Way
- Fondo de Naciones Unidas para la Población (UNFPA)
- Fundación Conrad N. Hilton
- Fundación Coppel
- Fundación del Empresariado en México (FUNDEMEX)
- Fundación Forge
- Fundación Humanista de Ayuda a Discapacitados (FHADI)
- Fundación Idea
- Fundación Manpower Group
- Fundación Panamericana para el Desarrollo (PADF)
- Fundación ProEmpleo
- Fundación Santander
- Fundación Wadhvani

- Gastromotiva
- Generation México
- Impact Hub México
- Impulso MX
- Incubadora de Trabajo para Refugiados y Retornados (INTRARE)
- Iniciativa Ciudadana para la Promoción de la Cultura del Diálogo
- INDITEX*
- INROADS
- Interculturalidad, Salud y Derechos (INSADE)
- Instituto de Capacitación para el Trabajo CDMX (ICAT)
- Instituto de la Juventud de la Ciudad de México (INJUVE)
- Instituto Mexicano para la Competitividad (IMCO)
- International Rescue Committee (IRC)
- International Youth Foundation (IYF)
- Jóvenes Constructores de la Comunidad (JCC)
- Junior Achievement (JA)
- Kibernus
- Kolping México
- Lexia
- Museo Interactivo de Economía (MIDE)
- Nacional Monte de Piedad
- New Ventures
- NTT DATA*

- Organización Comunitaria por la Paz (OCUPA)
- Oxfam México
- Prepa IN
- Prison Art
- Programa de las Naciones Unidas para el Desarrollo (PNUD)
- Progressa Mx
- Promotora Social México
- ProSociedad
- QUOTANDA
- Reimaginando
- Reinsera un Mexicano
- Save the Children México
- Secretaría de Bienestar e Igualdad Social de la CDMX (SEBIEN)
- Secretaría de Educación, Ciencia,

- Tecnología e Innovación de la CDMX (SECTEI)
- Secretaría de Seguridad Ciudadana de la CDMX (SSC-CDMX)
- Secretaría de Trabajo y Fomento del Empleo de la CDMX (STyFE)
- Secretaria de Pueblos y Barrios Originarios y Comunidades Indígenas Residentes de la CDMX (SEPI)
- Secretaria del Desarrollo Económico de la CDMX (SEDECO)
- Secretaria de Turismo de la CDMX (SECTUR)
- Servicios a la Juventud (SERAJ)
- Sin Fronteras

- Sistema B
- Smile Pill
- Somos Manada
- Specialisterne
- Taravy
- TeenSmart
- The Climb Institute
- The Rebel School
- Ticket for Change
- Trickle Up México
- Trust for the Americas
- Universidad Rosario Castellanos
- Vínculos y Redes: Órale MX
- Visión Mundial México
- Viwala*
- ZIGLA Consultores

*Companies participating in the GOYN collaborative and affiliated with **Empresas con la Juventud**

EMPRESAS CON LA JUVENTUD

- Accenture México*
- ACCO Brands
- Adecco México*
- Adidas
- Al Paladar Gourmetería
- Alpura
- Alsea Foundation
- Asociación Mexicana de Agencias de Promociones (AMAPRO)*
- Amatibox
- Ambrosia Eventos
- Arcos Dorados*
- Asociación de Hoteles de la CDMX*
- ASOFOM
- Badak*
- Baleros Bisa
- Banamex
- BASF
- Bed, Bath & Beyond
- Bimbo
- Bodeguita del Medio
- BUHLER
- Cabo San Juan
- Cadena Carolo
- CANAIVE
- Canario Negro
- Casa de los abuelos
- Casa de Toño
- CEMEFI
- Chop Value
- Cinemex
- Cinépolis
- Citibanamex
- CMR
- Cobyssa
- Cocina Abierta Torre Reforma

- CONFE
- COPARMEX Nacional
- Coppel
- Corporativo Gastronómico Grupo Gula
- Corrosión y protección
- Courtyard Tereo Marriott
- Courtyard Vallejo Marriott
- Crepes & Waffles
- Cuidado con el Perro
- Day Store
- Decathlon
- Diebold Nixdorf
- Diri Móvil
- Docena (Polanco y Roma)
- DYM Gráficos
- Ejecutando Ideas
- El Cardenal
- El Huequito (General Prim)
- Estibivex
- Ferrer
- Forbis Mazars
- Fundemex
- FUNO
- Givaudan
- GNP
- Gran Hotel de la CDMX
- Green Grass
- Grupa Operadora 5Q
- Grupo AXO
- Grupo Central Hoteles
- Grupo Costeño
- Grupo El Califa
- Grupo Hotelero Santa Fe
- Grupo Inditex
- Grupo IUSA
- GRUPO MAP
- Grupo Mx

- Grupo MYT
- Grupo Posadas
- Grupo Presidente Intercontinental
- Grupo SEZA
- Grupo Son
- Heineken
- Herdez
- Hilton
- Homie Pizza
- Hotel Andaz
- Hotel Barceló Reforma
- Hotel Emporio
- Hotel Geneve
- Hotel Hilton Polanco
- Hotel Marquis
- Hotel Mondrian
- Hotel Sheraton María Isabel
- Hoteles Fiesta Americana
- HSBC
- Huerto Romita
- Hyatt Regency
- ICONN
- INDITEX*
- Innovasport
- IUSA
- JW Marriott Mexico City Polanco
- Kaltex
- Kidzania
- KOF
- KPMG
- Kroll
- La Comer
- La Pieza
- La Reina de la Brasa
- Le Meridien
- Little Cesar's
- Liverpool
- ManPower

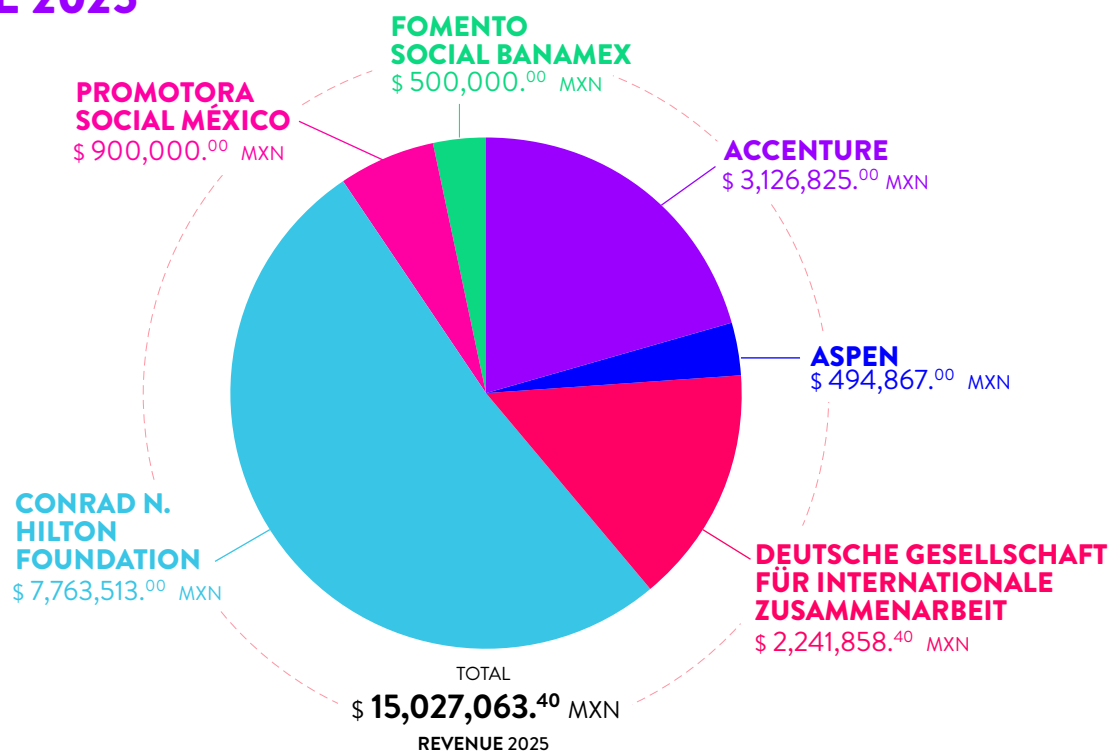
- MAPFRE
- Mar D Sal
- Marco MKT
- Marriot Reforma
- Mc Tree
- McDonald's
- Mercado Libre
- Michelin
- Naturgy
- Nestlé
- NTT DATA*
- Odette Panaderia
- Palacio de Hierro
- Pauta Creativa
- Pierre Fabre
- Pízza
- Prestadora de Servicios WSC
- Proyectos ValFer

- Prudential
- Pujol
- PWC
- Qualitas
- Rematech
- RES ENERGY SERVICES
- Sanborns
- Santos & Becker
- Sarape Social
- Schneider
- Servcomp de México
- SIGO
- SM Ediciones
- SMILEPILL
- Sodexo
- Soft Serve
- SoftServe México
- Soriana

- Telefónica
- Teleperformance
- The Ritz-Carlton Mexico City
- The St Regis
- The St. Regis Mexico City
- Tiendas 3B
- Tolka Estudio
- Trantor Technologies
- Tubrivalco
- TUUX
- Universa
- U-Storage
- VEMO
- Viwala*
- W México City
- Walmart
- Yo recomiendo

*Companies participating in the GOYN collaborative and affiliated with Empresas con la Juventud.

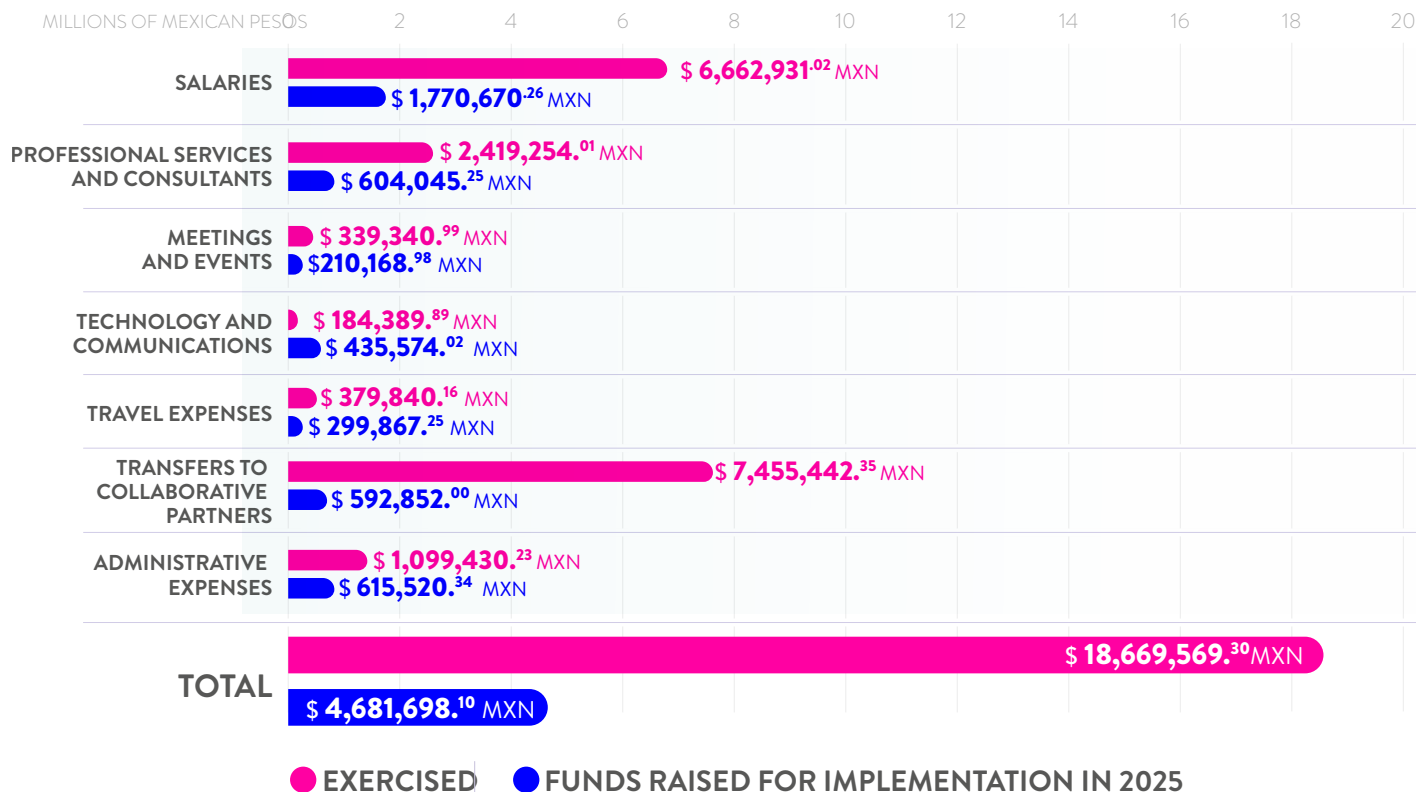
REVENUE 2025



+ \$8,324,204.00 MXN
FUNDS RAISED IN 2024 FOR
IMPLEMENTATION IN 2025

= \$23,351,267.40 MXN **TOTAL RESOURCES
FOR 2025**

EXPENDITURES 2025





ANNUAL REPORT

APRIL 2025 – MARCH 2026

GOYN CDMX

GLOBAL OPPORTUNITY
YOUTH NETWORK: CIUDAD DE MÉXICO

EL FUTURO ES JOVEN

 aspen institute

An initiative coordinated by YouthBuild México

YB YOUTH BUILD

MÉXICO

