BeChangeMaker

2026

# #BE CHANGE MAKER

## IMPACT REPORT

worldskills / hp Foundation / UNEVOC unesco



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# FOREWORDS

## WorldSkills International

Every year, 30 teams of young innovators from around the world join BeChangeMaker. What began in 2017 with just a handful of entries has grown into a global community of young social entrepreneurs. Since then, more than 350 teams and over 900 young people have taken part in either BeChangeMaker Global or BeChangeMaker Africa, each bringing a vision for a better world and the determination to act on it.

BeChangeMaker was created to help young entrepreneurs use their skills to improve their communities. It is a learning experience, an accelerator, and a supportive network where young people gain the tools and confidence to lead change and contribute to the United Nations Sustainable Development Goals (SDGs).

Some participants join the programme with early concepts; others bring in projects that are already in pilot phases. Irrespective of the stage, over weeks of training, mentoring, and progressive online pitches, we see them transform their ideas into meaningful, scalable solutions. Their talent and dedication are a reminder that young people are fully capable of tackling today's social and environmental challenges when they are given the opportunity and support.

The growth of BeChangeMaker is the result of many partners who share our belief in skills and in the potential of young people. We especially thank the HP Foundation, our inception partner, whose commitment has shaped the programme from day one. The HP LIFE platform offers relevant and up-to-date entrepreneurial courses, whilst the mentoring provided by HP employees is highly valued by participants and has become a hallmark of BeChangeMaker.

We are grateful to UNESCO-UNEVOC, whose collaboration has strengthened our connection with participants long after the programme ends. In April 2025, they facilitated the first-ever BeChangeMaker Youth Festival which brought together past participants for two days of learning, exchange, and inspiration. The festival marked the beginning of a vibrant Alumni Network that will continue to grow, connect, and support teams well into the future – and one day be fully led by alumni themselves.

BeChangeMaker would not have achieved this reach if it wasn't for our Members and activation partners – Yunus Environment Hub, UNIDO, PEN Worldwide, World YMCA – helping us disseminate the programme across their extensive and diverse networks. We are also thankful for all of the partners over the last 10 years who elevated the programme with their knowledge and expertise.

This impact study helps us understand what this global programme means to participants and we look forward to seeing how BeChangeMaker continues to grow and evolve.

*David Hoey*
*Chief Executive Officer*
*WorldSkills International*

# HP Foundation

At the HP Foundation, accelerating the future of work is central to everything we do. Every day, we work to ensure that young people, especially those who are disconnected, have access to technology, skills, and economic opportunities. Our goal is to empower them with the knowledge, resources, and confidence they need to succeed in a world that's constantly changing.

BeChangeMaker is a leading example of how we put this into action. Through this outstanding programme, we support HP's wider goal of accelerating the future of work for 150 million people by 2030. In partnership with WorldSkills, BeChangeMaker has equipped young social entrepreneurs with the confidence and skills to take their business ideas to the next level, creating meaningful impact.

At the heart of the programme's success is a strong support system that brings together coaching, mentorship, and a variety of tools and resources to help participants grow. Our HP LIFE training platform offers more than 30 free online courses in key areas like AI, cybersecurity, and digital business, giving people the practical skills they need to unlock new opportunities and thrive in today's digital world.

This partnership extends far beyond the programme's participants. HP employees who volunteer as mentors not only share valuable expertise but also build relationships with the young entrepreneurs they guide, creating a ripple effect that lasts well into the future.

Since its launch in 2017, BeChangeMaker has supported hundreds of aspiring social entrepreneurs worldwide. Each participant represents a story of lives changed, communities strengthened, and new pathways to innovation and economic inclusion, all made possible by our shared vision with WorldSkills.

We believe in creating opportunities for every young person to reach their fullest potential and contribute to a better world. We are proud of what we have accomplished so far, and we are even more excited for what the future holds as we continue this work, side by side with our dedicated partners, participants, and volunteers.

Thank you for joining us on this journey.

*Michele Malejki*
*Global Head of Social Impact, HP Inc.*
*Executive Director, HP Foundation*



# INTRODUCTION

**BeChangeMaker (BCM) is a global initiative driving social entrepreneurship among young people, empowering them to develop innovative solutions to pressing challenges through skills, mentoring and community support.**

Led by WorldSkills International (WSI) and the HP Foundation for the last 10 years, BCM promotes an inclusive approach to early-stage social entrepreneurship, breaking down barriers like fees, equity requirements, and prior experience. Whilst the programme is open to all, it often resonates most with young people in regions with limited resources and opportunities, where many are inspired to use their skills for social good.

This report celebrates the successes of the programme's 10 global cohorts, and three African cohorts, sharing powerful outcomes and stories from participants. The report also looks ahead, outlining a strengthened framework to measure and sustain the programme's social impact for years to come.

## METHODOLOGY

To assess the programme's impact, a comprehensive approach was used, combining quantitative and qualitative methods. Existing data from surveys and registration forms were reviewed and consolidated, whilst in-depth interviews with recent alumni, mentors, and programme leaders from both HP and WSI provided valuable insights into outcomes and effectiveness. Short-term outcomes were measured for the 2025 programme participants and mentors, as well as longer-term outcomes through alumni and former mentor surveys. Feedback from partner organizations offered additional perspectives on the programme's broader influence. Key performance metrics have been tracked across all participant cohorts since 2017, with any data gaps addressed through follow-up surveys and targeted interviews. Where data were not available, estimations were made based on the available data. All collected information was carefully analysed to identify meaningful trends and generate actionable insights to guide ongoing programme development. The primary goal was to capture not only numerical results but also the depth of change and potential social impact among young innovators.



"BeChangeMaker was a turning point in my personal growth. I developed confidence not just in speaking about sustainability, but in leading practical solutions within my community. Through mentorship and peer learning, I learned to navigate challenges, communicate impact clearly, and manage a project with measurable results. It was empowering to realise that I have both the vision and the capacity to create lasting change, and I carry those lessons with me every day."

**- Sarah Anupi Kutahi, Planet Plus, BCM Global 2024**



# EXECUTIVE SUMMARY

- BCM empowers aspiring social entrepreneurs from underserved communities worldwide through free training, customized coaching, expert mentorship, and access to more than 30 courses from HP LIFE, the HP Foundation's free business and digital skills training programme, removing barriers and connecting changemakers to critical resources.
- Since its launch in 2017, BCM has grown from a pilot in eight countries and regions into a global programme, receiving over 700 applications from 77 countries and regions in 2026. It strengthens impact through training, mentoring, global networking, and partnerships with WSI, the HP Foundation, UNESCO-UNEVOC, United Nations Industrial Development Organization (UNIDO), PEN Worldwide, World YMCA and Yunus Environment Hub, driving solutions aligned with the United Nation's SDGs.
- With 5,590 applications and 353 teams supported, BCM has developed 914 young social entrepreneurs, backed by 661 mentors, awarding EUR 69,000 in prizes. Its reach spans all continents, led by Africa, Asia, and the Americas.
- BCM projects address eight key areas, notably education, technology, climate, health, economic empowerment, equity, agriculture, and civic participation, reflecting a strong commitment to the SDGs – especially SDGs 2, 3, 4, 8, and 12 – whilst advancing regional priorities and promoting equitable innovation.
- The Theory of Change developed in 2025 provides a clear framework for evaluating BCM's impact, guiding the development of an impact measurement framework and a focused alumni survey that revealed significant benefits in personal and professional growth, competence, agency, connectedness, and entrepreneurship, and strong satisfaction reflected in a +56 Net Promoter Score (a metric based on how likely participants are to recommend the programme).
- The 2025 survey findings show the BCM programme is delivering strong short-term impact for programme participants and mentors, helping teams move from ideas to early execution whilst building practical entrepreneurial competence. Mentors also report increased confidence, professional growth and global awareness.
- The surveys of BCM mentors from 2018-2024 also revealed that mentoring delivers significant personal and professional benefits, broadens worldviews and encourages mindset shifts. Lasting impact is demonstrated by 7 in 10 mentors recommending BCM and all being committed to continued engagement.
- BCM promotes active alumni engagement through ongoing learning, mentorship, events, and storytelling, empowering teams to amplify BCM's visibility, encourage inclusive applications, and drive positive social change.
- BCM has empowered thousands of young innovators worldwide whilst continuously refining its impact measurement to ensure sustained and significant assessment aligned with its mission. The introduction of a new major partner, YMCA Europe, marks an exciting development in the programme.

# ABOUT BECHANGEMAKER

Founded in 2017 by WSI and the HP Foundation, BCM is a free, online programme designed to help aspiring social entrepreneurs, particularly those from underserved communities, transform their ideas into viable businesses. Built around HP LIFE's 30+ online business and digital skills courses, BCM combines comprehensive training with customized coaching, mentorship, and startup resources.

Each year, 30 standout teams are selected from a highly competitive pool to join an intensive three-month programme. Throughout this journey, teams refine their projects, develop their pitching skills, and receive tailored support. The top five teams showcase their final pitches at the annual WorldSkills Conference, where they also compete for prize funding, highlighting BCM's global scope and impact.

BCM is committed to delivering inclusive, high-quality training focused on social entrepreneurship, building a network of peers, mentors, and investors. It also promotes lifelong learning through continued access to HP LIFE courses, whilst advancing the SDGs in key areas such as education, health, and environmental sustainability.

Through these core elements, BCM ensures the next generation of global changemakers is equipped with the skills, resources and connections needed to create lasting, positive impact around the world.



"BeChangeMaker played a key role in accelerating my professional growth. What started as a small initiative with just three team members evolved, through the structure and mentorship of the programme, into a fully developed project with a team of twelve dedicated individuals. The experience helped me strengthen essential skills like project management, communication, and strategic planning. I learned how to scale an idea, build a strong team culture, and coordinate efforts across different functions."

**- Saif Eddine Iaalej, Zelij Invent, BCM Global 2019**

# Evolution of the BCM Programme

Since 2017, the programme has evolved from a small, niche initiative to a structured global effort supporting social entrepreneurship among young people.

## FIGURE 1: TIMELINE OF THE BECHANGEMAKER PROGRAMME

**2017**

9 APPLICATIONS FROM 8 COUNTRIES AND REGIONS

- Programme launched
- Initial focus on attracting TVET students to social entrepreneurship

**2018**

166 APPLICATIONS FROM 31 COUNTRIES AND REGIONS

- Began mapping team initiatives to SDGs
- Hosted first live pitch competition in Amsterdam

**2019**

270 APPLICATIONS FROM 38 COUNTRIES AND REGIONS

- Developed comprehensive team engagement strategies
- Held first live pitch competition integrated with WorldSkills Conference

**2020**

475 APPLICATIONS FROM 82 COUNTRIES AND REGIONS

- Introduced BCM Live platform for community engagement
- Launched BeChangeMaker Africa

**2021**

378 APPLICATIONS FROM 64 COUNTRIES AND REGIONS (IMPACTED BY PANDEMIC)

- Maintained two-mentor-per-team approach

**2022**

208 APPLICATIONS FROM 53 COUNTRIES AND REGIONS

- Introduced on-demand mentors
- Delivered more personalized acceleration content
- BCM winner invited to US-Africa Leaders Summit through USAID partnership

**2023**

572 APPLICATIONS FROM 81 COUNTRIES AND REGIONS

- Returned to global-only programme, strengthening global accessibility

**2024**

715 APPLICATIONS FROM 83 COUNTRIES AND REGIONS

- UNESCO-UNEVOC joined as strategic partner supporting teams and alumni

**2025**

1,124 APPLICATIONS FROM 117 COUNTRIES AND REGIONS

- Hosted first BCM Youth Festival alumni event facilitated by UNESCO-UNEVOC
- Developed Theory of Change and impact measurement framework

**2026**

700 APPLICATIONS FROM 77 COUNTRIES AND REGIONS

- YMCA Europe joined as strategic partner

# Partners of BCM

The success and global reach of BCM rely heavily on strong collaborations with a diverse network of partners. Organizations such as UNESCO-UNEVOC, alongside influential entities like the Yunus Environment Hub, UNIDO, PEN Worldwide, and World YMCA bring valuable expertise and resources to support BCM's mission.

## UNESCO-UNEVOC

UNESCO-UNEVOC is a global centre focused on Technical and Vocational Education and Training (TVET), with a network of around 250 members including ministries, training centres, research institutions, and universities. With a long-standing partnership with WSI, UNESCO-UNEVOC joined BCM to support youth empowerment and innovation, aligned with its 2022-2029 strategy emphasizing individual learners and evolving educational methods such as the role of AI.

As a strategic and technical partner, UNESCO-UNEVOC offers expert advice, mentorship, and global connections to BCM. Their involvement helps underrepresented youth develop entrepreneurial skills, showcase innovations, and access opportunities. They also assist in building BCM's alumni network and sustaining long-term engagement. This collaboration underscores UNESCO-UNEVOC's commitment to inclusive, skills-based development and empowering learners worldwide through practical innovation and global partnerships.

## AFRICAN UNION

The African Union (AU) is a continental body of 55 African member states, established in 2002 as the successor to the Organization of African Unity (OAU). Guided by its vision of an integrated, prosperous, and peaceful Africa, the AU promotes cooperation, economic growth, and youth empowerment across the continent. Between 2020 and 2022, the AU partnered with the BCM Africa programme to support youth entrepreneurship in Africa by engaging regional changemakers and promoting collaboration with local institutions.

Due to operational challenges and shifting organizational priorities, a strategic decision was made in 2023 to integrate the regional focus into the global BCM programme. This ensures continued engagement of African participants and builds on the foundation created through the AU collaboration.

## FOUNDERSCOPE

Founderscope is a venture building and growth partner supporting organisations and entrepreneurial initiatives through programme design, digital infrastructure, innovation, and growth expertise. With experience in startup acceleration and entrepreneurship programmes, Founderscope helps turn ideas and programme concepts into structured, scalable experiences for participants and partners.

As a long-standing delivery partner of BeChangeMaker, Founderscope supports the design, coordination, and technical infrastructure of the programme, helping connect teams, mentors, partners, and programme activities throughout the BCM journey. Its role combines programme development with digital tools and practical startup expertise, ensuring that participating teams have the structure, resources, and support needed to develop their ideas. Through this collaboration, Founderscope contributes to continuously improving the BCM experience and creating an environment in which young entrepreneurs can test ideas, build viable solutions, learn from experts, and turn their concepts into sustainable ventures with real-world impact.

## YUNUS ENVIRONMENT HUB

Yunus Environment Hub, founded on the social business principles of Prof. Muhammad Yunus, focuses on addressing environmental challenges through sustainable entrepreneurship. They share a commitment to supporting socially responsible and sustainable entrepreneurship by integrating circular economy principles and social business approaches into BCM's work with young changemakers. This ensures sustainable design and impact strategies are embedded early, enhancing the programme's potential for lasting environmental and social benefits.

Together, they aim to enhance the BCM experience by providing knowledge, resources, and global perspectives that encourage innovation grounded in sustainability and social impact.

## YMCA EUROPE

YMCA Europe is an umbrella organization that serves 37 national YMCAs across Europe, encompassing 3,200 local associations. This network engages approximately 18,500 staff members, more than 95,000 volunteers and reaches over 2 million beneficiaries.

As a new strategic partner in BCM, YMCA Europe brings valuable experience in youth development, community engagement, and social inclusion. Their work focuses on empowering young people and promoting fairness in society, aligning closely with BCM's mission. Through this collaboration, YMCA Europe will contribute to expanding opportunities for youth education and personal growth, reinforcing a shared commitment to social justice and significant impact across Europe.

UNIDO, PEN Worldwide, and World YMCA are designated Activation Partners, whose extensive global networks play a significant role in amplifying BCM's reach. Through these partnerships, BCM is supported through calls for applications across communities and featuring BCM within publications and reports. In return, these organizations gain opportunities to engage with the BCM community, including participating in the BCM Alumni Festival and other alumni activities, as well as being featured on the BCM Live Partner page and the BCM website.

# KEY OUTPUTS OF BCM

## BCM in numbers

Measuring impact is essential to understanding the value of BCM. The key findings below not only showcase the programme's global reach and influence in social innovation and youth empowerment but also provide meaningful evidence that these collective efforts are making a real difference.



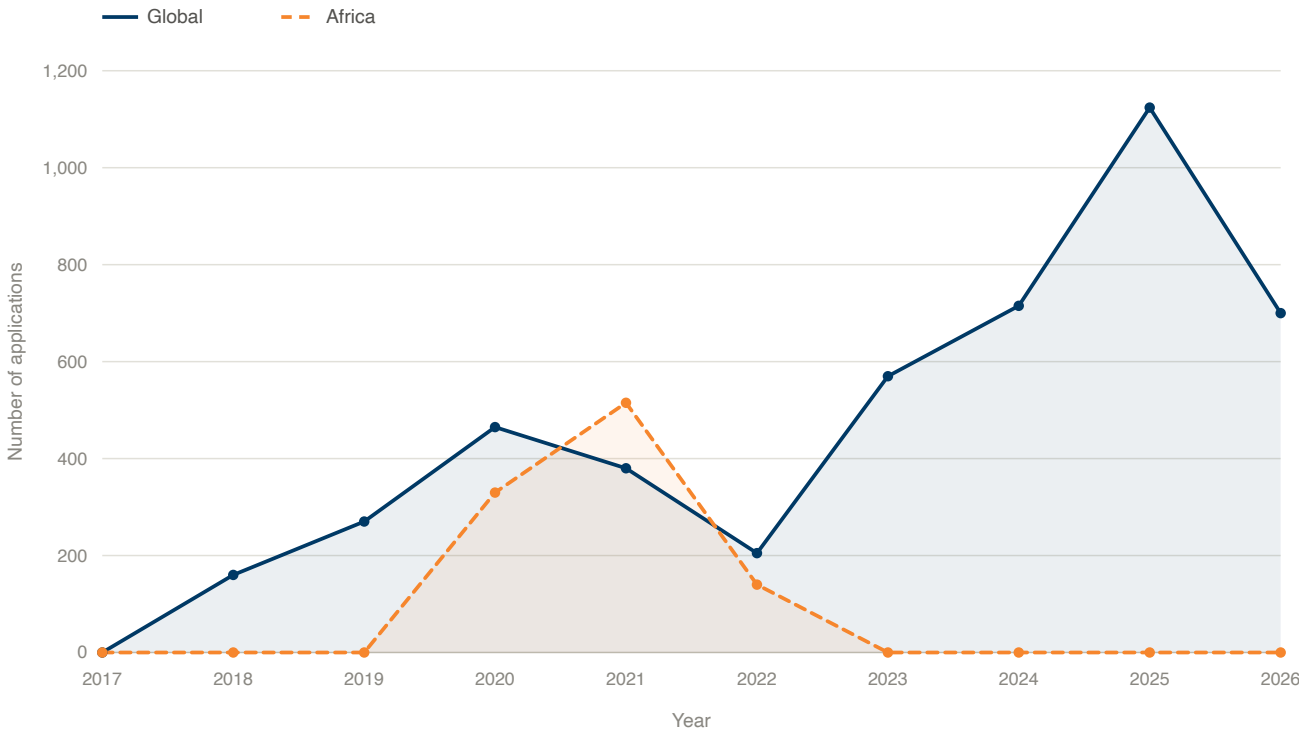



**Figure 2: Data demonstrating the impact of the BeChangeMaker programme**

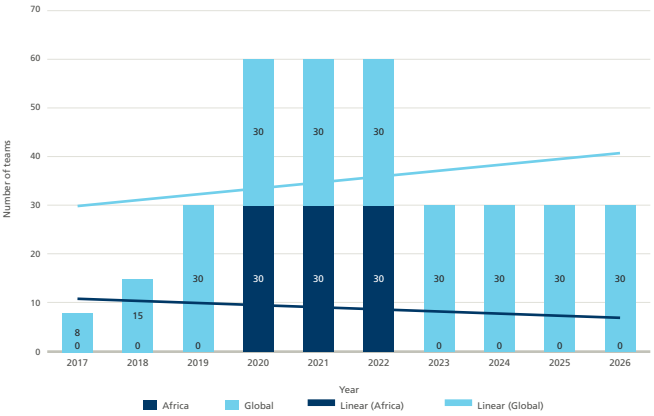
There has been broad engagement with the BCM programme, attracting 5,590 applications from aspiring changemakers, supporting 353 teams and 914 young participants, and involving 661 mentors. With nearly 1,800 hours dedicated to training and coaching, alongside substantial prize funding, the programme clearly demonstrates a strong commitment to promoting youth-driven social innovation.

**Figure 3: Number of applications per year**

There has been a growth in applications to the BCM programme since 2017, with Figure 3 showing a steady rise in global interest and participation to 2025. From 2021, applications from Africa were realigned to consolidate resources into the worldwide initiative and enhance the programme's overall global reach and impact. This has allowed the team to connect with a broader and more diverse audience, whilst promoting new partnerships. As a result, application numbers for the global BCM have increased significantly since 2022, reaching their highest levels by 2025 with over 1,100 applications from 117 countries and regions, and despite a small decline in 2026, showing continued strong international interest, with over 700 applications from 77 countries and regions.



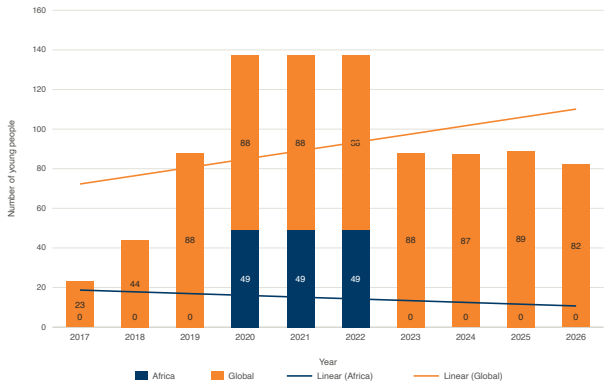
# BCM in numbers




## Figure 4: Number of participating teams, by year.

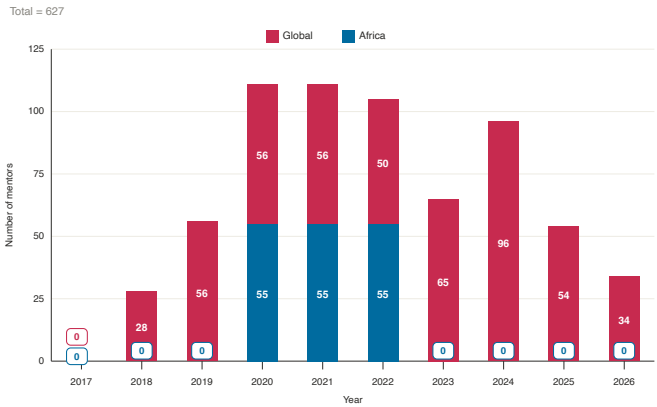
Measuring impact is essential to understanding the value of BCM. The key findings below not only showcase the programme's global reach and influence in social innovation and youth empowerment but also provide meaningful evidence that these collective efforts are making a real difference.

The number of teams participating in the BCM programme has experienced consistent global growth since 2017, with total team numbers increasing from 2019 (see Figure 4).



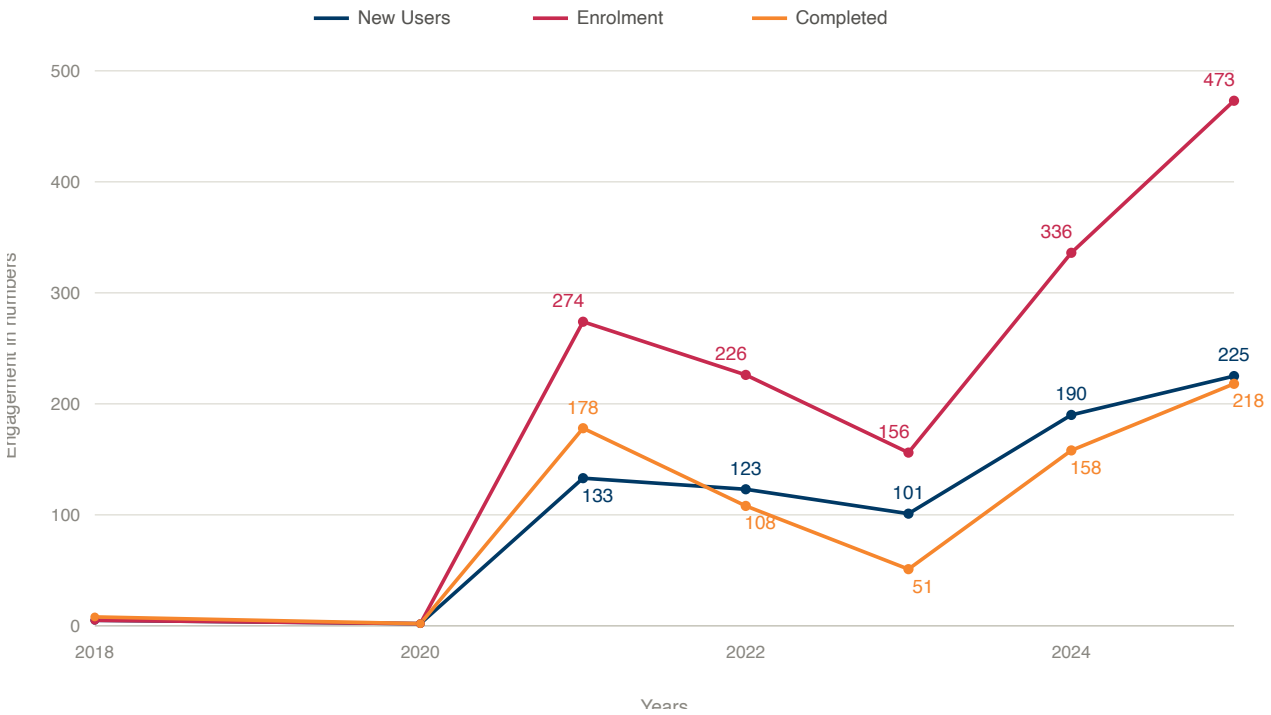

## Figure 5: Number of young people participating in BCM, by year.

The number of young people participating in the BCM programme globally and in Africa from 2017 to 2026 is shown in Figure 5. Global participation has increased steadily since 2017, and Africa saw a strong presence from 2020 to 2022.




## Figure 6: Number of HP mentors, by year

There has been significant growth in mentor participation from 2017, especially between 2020 and 2022 when Africa-based mentors made up a substantial portion. Although African mentor involvement decreased after 2022, overall global mentor numbers have remained strong (Figure 6).




## Figure 7: HP LIFE engagement through BCM

HP LIFE is a free business and digital skills training programme from the HP Foundation. It offers learners over 30 courses in eight languages and is available online, offline, and through the HP LIFE mobile app. Since 2018, the BCM programme has encouraged participants to complete selected HP LIFE courses to build relevant skills for their projects, and actively promotes the courses to teams, applicants, WorldSkills Members, and broader networks.

Although updated figures for 2026 are not yet available, as shown in Figure 7, engagement with HP LIFE courses through BCM has grown steadily since 2020, with especially marked increases from 2023. The number of new users, course enrolments, and completions have risen significantly since this time, reaching their highest levels in 2025 with 225 new users, 473 enrolments, and 218 completions. This clear upward trajectory in participation demonstrates both the strengthened integration of HP LIFE into BCM's learning journey and the programme's expanding global reach through active promotion and partnerships. The collaboration not only supports individual learning but also advances the HP Foundation's broader social impact goals by empowering learners with the skills they need for the future of work.

# Geographic reach and engagement

Team participation is summarized across continents, subregions, and top 10 countries and regions, highlighting the programme's geographic reach and engagement patterns. Figure 8 illustrates the distribution of BCM teams by continent.

Figure 9 shows the distribution of teams by continent in the global cohorts. African participation remains prominent, with Africa and Asia having the largest number of teams, followed by the Americas, Europe, and Oceania.

**Figure 8: Teams by continent (all cohorts)**

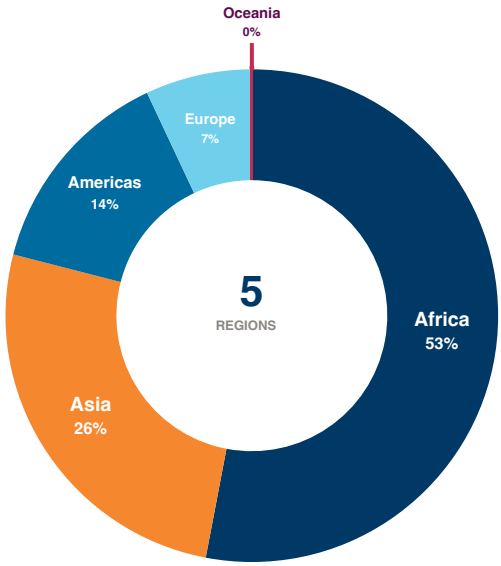
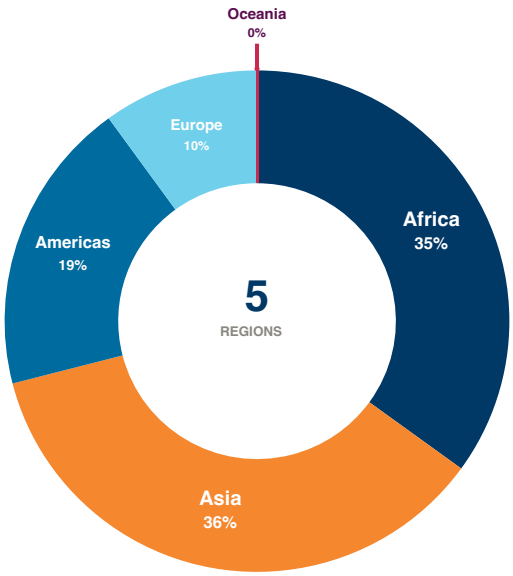



**Figure 9: Teams by continent (global cohorts)**



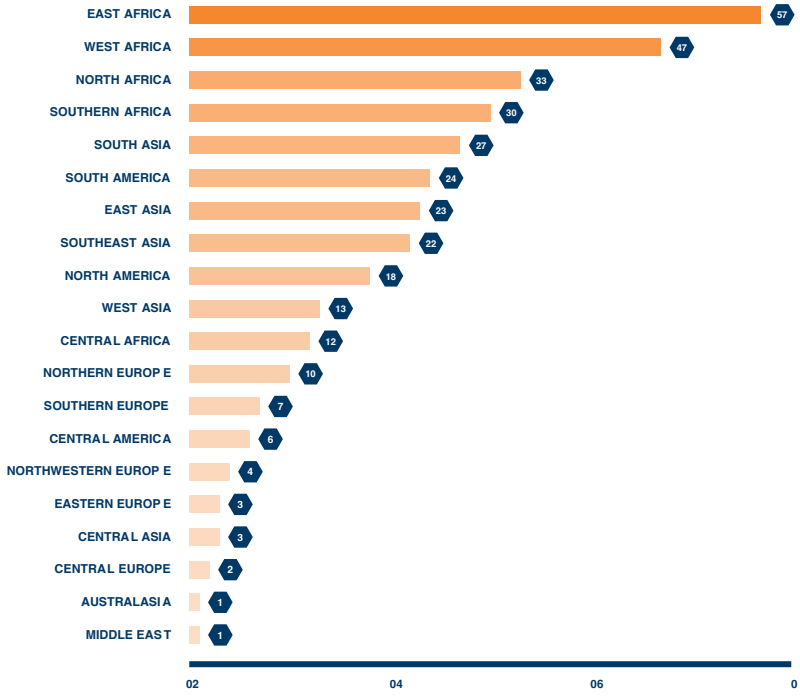






"I used to expend my vacation travelling to African countries, most times volunteering with sustainable development and education access projects but being so attached to a specific area limits my view of global issues and perspectives, for sure. The BeChangeMaker mentoring experience overcomes those limits and allows me to be open to global issues and approaches and perspectives from the teams we work with."

**- Marilyn Zorita, Partner Service Technical Manager, CS Iberia at HP, BCM mentor**

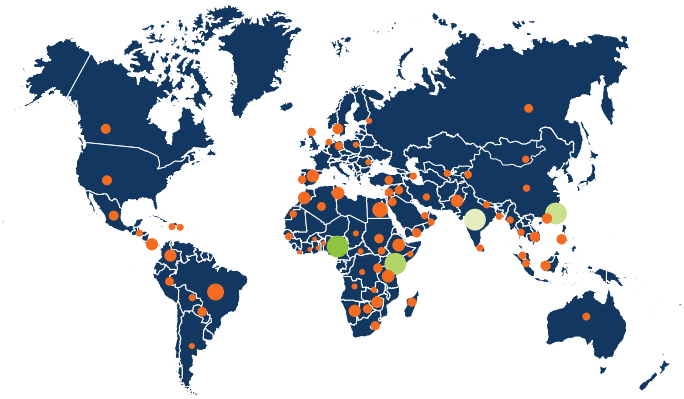


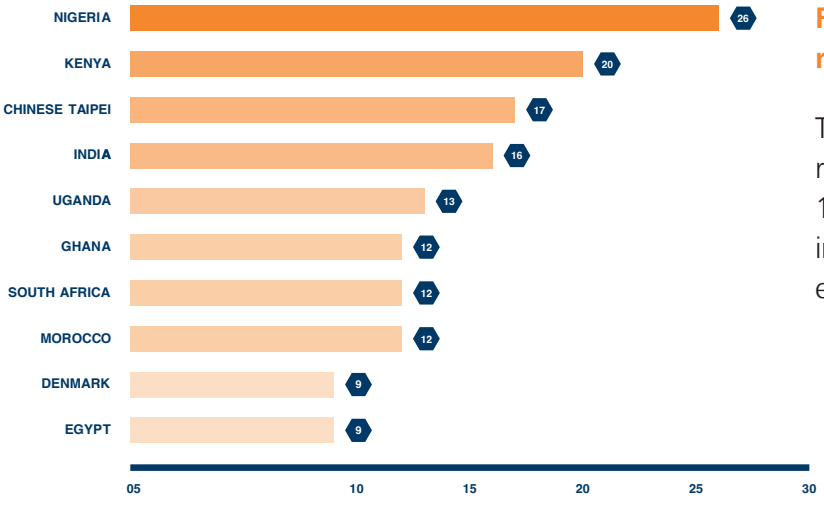

## Figure 10: Teams by subregion (all cohorts)

The distribution of BCM teams highlights 57 from East Africa and 47 from West Africa, alongside strong representation from South Asia, South America, and East Asia. This wide participation is underscored by the programme's inclusive reach across Latin America, Europe, the Middle East, and Central Asia, with teams coming from every major subregion worldwide (see FIGURE 10).

## Figure 11: Teams by country and region

The map further illustrates the global reach of the BCM programme, with participants represented across every continent, with particularly strong concentrations in West Africa (shown in green). The distribution highlights broad international engagement with the greatest participation.






## Figure 12: Teams by country and regions (all cohorts): top 10

The top ten represented countries and regions in the programme (see Figure 12) demonstrate the broad appeal and international resonance of BCM among emerging social entrepreneurs.

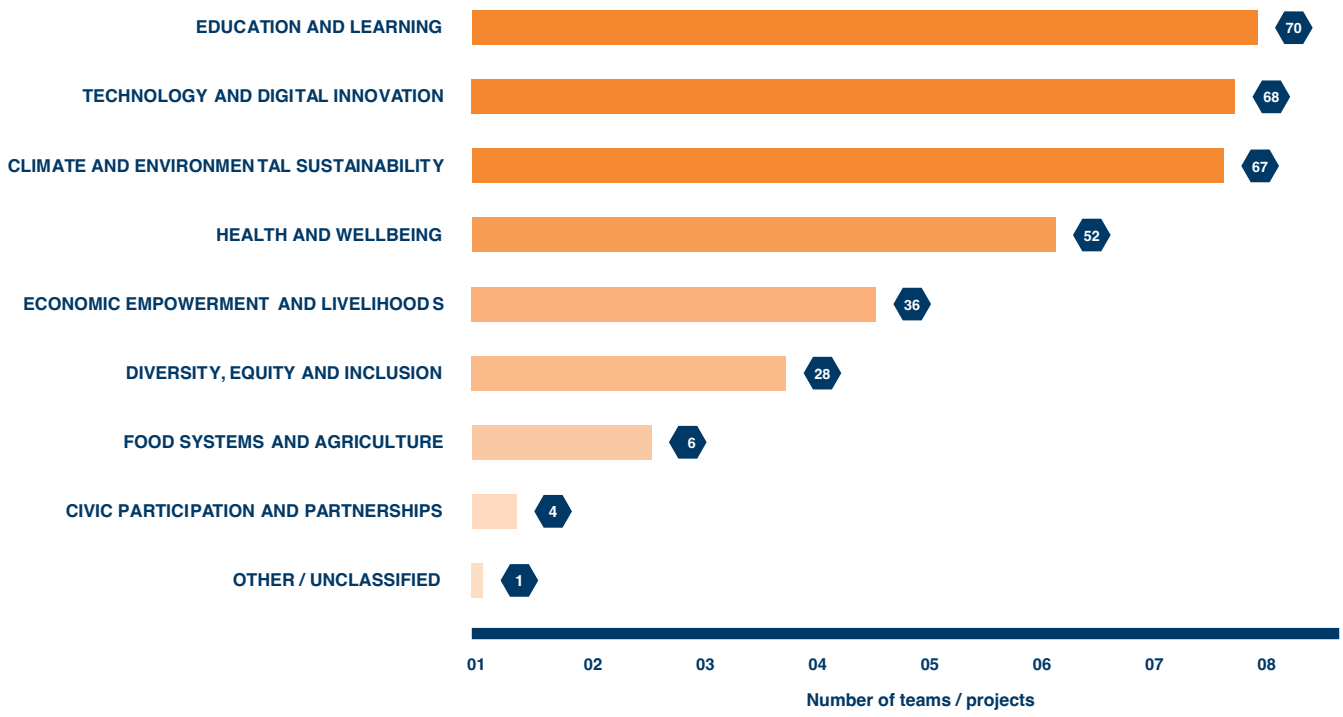
# Programme projects by common theme

## COMMON THEME

BCM projects span eight common themes: education and learning, technology and digital innovation, climate and environmental sustainability, health and wellbeing, economic empowerment and livelihoods, diversity, equity, and inclusion, food systems and agriculture, and civic participation and partnerships, demonstrating a strong commitment to advancing the SDGs through diverse, high-impact social innovation themes.

Figure 13 shows the BCM projects by theme, highlighting education and learning (70), technology and digital innovation (68), and climate and environmental sustainability (67) as the top themes.

### Figure 13: Projects by focus area (all cohorts)



## ALIGNMENT WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

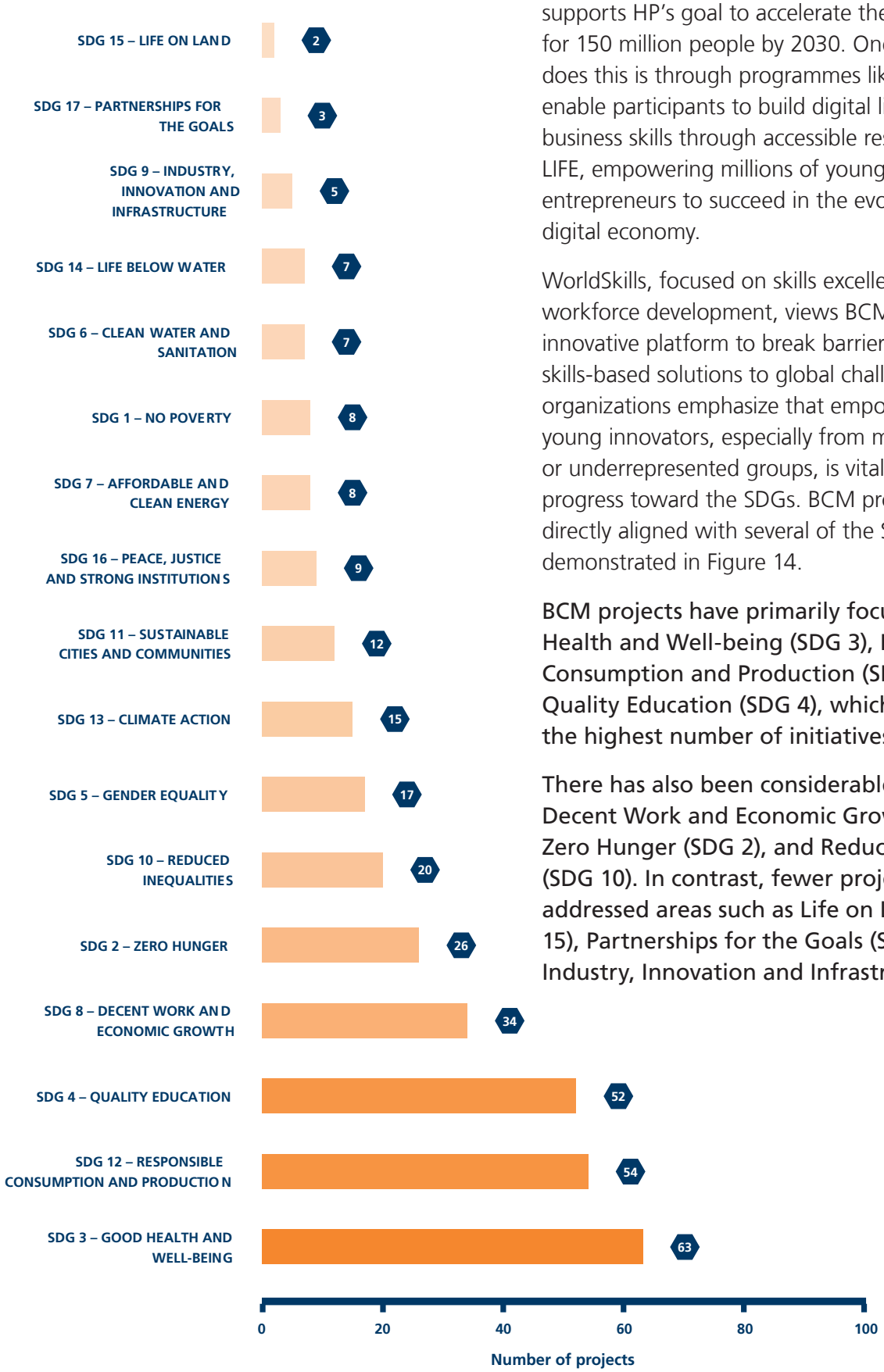
Advancing the SDGs is central to both the HP Foundation and WorldSkills. The HP Foundation supports HP's goal to accelerate the future of work for 150 million people by 2030. One of the ways it does this is through programmes like BCM which enable participants to build digital literacy and business skills through accessible resources like HP LIFE, empowering millions of young people and entrepreneurs to succeed in the evolving digital economy.

WorldSkills, focused on skills excellence and workforce development, views BCM as an innovative platform to break barriers and deliver skills-based solutions to global challenges. Both organizations emphasize that empowering young innovators, especially from marginalized or underrepresented groups, is vital for equitable progress toward the SDGs. BCM projects are directly aligned with several of the SDGs, as demonstrated in Figure 14.

BCM projects have primarily focused on Good Health and Well-being (SDG 3), Responsible Consumption and Production (SDG 12), and Quality Education (SDG 4), which account for the highest number of initiatives.

There has also been considerable emphasis on Decent Work and Economic Growth (SDG 8), Zero Hunger (SDG 2), and Reduced Inequalities (SDG 10). In contrast, fewer projects have addressed areas such as Life on Land (SDG 15), Partnerships for the Goals (SDG 17), and Industry, Innovation and Infrastructure (SDG 9).

**Figure 14: BCM projects by SDGs**





# Continental differences in theme

BCM projects reveal unique continental priorities and innovation trends around the world. In Africa, initiatives are centred on improving healthcare, education, digital access, and environmental sustainability, particularly for youth, women, and underserved communities. Increasingly, these projects are adopting digital solutions and focusing on issues like renewable energy, skills development, and food security.

Across Asia, projects address a wide variety of topics such as sustainable manufacturing, education access, and health literacy. Many teams incorporate digital and AI-driven innovations, with a special focus on inclusion, supporting disabled people, youth employment, and environmental sustainability through circular economy practices.

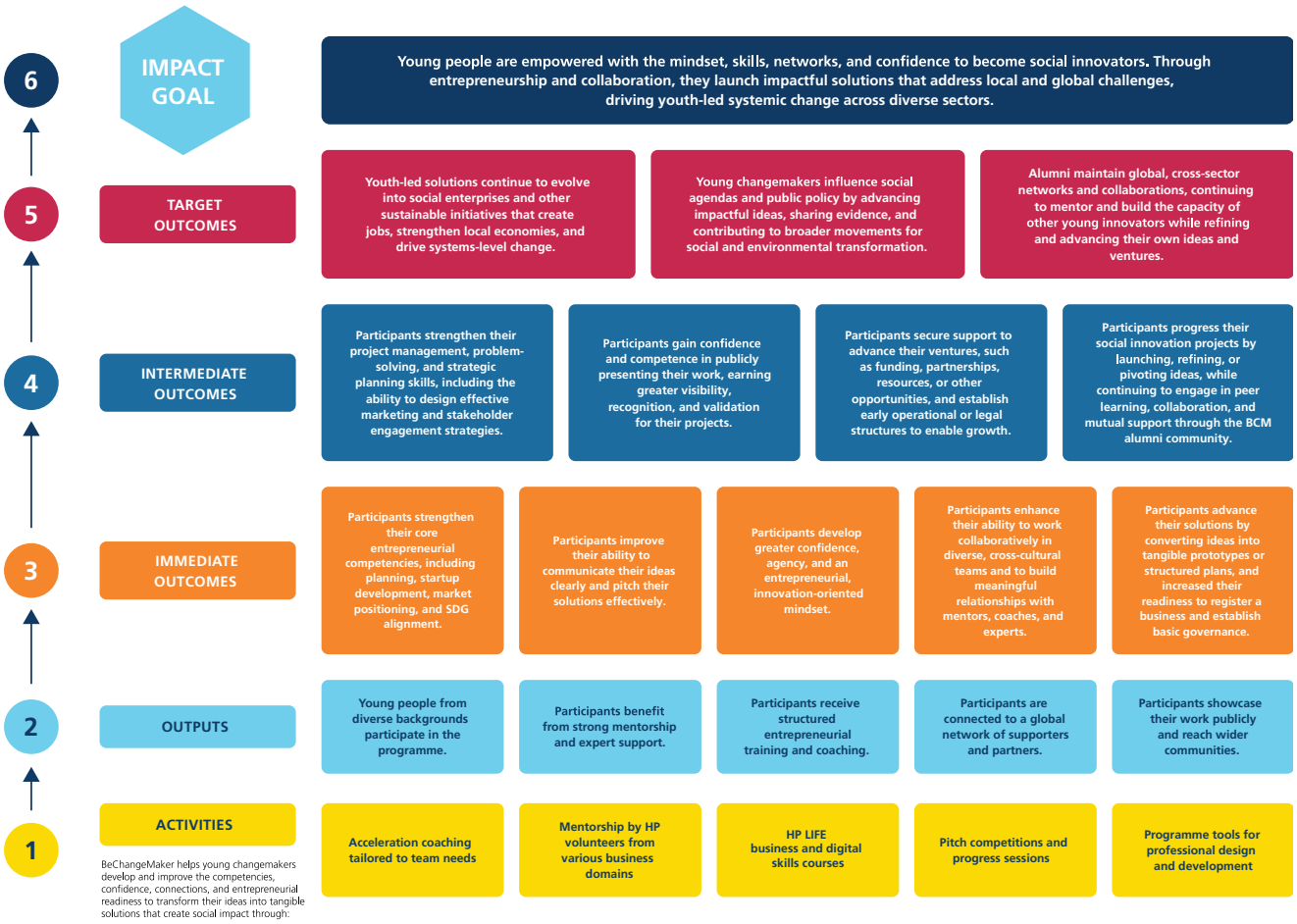
In Europe, BCM projects often target well-being, mental health, and inclusion for vulnerable groups, whilst youth empowerment, education, personal development, and environmental action dominate in the Americas. Digital platforms for education and mentoring are common in both regions, reflecting a commitment to the UN SDGs through solutions tailored to each region's needs.

# IMPACT OF BCM

## Theory of Change

The Theory of Change, developed in 2025, provided the foundation for the alumni survey by clarifying which outcomes were most important to measure; it guided the formulation of survey questions to ensure alignment with BCM's goals and will help the programme better collect and analyse impact data in the years ahead.

### Figure 15: Theory of Change



# Impact on programme participants

## 2025 PROGRAMME PARTICIPANT OUTCOMES

To complement the analysis of programme data from 2016-2024, additional surveys were conducted in 2025 with programme participants to gather insights into short-term outcomes of the BCM programme. Surveys were sent out using online tools.

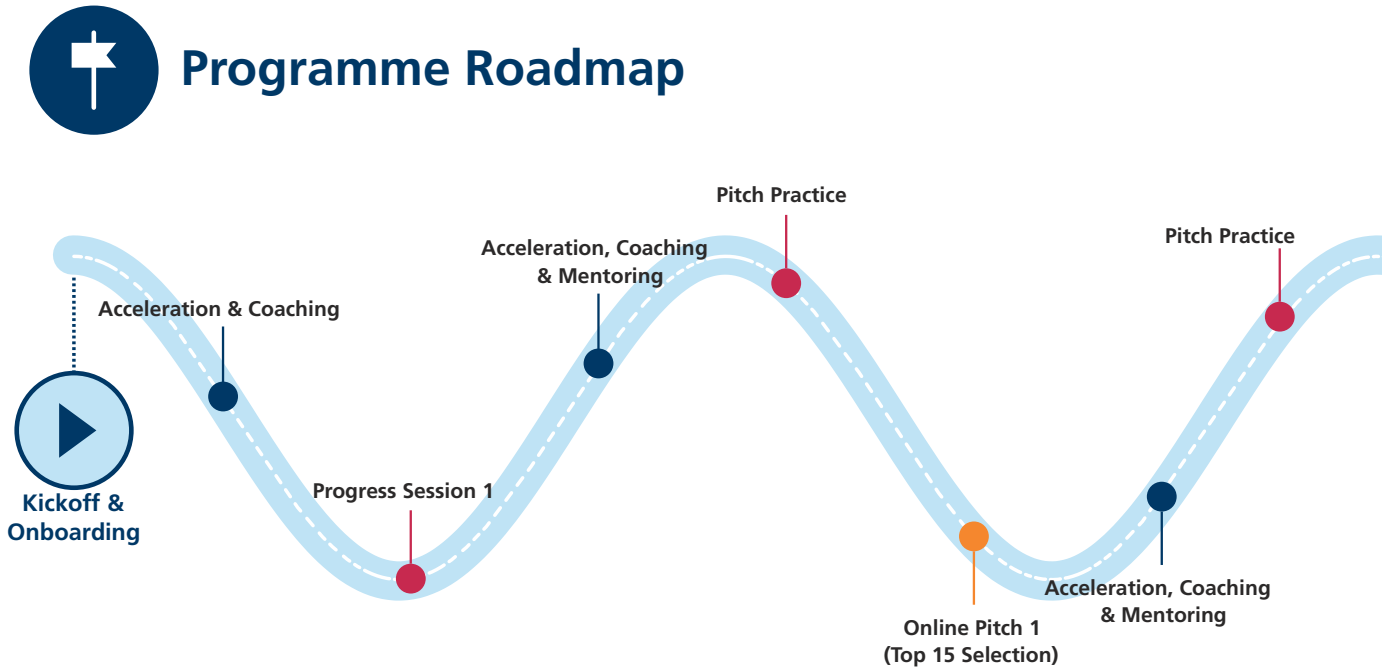
The BCM 2025 programme included 30 teams selected from over 1,100 applications across 117 countries and regions. Members from 27 of the 30 teams participated in surveys conducted at four points in the programme: at onboarding, at week 7-8, week 10, and week 20. The results draw on the responses of 76 team members. The survey results provide insights into team progress and short-term outcomes at the individual level.

## TEAM PROGRESS

The findings indicated that BCM effectively supports teams in turning ideas into actionable initiatives, with impact extending beyond just those that advance furthest.

- Half of teams progressed to a more advanced project stage, most commonly from early ideation to testing or early execution.
- Notable examples of progress include ADAPTIVA and Youth Re: Linked, who advanced from initial idea stages to actively testing their concepts.
- Even teams that did not move to a higher stage reported meaningful learning and development.

**Figure 16: BCM 2025 Programme Roadmap**

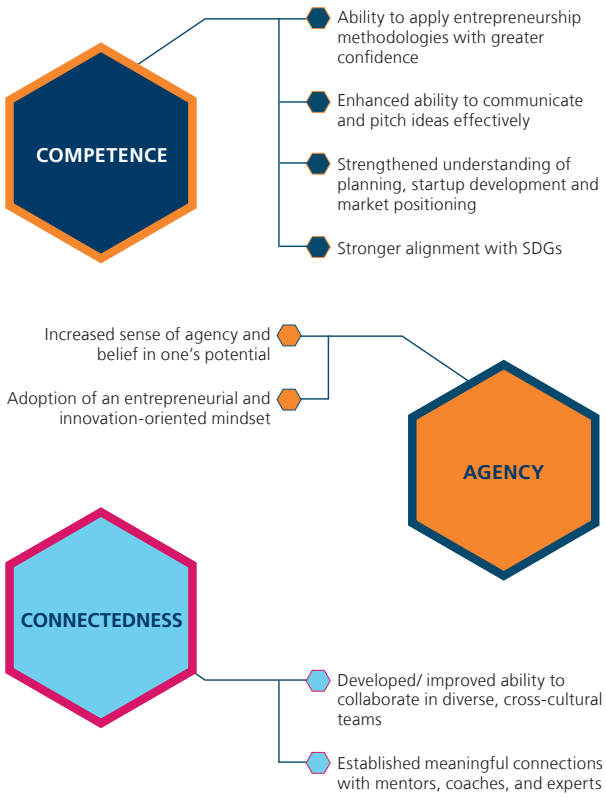


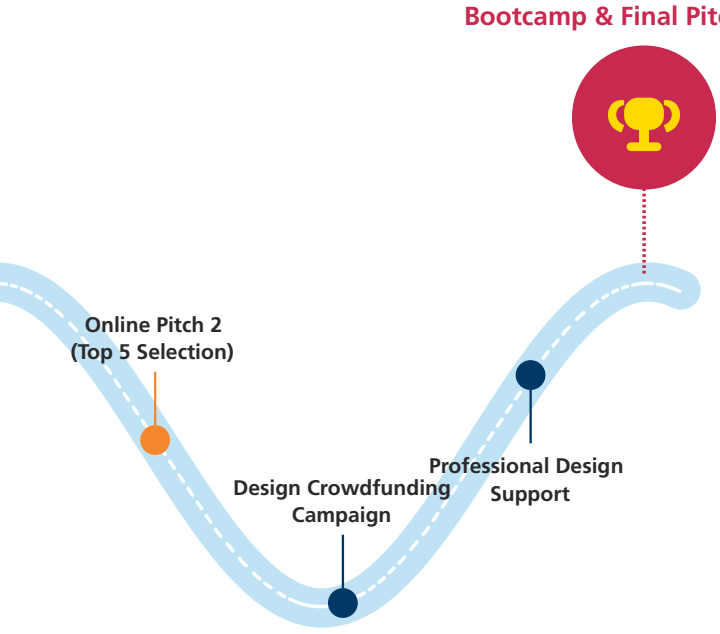
## INDIVIDUAL LEVEL BENEFITS

Across the pre-programme, in-programme 1 and in-programme 2 surveys, team members were invited to respond to questions tracking short-term individual outcomes across four key impact areas: competence, agency, connectedness, and entrepreneurship. Selected key findings are highlighted below.

The strongest improvements were seen in competence-related outcomes, including greater confidence in applying entrepreneurship methods, understanding of planning, startup development and market positioning and ability to align projects with the SDGs. These gains were most pronounced amongst participants with lower baseline confidence, highlighting BCM's effectiveness in closing skills and knowledge gaps.

### Figure 17: Short-term outcomes impact areas

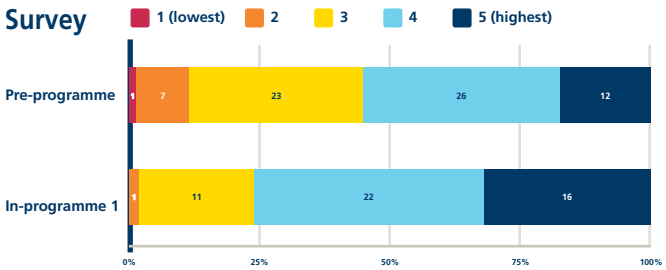


## COMPETENCE: CONFIDENCE IN APPLYING ENTREPRENEURSHIP METHODOLOGIES

The results show clear improvements in applying entrepreneurship methods, with those at or below level 3 halving by in-programme 1, over three quarters reaching level 4 or above, and the lowest scores (levels 1-2) dropping from 8 respondents to just 1.

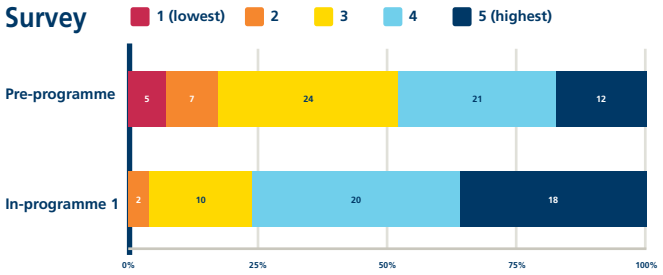
**Figure 18: Breakdown of responses in first 2 surveys. Question 1: How familiar and confident are you with applying entrepreneurship methods (eg. Lean Startup, Design Thinking)?**




## COMPETENCE: UNDERSTANDING OF STARTUP DEVELOPMENT AND MARKET POSITIONING

The findings indicate a clear improvement in understanding of startup planning, development, and market positioning, with the proportion of respondents at or below level 3 dropping from over half at the pre-programme stage to less than a quarter by in-programme 1, alongside a marked decline in the lowest levels.

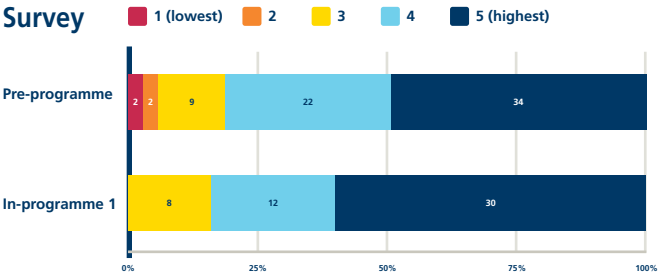
**Figure 19: Breakdown of responses in first 2 surveys. Question 3: How well do you understand the process of planning, development a startup, and positioning it in the market?**




## COMPETENCE: ALIGNING PROJECTS WITH SDGS

There was evidence of increased confidence in aligning projects with relevant SDGs, with the proportion at the highest level rising to 60% by in-programme 1, and all respondents reporting confidence at level 3 or above (see Figure 20).

**Figure 20: Breakdown of responses in first 2 surveys. Question 4: How confident are you in aligning your project with relevant Sustainable Development Goals (SDGs)?**

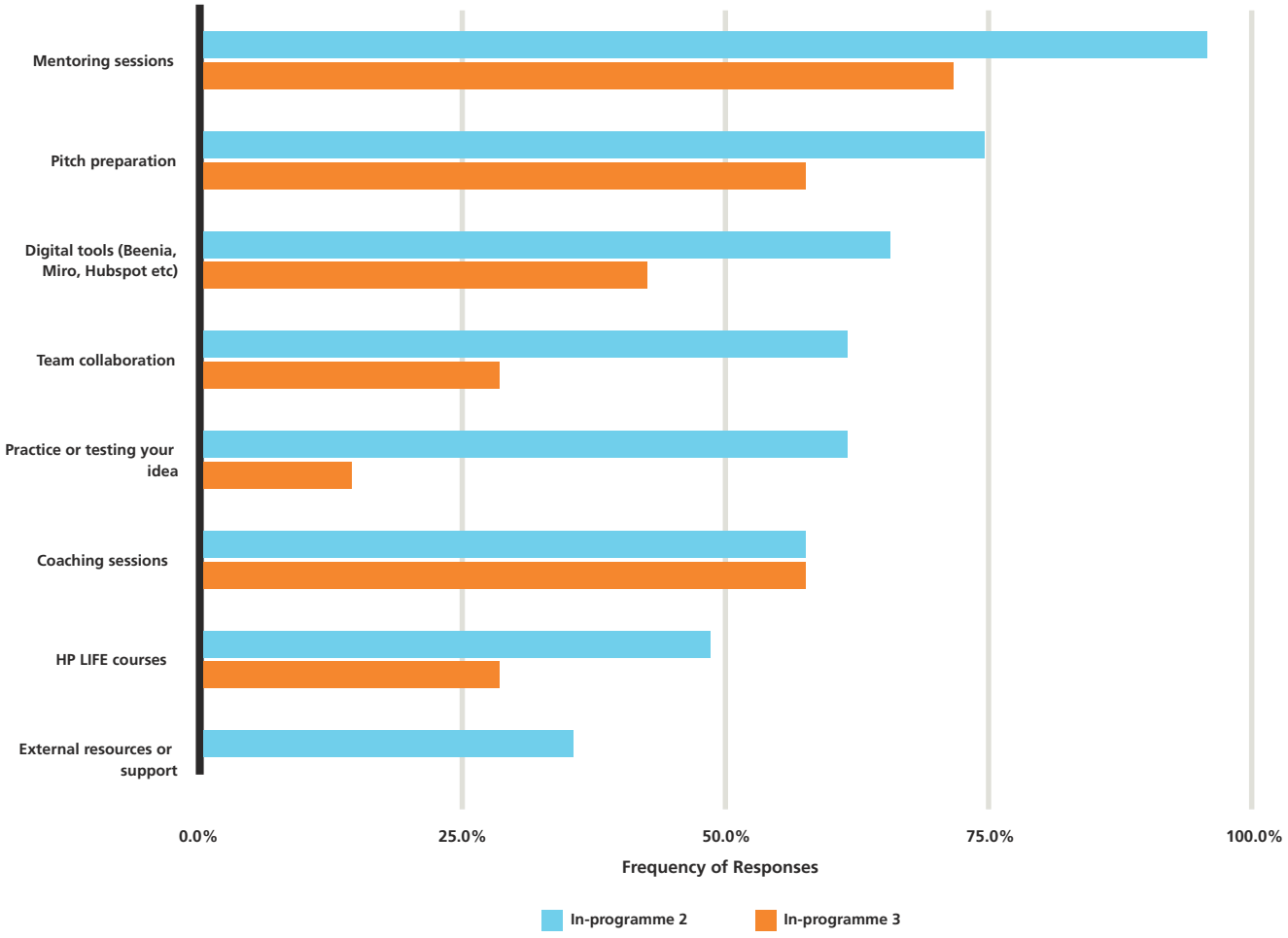


## MENTORSHIP AND COACHING

Mentorship and coaching consistently emerged as influential drivers of participant progress, supported by pitch practice, peer learning, and structured milestones. Participant feedback and high NPS highlight BCM as a high-quality, transformative experience.

BCM participants were asked what helped them most since the previous survey in both the in-programme 2 (answered by 23 people) and in-programme 3 surveys (answered by 7 people). Mentoring sessions were the most frequently selected option in both surveys, as shown in Figure 21 below.

### Figure 21: Most helpful aspects since previous survey




Twenty-two out of 23 participants found mentoring helpful in the 2-week period between in-programme 1 and in-programme 2 surveys. Five out of 7 respondents found it helpful in the 9-week period between the Online Pitch 2 and the Final Pitch.

## IMPLICATIONS AND FUTURE

The findings indicate that BCM is effectively achieving its short-term objectives whilst laying a strong foundation for longer-term social and economic impact. The programme is particularly strong at helping teams move from ideas to early execution and at building practical entrepreneurial competence. Continued investment in mentorship, sustained late-stage programme intensity, and more targeted support will further strengthen its ability to help young people turn ideas into sustainable, real-world solutions.

# TEAM HAPPY PADS

**From personal experience to global impact**



The idea behind Happy Pads began on a university campus in Ethiopia, where founder Kalkidan Tadesse witnessed a troubling reality. Some of her fellow female students, unable to afford menstrual hygiene products, were forced to tear pieces of mattresses to use during their periods. This, coupled with the irritation she and her sister, Wubit, experienced from using conventional products, sparked the seed of a values-led business idea.

The sisters began researching alternatives and were surprised to discover a complete lack of organic, chemical-free menstrual products in Ethiopia. Drawing on inspiration from countries like India and America and with Kalkidan's background in civil engineering and business management alongside a strong entrepreneurial spirit, they were ready to take action.

**Creating a sustainable solution**

Their mission was clear: to create an affordable, biodegradable sanitary product that was free from harmful chemicals and plastics. As Kalkidan explains, "We searched and found no comparable brand so there was a gap in the market. But we needed to work out firstly how to make this product and then turn our idea into a business."

The early prototypes were hand-crafted, tested by family and friends, and refined until they were satisfied with the results. Happy Pads were designed to be safe for both users and the environment, decomposing within six months after disposal.

These grassroots beginnings eventually led them to BeChangeMaker 2022, a turning point for the fledgling business. They applied with the hope of finding mentorship, learning how to structure a business, and shaping their idea into a viable model. They didn't imagine they might win.

**Winning BeChangeMaker 2022**

Out of hundreds of applicants and six finalists, Happy Pads earned first place at the BeChangeMaker 2022 final pitch. The recognition was not just a validation of their product but also a powerful boost to their confidence.

The programme connected them with a dedicated mentor from HP – Kathleen D'Angelo – who guided them through valuable business skills training. They also had the opportunity to have their pitch deck and logo redesigned. Kalkidan says, "We still use the pitch deck to engage investors and it's led to us raising significant income for Happy Pads."

Before joining the programme, Happy Pads was part of a network of young African leaders (YALI). Winning BCM provided the team with the unique opportunity to collaborate with both BCM and YALI, resulting in them delivering a speech to former American First Lady, Jill Biden. Shortly after, they were honoured with the UNIDO ITPO Italy Clean Tech Award for their contributions in this space.

**Launching in America**

In pursuit of scaling their business, Kalkidan moved to America after receiving a USD 120,000 investment from Techstars, and they were again selected for a prestigious accelerator that provided both investment and mentorship. This was followed by a USD 10,000 grant from the Boundless Future Foundation to further support their growth.

With growing momentum, Happy Pads officially launched in the United States of America in December 2024. After sourcing a suitable manufacturer in China aligned with their sustainability standards, they received their first shipment of 6,000 units in February 2025. Currently, the products are also available for purchase online.

**Committed to a social mission**

Despite these impressive achievements, the journey is far from over. The team's challenge now lies in marketing and visibility. Competing with established brands in a saturated market requires a creative perspective and financial support. To address this, they've entered into new partnerships with nonprofits and organizations such as Building Tulsa in Oklahoma, which has provided one year of free office and housing space, as well as weekly business coaching.

Kalkidan explains, "Our focus is on building traction through digital channels and influencer marketing. Our long-term plans include working with large retailers like Walmart and Target, but these discussions hinge on proving demand and growing our customer base."

Alongside this, Kalkidan has founded a nonprofit organization called Make Her Day International. Through this they donate pads and tampons to homeless women and fight period poverty in America. They also run a "Buy One, Donate One" programme, where for every product purchased, one is donated to someone in need. This activity not only extends Happy Pads reach but also aligns with their goal to make menstrual health accessible to all, regardless of income or geography.

**The programme as a catalyst**

BCM was more than a pitch competition – it was a catalyst. It helped transform an idea by two sisters into a business, equipping them with the tools and networks and giving them the confidence to pursue their vision. What started as a handmade prototype has grown into a socially driven business with international reach. The Happy Pads team has combined innovation with compassion, channelling personal adversity into a venture that empowers women, protects the planet, and challenges stigmas around menstruation.

# TEAM SEKOFIA

**Revolutionizing health inequalities across Africa**



In 2024, Team Sekofia emerged as the winner of the BeChangeMaker programme. For the team based in Nigeria, this wasn't just a victory, but it was affirmation of the team's mission: to revolutionize access to healthcare insurance across Africa.

**Community health, universal coverage**

The name 'Sekofia' itself is symbolic of the team's pan-African vision. Derived from a blend of the Swahili word Afia (health) and the Lingala word Seko (community/universal oneness), 'Sekofia' stands for community health and universal coverage – ideals at the heart of this ambitious startup.

Co-founders, Ochong Aduma and Nino Nwachukwu, were united not just by a shared academic journey, but by recurring, first-hand experiences of inefficiencies and inequities in Africa's health insurance systems. For Ochong, the traumatic loss of his father was compounded by the failure of a government insurance scheme to deliver on its promised healthcare reimbursements. Later, his mother also faced barriers to care despite being insured. Similar frustrations emerged in Rwanda and Kenya, where both co-founders experienced denial of care and reimbursement delays under private health insurance providers.

These personal experiences drove them toward the idea for Sekofia. The platform initially aimed to serve as a borderless health insurance system in Africa. However, infrastructure limitations and regulatory concerns led them to pivot to a more localized model as a digital health insurance connector, linking patients, hospitals and insurers, focused on closing the gap between people and accessible, efficient health coverage in Nigeria first.

**Why BeChangeMaker?**

Having participated in smaller incubators before, Team Sekofia applied to BeChangeMaker seeking a global stage to refine their ideas and connect with like-minded changemakers. "We needed a platform to build on what we had already started," explained Nino. "One that offered both international exposure and practical business knowledge."

The team was eager to test their ideas among a competitive global pool and learn from the diversity of initiatives across continents. The chance to travel, pitch internationally, and receive direct mentorship from global experts was also irresistible.

Initially drawn in by the prestige and support of the BeChangeMaker programme, the team soon found themselves even more impressed by the depth and mission of WorldSkills itself. "We came in thinking only about the pitch competition," said Ochong. "But once we discovered how WorldSkills pushes both vocational skills and social entrepreneurship in tandem, we were mind-blown. That duality isn't something we see often in Nigeria."

**Thinking like entrepreneurs**

Winning BeChangeMaker 2024 proved to be a turning point. One of the most immediate benefits was access to a network of fellow entrepreneurs, mentors, and experts from across the world. "The network alone is invaluable," Ochong said. From entrepreneurs in Kenya and Nigeria to professionals with regulatory knowledge and experience, these connections have provided insight, partnership opportunities, and even emotional support. One Nigerian contact from the final pitch at WorldSkills Lyon 2024, who had tried solving a similar problem in the past, is now advising the team and connecting them with strategic contacts in the insurance sector.

Beyond networking, the programme equipped the team with the tools to better understand their business and its users. "We learned so much about marketing, customer segmentation and strategy," Nino noted. "It forced us to stop thinking like students and start thinking like entrepreneurs."

**Plans for growth**

Today, Sekofia is working on its growth strategy by actively recruiting three new team members to bolster their tech capabilities. They're also engaging in exploratory talks about a significant pivot: potentially launching their own insurance product.

This pivot is a direct response to feedback from their community. Whilst their current model connects users with third-party health insurance providers, there has been a surge of interest in Sekofia offering insurance directly – a move that could increase both efficiency and trust among their users.

However, launching a health insurance product in Nigeria involves navigating a complex regulatory landscape, including compliance with national and state health schemes. The team is currently studying this possibility with thorough market research, weighing the benefits against the legal and operational challenges.

Despite the hurdles, the team's goal remains crystal clear: to prevent others from suffering the way they and their families have due to inadequate health insurance systems. And they are determined to build their venture sustainably. Instead of chasing early-stage venture capital like many of their peers, Sekofia is focusing on grant funding and partnerships with mission-aligned organizations that prioritize impact over profit.

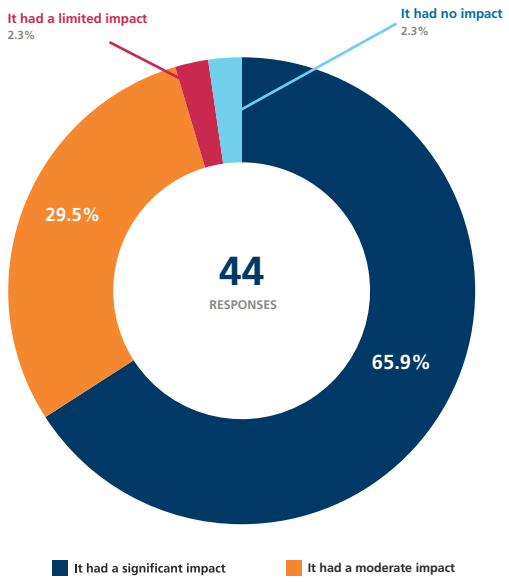
"Our goal is not just to scale fast, but to solve deeply," said Ochong. "We'd rather grow organically and stay true to our purpose than rush into unsustainable models."

From deeply personal beginnings to a high-profile victory, Team Sekofia continues to grow – driven by impact and fuelled by a vision of accessible healthcare across Africa.

## ALUMNI PERSPECTIVE

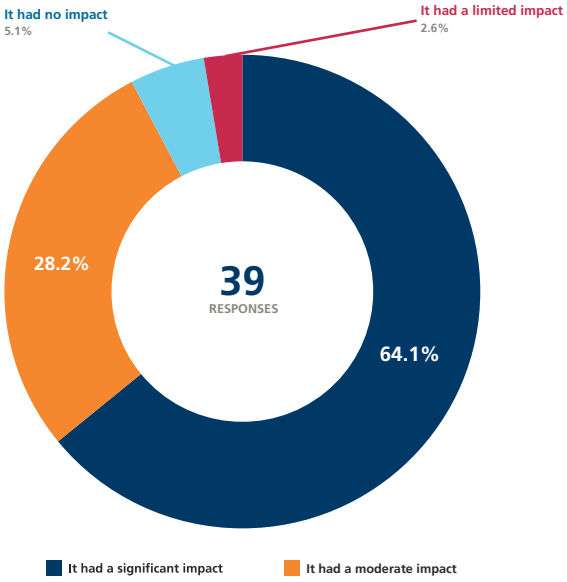
Insights were gathered from BCM alumni via a survey sent in July 2025 to 441 former participants, with 44 responses received. The findings reflect the experiences and perspectives of BCM alumni based on this sample.

### Figure 22: Impact on personal growth




**9 out of 10 said BCM had a moderate to significant impact on their personal growth.**

### Figure 23: Impact on professional growth




**9 out of 10 said BCM had a moderate to significant impact on their professional growth.**

"BeChangeMaker had a profound impact on my personal growth. It taught me to take chances. One of the biggest lessons was learning that progress often starts with simply taking the first step. Through the design thinking process and Miro brainstorming, I learned to stop waiting for the perfect plan and instead embrace action and iteration. The mentors were incredible. Their belief in me helped me believe in myself. That kind of support was deeply empowering and gave me the courage to dream bigger. Most importantly, BCM helped me align with something I truly care about. I'm now doing work that feels meaningful and connected to my larger purpose in life. For that, I am so grateful. BeChangeMaker helped me take those crucial first steps and that's made all the difference."

**- Enja De Lange, Mandisa Project, BCM Global 2024**

**The findings demonstrate the programme's significant and sustained influence across four key impact areas: competence, agency, connectedness and entrepreneurship.**

## COMPETENCE

**90%** alumni feel better equipped to turn ideas into action after participating in BCM.

**90%** report that BCM strengthened their skills as entrepreneurs.

## AGENCY

**90%** believe BCM helped them recognise their potential to make a difference.

**NEARLY ALL** alumni feel more confident in their ability to lead change.

## CONNECTEDNESS

**70%** alumni feel part of a community of like-minded changemakers because of BCM.

**70%** indicate that BCM helped them build valuable relationships that continue to support their journey.

## ENTREPRENEURSHIP

**80%** identify more strongly with an entrepreneurial mindset since participating in BCM.

**80%** say BCM helped them take concrete steps toward launching or growing a social vendure.

**The results highlight the wide-ranging and sustained long-term impact BCM alumni are making, from launching new ventures to supporting peers and building international networks.**

**80%**
of alumni have started or expanded a project aimed at changing how communities, societies, or organisations operate.

**80%**
have turned their ideas into practical outcomes, such as business plans or prototypes, even beyond their BCM ventures.

**70%**
have actively helped or shared advice with other young people working on social impact projects.

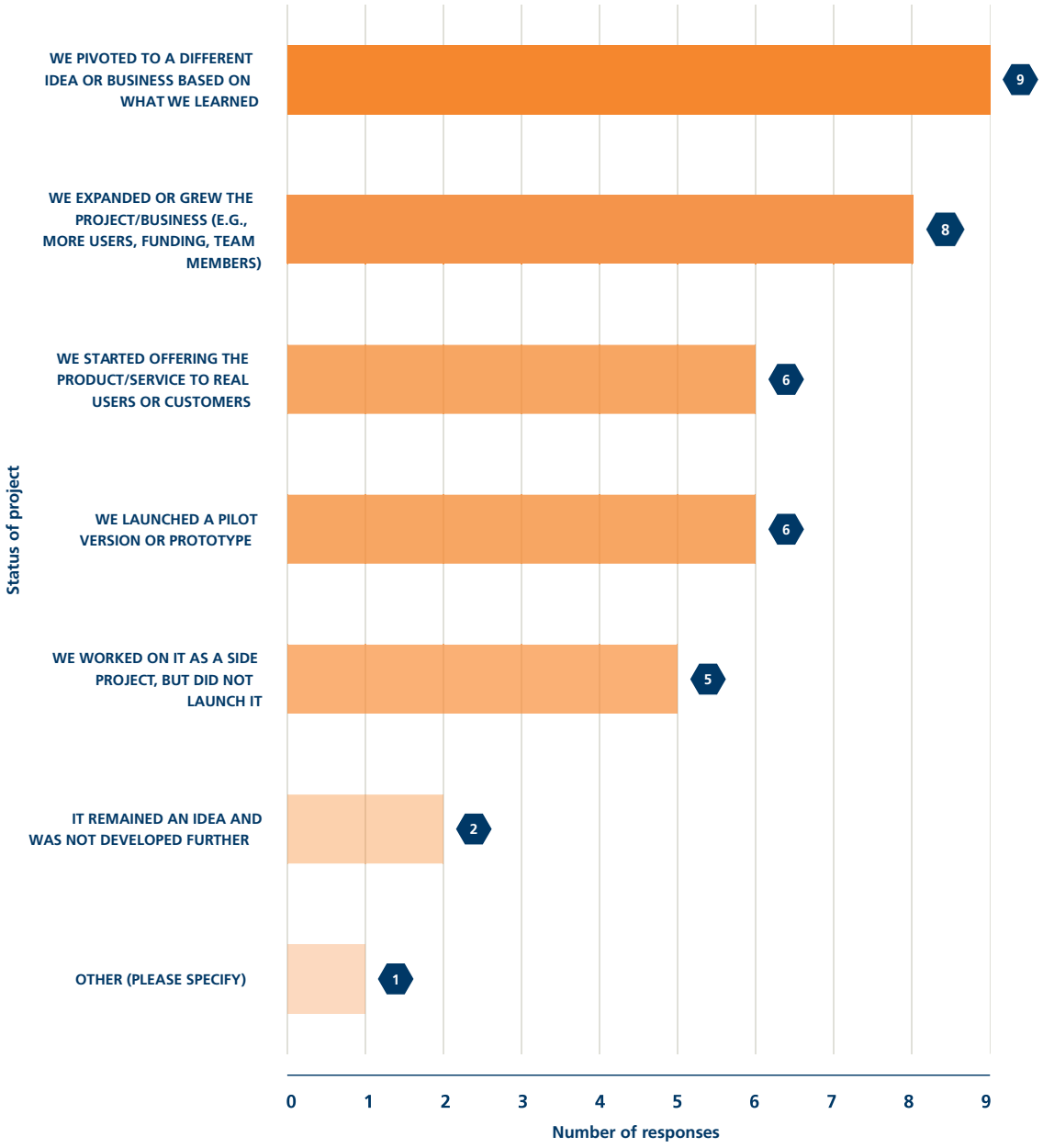
**60%**
alumni have played a role in raising awareness or influencing decisions on social or community issues.

**50%**
have launched or contributed to projects or businesses that create jobs or strengthen local economies.

**40%**
maintain ongoing connections and collaborations with peers from other countries or industries following their BCM experience.

Since participating in BCM, alumni have experienced a range of developments in their projects or businesses. Nearly 8 in 10 report significant progress with their projects – whether pivoting to a new idea, expanding in size or reach, launching pilots, or serving real users. Whilst some continue in planning or side initiatives, most take concrete steps toward growth (see Figure 24).

**Figure 24: Development of project or business since participating in BCM**




Overall, 8 in 10 credit BCM with significantly contributing to their project or business success, regardless of whether they stayed with their original venture or pursued new ideas.

Nearly 7 in 10 alumni would recommend BCM, reflecting strong satisfaction and loyalty. With only 1 in 10 respondents unlikely to recommend the programme, BCM achieves an excellent Net Promoter Score of +56 (a metric that measures how likely participants are to recommend the programme to others), indicating high participant value and positive alumni engagement.

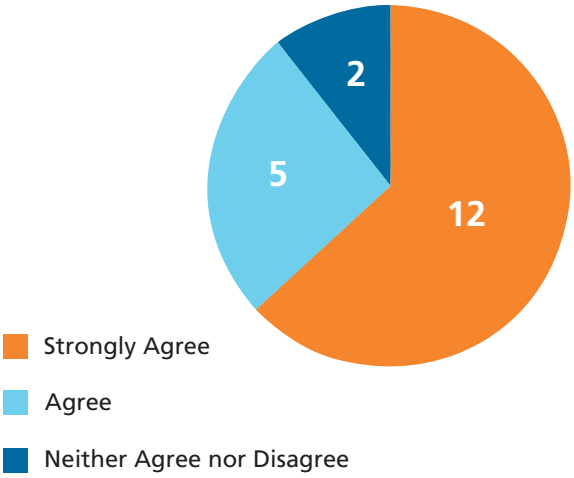
The alumni survey insights illustrate how BCM has fuelled lasting change, empowering young social innovators across the world, and celebrating the real-world achievements made possible by the programme.

# Impact on mentors

## 2025 MENTOR OUTCOMES

Building on mentor perspectives from 2018 to 2024, the following insights reflect some of the most recent experiences from the 2025 BCM cohort. A post-programme survey demonstrated short-term outcomes from 19 of the 54 mentors (a 35% response rate), including 11 returning mentors and 8 participating in the programme for the first time.

### Figure 25: The mentoring experience contributed to my personal growth

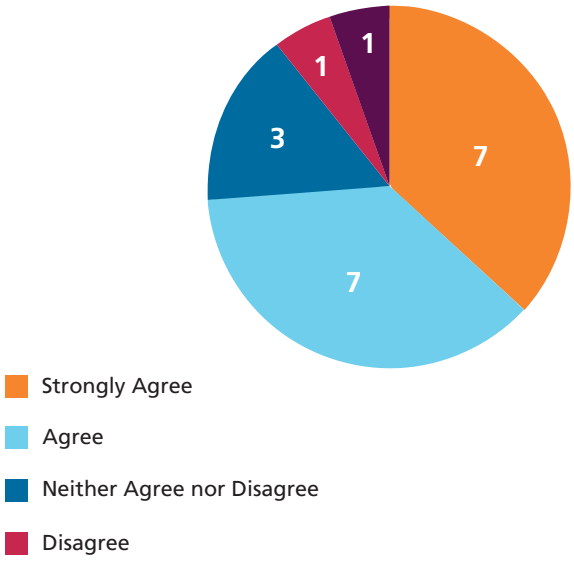



### Mentoring is deeply fulfilling and confidence building.

17 out of 19 mentors experienced personal growth. Of those:

- 100% reported increased confidence
- 100% said they had renewed motivation for lifelong learning
- 94% felt a strong sense of purpose and contribution

### Figure 26: The mentoring experience contributed to my professional development

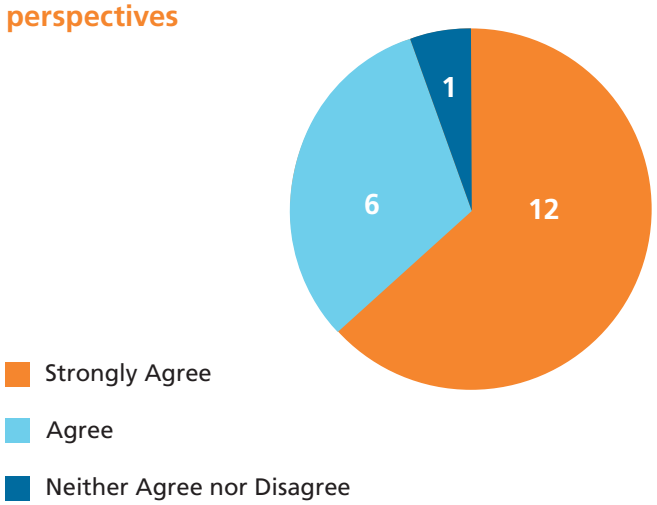



### Mentoring strengthens core leadership and real-world professional skills.

14 out of 19 said BCM mentoring contributed to their professional development. Of the 14:

- 100% agreed being a mentor improved leadership and communication skills and gave them strong mentoring/coaching ability
- 100% agreed they were now better at giving constructive feedback and thinking more openly and creatively about entrepreneurship & innovation
- 100% reported a deeper appreciation for diverse models of entrepreneurship
- 12 said BCM had made them better at goal setting & providing guidance
- 12 agreed BCM helped them apply professional skills in new contexts

**Figure 27: The mentoring experience broadened my worldview and increased my awareness of global challenges and cultural perspectives**

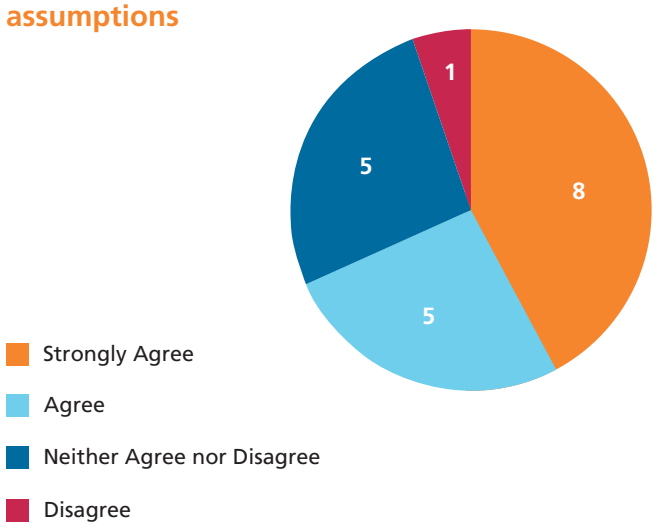



### Mentors gain global awareness and cultural intelligence.

For 18 of the 19 respondents, there was a consensus that the BCM mentoring experience had expanded their worldview and improved their awareness of global challenges and cultural perspectives. Of the 18:

- 100% gained awareness of how young people innovate around the world.
- 16 gained a deeper understanding of global challenges faced by young entrepreneurs.
- 16 improved their cross-cultural communication skills.

**Figure 28: The mentoring experience helped shift my perspective and challenged my assumptions**




### The programme challenges assumptions and reshapes thinking.

13 out of 19 said the programme helped to change their perspectives and challenge their assumptions. Of the 13:

- 100% said it changed their understanding of the value of mentorship
- 12 reported changed views on innovation in resource-limited settings.
- 11 said it shifted their assumptions about entrepreneurship.

# MIKHAIL SIDORENKO

**Mentoring for impact with BeChangeMaker**



For several years, Mikhail Sidorenko has served as a mentor in the BCM programme. Supported by his employer HP, Mikhail has now supported four different teams on their journey from early ideas to tangible impact. Each experience has strengthened his belief in the power of ideas and the relevance of business thinking.

**A commitment to learning and growth**

Mentoring on the programme requires time, energy, and a willingness to engage with each team's unique challenges. But for Mikhail, the reward is clear. "It's an enriching experience," he explains. "You never know what kind of team you'll be working with and that's what makes it exciting."

His second mentoring experience in the programme proved especially impactful. Paired with another HP colleague as a co-mentor, Mikhail had the chance to learn from a different mentoring style and broaden his own approach. The team they supported was developing a business that used artificial ponds to breed and sell fish, an idea rooted in food security and rural livelihoods. Under Mikhail's guidance, the team sharpened their objectives and refined their business model.

"It's important to ask the right questions," Mikhail says. "Sometimes teams start with a great idea but need help understanding how to structure it or which business frameworks might support it. That's where mentorship really adds value."

**Diverse ideas, one common thread**

Each BCM team brings a different set of needs and comes in at a different stage of their business journey. Two years ago, Mikhail worked with a Nigerian team building a mobile app to help people safely purchase medicines. Their idea addressed the widespread issue of counterfeit drugs in the region. This team placed second in 2023.

"These teams might be tackling totally different problems, from agriculture to healthcare to education, but the fundamentals of business thinking still apply," he notes. "It helped me realize that the skills I've developed at HP – things I thought were very specific to the business – are actually relevant across a wide range of contexts."

This realization has stayed with him, opening up a broader perspective on how enterprise can be a tool for social good. "The programme has made me more open to the wider world. I now see that if you're dedicated, the outcome is proportional to your effort. That shift has been one of the most powerful outcomes of the programme for me."

**The value of the approach**

Mikhail's approach to mentorship is rooted in transparency, curiosity, and respect for each team's autonomy. "I see myself as a thinking partner," he explains. "I'm not here to lead the engagement. The team drives the process. I'm just there to guide, ask questions and challenge their thinking."

He emphasizes the importance of preparation and consistency and the need to be ready to invest time, not just in the meetings, but in thinking things through and even doing a bit of research to keep the conversations moving forward.

Beyond mentoring the teams, Mikhail has found great value in collaborating with other mentors from around the world. "Hearing how someone else approaches a problem, or how they communicate an idea, that's helped me grow too."

**HP and the power of social impact**

HP's involvement in BCM aligns closely with the company's broader goals around sustainability and social impact. Mikhail believes this kind of engagement benefits both the wider community and HP's internal culture.

"By participating in programmes like this, HP lives its values," he says. "And for us as employees, it's also a chance to grow as leaders, mentors and global citizens. It makes us better at what we do – not just professionally, but personally."

As Mikhail continues to mentor new teams each year, one thing remains constant: his commitment to helping young entrepreneurs turn good ideas into lasting change. The programme has proven that with the right support, the impact of one mentor can ripple outwards across communities and continents.

# A MENTORSHIP THAT MADE A DIFFERENCE

**Kathleen and Kalkidan's journey through BeChangeMaker**



When Kathleen D'Angelo first heard about BCM through a colleague at the HP Foundation, she saw it as another opportunity to volunteer and support others. But what she didn't expect was how deeply rewarding the experience would be for her personally. "I realized I have more value to offer than my current role – as a mother, wife, friend or employee," she reflects.

Kathleen was matched with Kalkidan Tadesse, co-founder of Happy Pads, a startup dedicated to producing affordable, chemical-free, biodegradable menstrual products. From their very first call, Kathleen was struck by Kalkidan's impressive background which included multiple degrees, patents, and a deep understanding of her field. "I remember thinking, how am I going to help this person?" she admits. But she asked the critical question that unlocked their collaboration: "What's your biggest challenge right now?"

### Complementary strengths

Kalkidan's reply revealed a key roadblock for Happy Pads: she was hand-making her products using a hair dryer and couldn't find a way to scale production. Kathleen, drawing on previous experience in textile manufacturing, immediately saw a potential solution. "I suggested she look into textile manufacturers with drying drums. It was a simple idea from my past studies, but for her, it solved a major hurdle," Kathleen says. This breakthrough shifted the tone of their relationship. "I had no idea something I knew and took for granted would help someone like that."

As English was not Kalkidan's first language, Kathleen also provided critical support in refining messaging, editing pitch materials, and rehearsing for the final BCM pitch. "I'm better as an editor than with a blank canvas," she says. "So I offered to go through her pitch deck line by line. We practised together, refining word choices and emphasis."

### Going beyond expectations

When Kalkidan shared her ambitions of launching Happy Pads in the United States of America, Kathleen visited local pharmacies and grocery stores, photographing menstrual hygiene products, noting ingredients, packaging, and prices. This on-the-ground research helped Kalkidan understand the competitive landscape and prepare her products for a new market.

"This market research was incredibly helpful in better understanding the American market and working out our way into it," Kalkidan explained.

### A partnership approach

Kalkidan found in Kathleen not just a mentor but a partner in problem-solving. The work they did together – particularly on the pitch – paid off. Happy Pads won BeChangeMaker 2022, securing vital funding and gaining access to an international network. "We still use the pitch deck today to engage investors," Kalkidan shared. That deck has contributed to raising over USD 120,000 in investment and helped Happy Pads launch in America in early 2025.

Meanwhile, the experience left a lasting imprint on Kathleen. "BeChangeMaker filled me with a greater sense of value and purpose," she says. The journey helped her rediscover skills from her past, like pitch coaching, which she had done during a college internship in Costa Rica, and in other management roles, and gave her new perspective on what she brings to the table.

Inspired by the relationship with Kalkidan, Kathleen has continued mentoring with BCM. She has participated as a mentor for BCM every year since and has continued to grow through the experiences. "I supported multiple teams that were developing apps to address gaps," she says. "And again, it reminded me that I enjoy helping people solve problems. That's the value I can add."

### A lasting legacy

Even after the official programme ended, the connection between Kathleen and the Happy Pads team endured. "Years later, I'm still in touch with Kalkidan and her sister Wubit, and I'm still getting personal value from that experience," she reflects. Their ongoing collaboration shows that mentoring can be the foundation for long-term, meaningful relationships.

Kalkidan and her sister continue to grow Happy Pads with an unwavering commitment to their mission. The business now partners with nonprofits, distributes to underserved communities, and builds awareness around menstrual health.

For Kathleen, participating in BCM was more than just corporate volunteering; it aligned perfectly with HP's values around sustainability, innovation, and impact. Through BCM and HP's Internal Sustainable Impact Champions project, she also experienced firsthand what it's like to take an idea through a pitch process and turn it into reality. "You enter thinking you're just helping someone else," she says, "but you come out transformed too."

What began with a question from Kathleen: 'How can I help?' grew into a partnership that launched a global product, empowered a mentor, and changed lives in more ways than either could have expected.

## FORMER MENTORS' PERSPECTIVES

Drawing on a survey of 26 BCM mentors from 2018 to 2024, the findings highlight that mentoring in BCM offers diverse personal and professional benefits. Mentors often describe their experience as more than supporting entrepreneurs: it is a meaningful journey of growth and self-discovery.

### PERSONAL GROWTH AND FULFILMENT

**90%** of mentors experienced personal growth through their involvement with BCM.

**80%** said mentoring enhanced their personal fulfilment and sense of contributing to others or a greater cause.

**90%** reported a boost in confidence in their skills and expertise.

**70%** found renewed motivation for lifelong learning thanks to their mentoring experience.

### BROADENED WORLDVIEW AND GLOBAL AWARENESS

**Almost all** mentors said their experience broadened their worldview and increased awareness of global challenges and cultures.

**90%** of mentors gained a deeper understanding of global challenges faced by young entrepreneurs.

**90%** improved their ability to communicate across cultures.

**90%** continue to support or mentor young changemakers.

**Nearly all** have gained awareness of how young people innovate globally.

### PROFESSIONAL DEVELOPMENT

**90%** felt BCM contributed to their professional development.

**90%** said being a mentor improved their leadership and communication skills.

**90%** grew more confident in setting goals and guiding others.

**90%** enhanced their ability to give constructive feedback and manage or coach diverse teams.

**Nearly all** mentors said mentoring helped them apply professional skills in new contexts, appreciate diverse models or entrepreneurship, and think more creatively about innovation.

### BROADER PERSPECTIVES AND MINDSET SHIFTS

**90%** had their assumptions about entrepreneurship, innovation, or cross-cultural working challenged.

**80%** said their experience reshaped their views on entrepreneurship.

**90%** described expanded views in innovation in resource-limited settings.

**All mentors** said their experience of mentoring with BCM changed their understanding of the value of mentorship.

"My mentoring experience has consistently been a two-way journey of growth and learning. Each year, I find myself gaining fresh insights and perspectives through my interactions with the mentees. Whilst I aim to add value to their projects through guidance and support, what I receive in return is equally, if not more enriching. Ultimately, it is a process of mutual empowerment that nurtures both personal and professional development. This is why I eagerly anticipate participating in this programme every year."

**- Deepali Shanghag, Operational Process Analyst, Bangalore, India**

"We are proud to join the BCM programme as a leading partner. YMCA has been supporting young people's development across Europe for decades, and this programme gives us a concrete platform to expand digital and employability skills where they are needed most."

**- Juan Simoes Iglesias - Secretary General, YMCA Europe**



"I loved the BCM experience and want to continue for a 4th year if there is an opportunity. I'm in touch with my previous cohorts and also bring them to my All Employee Meeting to let them share their projects. This helps to raise awareness in our organization of how HP supports these initiatives and also serves as a means of encouragement for the cohorts."

**- Sathish Kumar - HP Mentor,**
**Customer Operations Manager, Global Tier 1**
**Customers, Greater Asia and India Markets**

**The lasting impact of the BCM mentoring experience is clear from findings that show:**

- **9 out of 10** mentors say BCM has strengthened their mentoring and coaching skills.
- **4 in 10** maintain ongoing connections with former BCM mentees beyond the programme.
- **7 in 10** mentors would enthusiastically recommend BCM to their colleagues, earning a world-class NPS of +70.
- **All mentors** expressed a strong desire to stay connected through the BCM alumni network, supporting ongoing learning and growth.

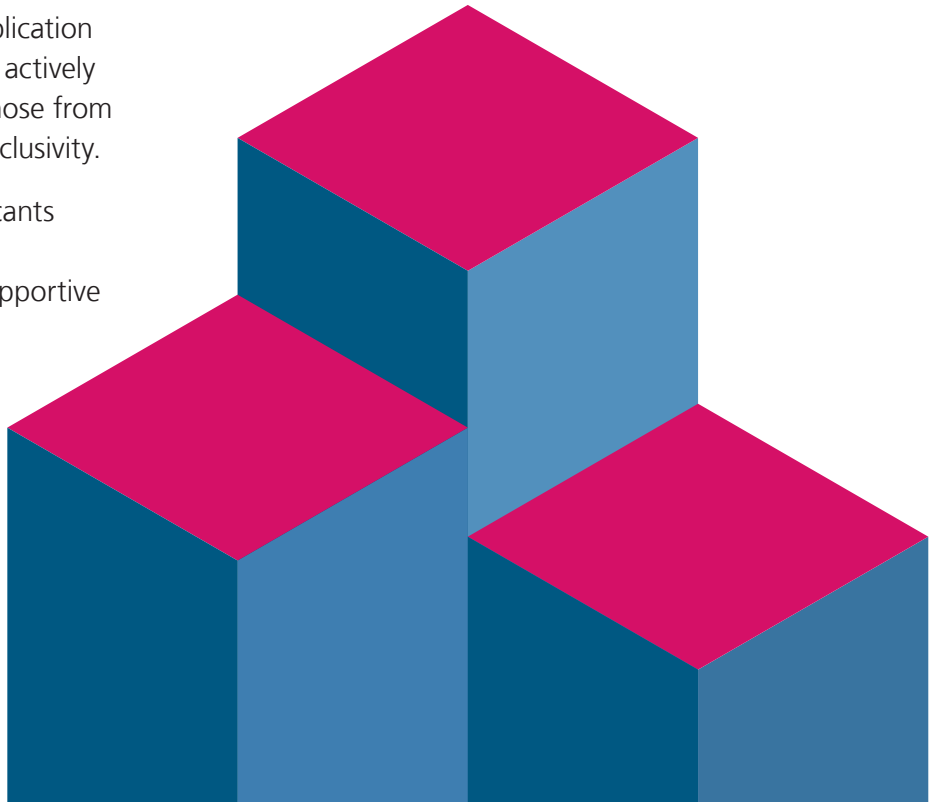
Overall results from the mentor survey demonstrate that mentoring through BCM is a truly rewarding experience, supporting personal and professional growth for mentors whilst making a lasting difference in the lives of mentees.

# WORLDSKILLS MEMBER ENGAGEMENT

BCM offers a range of opportunities for WorldSkills Members to engage, learn, and contribute to social entrepreneurship. By actively participating, Members can promote positive youth impact, share inspiring stories, and support a diverse community of skilled changemakers. Engagement not only raises programme awareness but also strengthens the collective effort to drive meaningful social innovation aligned with the SDGs.

To engage effectively with BCM, Members are encouraged to:

- Explore and utilize the full range of BCM opportunities such as learning modules, mentorship, and events to deepen their involvement and knowledge.
- Amplify BCM's visibility by sharing social entrepreneur stories and business ideas from previous BCM programmes or young entrepreneur stories from their region. Showcasing success stories of past finalists helps generate interest and encourage new applicants.
- Inform eligible teams about key application periods and programme dates, and actively support them to apply, especially those from diverse backgrounds, to promote inclusivity.
- Provide guidance to potential applicants to strengthen their submissions and encourage teamwork, creating a supportive environment for participants.
- Stay connected throughout the programme by engaging in BCM events, webinars, and alumni activities to build community and share valuable insights.
- Celebrate and communicate the impact of BCM initiatives by highlighting alignment with the SDGs and showcasing programme outcomes that inspire ongoing participation.
- Review resources on the BeChangeMaker website for content ideas, inspiration, winning business ideas, and success stories to keep messaging impactful and current (https://bechangemaker.worldskills.org).



# SHAPING THE NEXT PHASE

As BCM reaches an important milestone, we would like to thank HP for its strong and valued partnership with WSI since 2017. Over the past decade, this collaboration has helped young people across multiple regions develop skills and access new opportunities, creating 10 years of meaningful impact.

Looking ahead, WSI will be stepping away from its role following internal strategic changes in the organization. This marks a natural transition for a programme that has grown and strengthened over the years. We are incredibly proud of what has been achieved together and remain fully supportive of BCM as it continues to expand its reach to even more young people.

We are pleased to welcome YMCA Europe as the new programme partner alongside the HP Foundation. With strong experience in youth development and community engagement, they are well placed to build on the programme's success.

The BCM programme will continue to be delivered in collaboration with Founderscope, the HP Foundation, and UNESCO-UNEVOC, ensuring continuity and a strong foundation for the future.

As the programme advances, it remains open to new partnerships and collaborations. Organizations interested in supporting or contributing to BCM are encouraged to get in touch. All partnership enquiries can be directed to YMCA Europe.

"Being part of BeChangeMaker has been a powerful and inspiring journey. At the beginning, we weren't sure where to go or how to build a real strategy, but through the programme – especially the coaching sessions and HP LIFE courses – we started to gain clarity and direction. We made solid progress as a team: we launched our landing page, built our MVP, grew our community on Instagram, and formed important partnerships with Orange and CMC. One big change is in how confident I now feel – not just about the idea, but about turning it into something that works and grows. I'm very thankful for this opportunity, and proud to be part of the BeChangeMaker community."

**- Oussama El Hidaouy, TOON KIDS team, BCM Global 2025**

# IN SUMMARY

**Over the past decade, BeChangeMaker has supported and inspired thousands of young innovators from around the world to create positive social change.**

By offering practical training, mentorship, and a vibrant global network, BCM has enabled participants to turn their ideas into impactful ventures addressing urgent challenges across education, health, sustainability, and economic empowerment. The programme's alumni have gone on to launch successful projects, strengthen communities, and advance the SDGs.

BCM continues to empower young changemakers and drive meaningful social impact worldwide, thanks to the dedication of its participants, coaches,

"The BeChangeMaker journey has been transformational for us. Since joining, we've not only sharpened our business model but also gained fresh energy and direction. Most importantly, it feels like we are no longer walking this path alone – but as part of a global movement of changemakers. For us, BeChangeMaker has already been more than a programme – it's been a catalyst."

**- Aishwarya Karnataki, Glovatrix, BCM Global 2025**

mentors, partners, and stakeholders. Through a combination of innovation, skills development, and reflective learning, BCM delivers lasting value and growth opportunities.

We extend our sincere gratitude to everyone involved for their contributions and commitment. For more information or to connect with the programme, please go to the BeChangeMaker website at https://bechangemaker.worldskills.org.

Together, we're building a strong foundation for ongoing success and positive change in the years to come.

BeChangeMaker

2026

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https://bechangemaker.worldskills.org