

FROM FUTURE FRAGILE TO

 **ASHOKA** | CHANGEMAKER COMPANIES

# FUTURE READY

OUR 2025 PROGRESS  
IN STRENGTHENING  
COMPANIES, FOR  
BUSINESS & SOCIETY



## Becoming Future Ready. Stronger for Tomorrow, Acting Today.

### WHY FUTURE READINESS CANNOT WAIT

Most organizations today are **Future Fragile**: built for predictability, and increasingly exposed to accelerating disruption, widening skills gaps, and rising strategic risks. Confidence in long-term resilience is eroding, and waiting is no longer a neutral choice.



→ Group of employees during the latest Ashoka Changemaker Summit, where we connect leaders at the intersection of social innovation, systemic change and collective agency.

**FUTURE READINESS IS NOT LUCK. IT'S A SET OF SKILLS THAT MUST BE BUILT INTENTIONALLY.**

Ashoka Changemaker Companies partners with organizations to move decisively from future fragile to future ready. By embedding proven **Changemaker capabilities** into leadership, teams, and core operations, and learning directly from leading social entrepreneurs, our partners are strengthening resilience, unlocking innovation, and delivering tangible results.



← Ashoka Fellow Erica Gerrity, founder of Ostara Initiative, at an event with leaders from Changemaker Companies

At a time when economic performance and societal stability are deeply intertwined, **creating positive change is no longer separate from business success.**

Organizations that contribute to stronger, more inclusive systems also **strengthen the environment in which they operate**, benefiting talent, markets, and long-term growth.

By connecting companies with **Social Entrepreneurs** who navigate complexity, resource constraints, and systemic challenges every day, Ashoka Changemaker Companies enables organizations to **learn how to adapt, collaborate, and innovate under real-world conditions**, building the capabilities needed to **thrive while contributing to a stronger economy and society.**

## Our Approach to Building Future Ready Organisations

Over 45 years of partnership with companies and social innovators, Ashoka Changemaker Companies has distilled its experience into a **three-pillar framework** for Future Readiness.



Organizations that thrive in uncertainty develop three essential elements: a **clear understanding of change as it unfolds**, the **capabilities to act without waiting for certainty**, and **pathways that turn intention into real-world action**. Learning from social entrepreneurs, who operate at the frontlines of systemic change, accelerates this process.

Together, these elements enable organizations to move **from fragile future to future ready**, aligning business performance with positive social impact.



→ Leadership Development Programs where employees build adaptability, empathy, and changemaker leadership through immersive journeys working on real business challenges



*It was eye opening and life affirming - so many people committed to helping make the world a better place replace, and we can help using valuable skills."*

EURAZEO EMPLOYEE



*I realized that there is already a changemaker in me."*

IN RESIDENCE KERSIA PARTICIPANT



*I realized that we can really help these entrepreneurs face the challenges they encounter, and that our skills matter beyond our usual roles."*

EURAZEO PARTICIPANT IN CHANGEMAKERS JOURNEY



*Highly rewarding experience with grateful, social entrepreneurs that appreciate any help that they can get to fulfil their valuable mission."*

EURAZEO PARTICIPANT IN PROBONO PROGRAM



*"I am glad to see that employees are proposing projects helping the group with DEI and cultural differences; the projects really foster connections and a common culture"*

SÉBASTIEN BOSSARD, CEO KERSIA

←  
Changemaker Companies  
Community of Practice  
convening, where members  
participate in a structured,  
interactive, and peer-led  
session focused on real-world  
decision-making scenarios.

## Changing How Leaders See The World

**FUTURE READINESS STARTS WITH PERSPECTIVE.**

In 2025, **over 700 leaders and employees from more than 10 different companies** were exposed to social entrepreneurs working on food safety, energy access, youth employment, inclusion, health, and climate resilience to learn how to see challenges as opportunities.

**Through more than 20 webinars, trainings and direct learning** and collaboration with social innovators and Ashoka, participants learned:


- How social entrepreneurship provides systemic solutions to complex challenges with different means
- How to make progress despite limited resources
- How resilience is built through experimentation, trust, and collaboration

Community of Practice >

### Values in Action - Making Decisions That Balance the 3Ps

Matthieu Dardaillon and Yoram Bosc-Haddad  
February 19th, 16:00-17:30 CET

Sign up today



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## Building the Confidence to Act Under Uncertainty

Perspective alone is not enough. What differentiates Future Ready organizations is capability, the ability to act when certainty is unavailable.

Across various and customized formats such as leadership journeys, communities of practice, probono programs and in-residence experiences, participants consistently reported a **move from hesitation to action**, connecting their skills to real world challenges.

**Over 157 ambassadors and volunteers moved into action** and actively mobilized other colleagues. The internal communities are sustained over multiple years, across geographies and roles.

- **92% of participants** in leadership and ambassador pathways report **increased confidence, leadership capacity, and collaboration skills**
- Participants explicitly link the experience **to new ways of approaching complexity**



←  
Axa employees at an Ashoka workshop organized by Ashoka's Participation Hub about the future of democracy.

## From Capability to Action: Pathways that Create Value for Both Employees and Social Entrepreneurs

Being future ready shows in how organizations innovate & collaborate, and how they create **pathways for action**, for employees, for organizations, and for society.

### EMPLOYEES APPLYING THEIR SKILLS WHERE IT MATTERS

In 2025:

- **31 pro bono missions** enabled employees to apply their expertise to real societal challenges
- **30+ employees participated in codevelopment sessions** with Social Entrepreneurs to solve strategic issues

### SOCIAL INNOVATORS SCALING IMPACT THROUGH PARTNERSHIP

For social innovators, the partnership was not symbolic.

Through **76 co-creations and collaborations**, social innovators gained much more than financial support they also received:

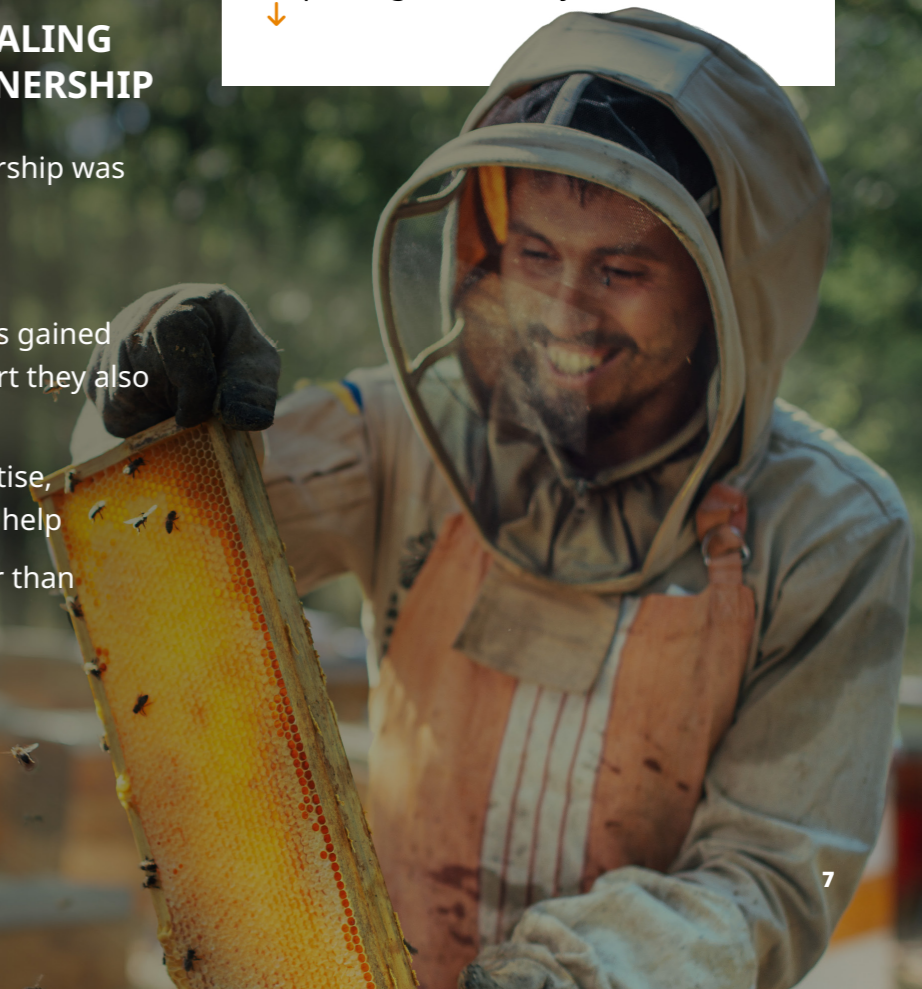
- Access to corporate expertise, networks and operational help
- Long-term partners rather than one-off interventions

## ORGANIZATIONS LEARNING HOW TO INNOVATE IN REAL CONDITIONS

For companies, collaboration with social innovators has become a **learning laboratory for the future**.

- Over 10 teams gained insights from leading social entrepreneurs and Ashoka
- Development of new formats like Hybrid Business Labs

Meet **BeeOdiversity**, a social enterprise that was able to scale its impact by participating in Microsoft's Entrepreneurship for Positive Impact Accelerator program. Co-founded by Ashoka Fellow Dr. Bach Kim Nguyen, BeeOdiversity uses bees as natural drones to collect environmental data that can inform insights for improving biodiversity.



# 2025 IN A FEW FIGURES

Meet Giorgio, an IT Director who secured a placement with Friendship Bench through BI's executive-in-residence leadership program. Founded in Zimbabwe by Ashoka Fellow Dixon Chibanda, Friendship Bench is a social enterprise that trains older women with healthcare experience to provide mental health support from 'Friendship Benches' near clinics and hospitals, offering a vital lifeline to those in need.



**10**

Companies engaged across CMC activities

**31**

Pro Bono Missions connecting corporate expertise to real societal challenges



**600**

Employees engaged through communities, webinars, and local ambassador initiatives



**18**

Engagement initiatives launched and sustained

**87**

Countries hosting activities across Europe, Africa, LATAM, Asia, and North America

**170**

Ambassadors and volunteers

**76**

Co-creations & collaborations between companies and social innovators

**96**

Ashoka Fellows engaged



**6**

Active Community Partners building collective capability

**31**

Innovative projects launched or accelerated through partnerships

**15**

Ashoka Fellows supported financially

**90 - 100%**

Recommendation rates across programs



**28**

Innovation and Sandbox Projects launched

**25**

Youth-led Social Innovation Projects supported globally





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