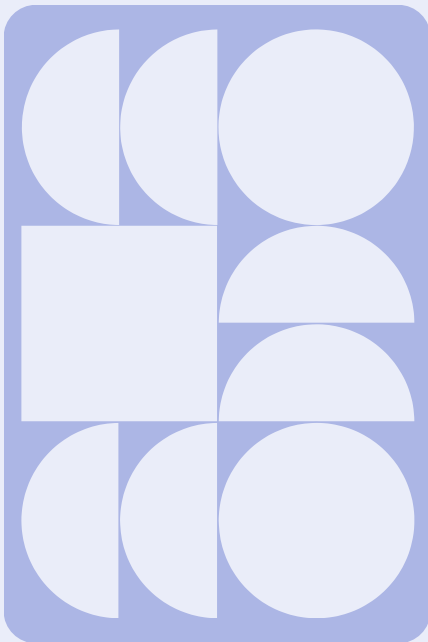




Impact Report 2023



re:coded



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A Letter from Our CEO

Volatility and uncertainty persist in the world, from new conflicts and natural disasters to the accelerating pace of AI and new technologies. Re:Coded remains dedicated to serving communities facing the greatest challenges.



Alexandra Clare & Marcello Bonatto
Co-founders

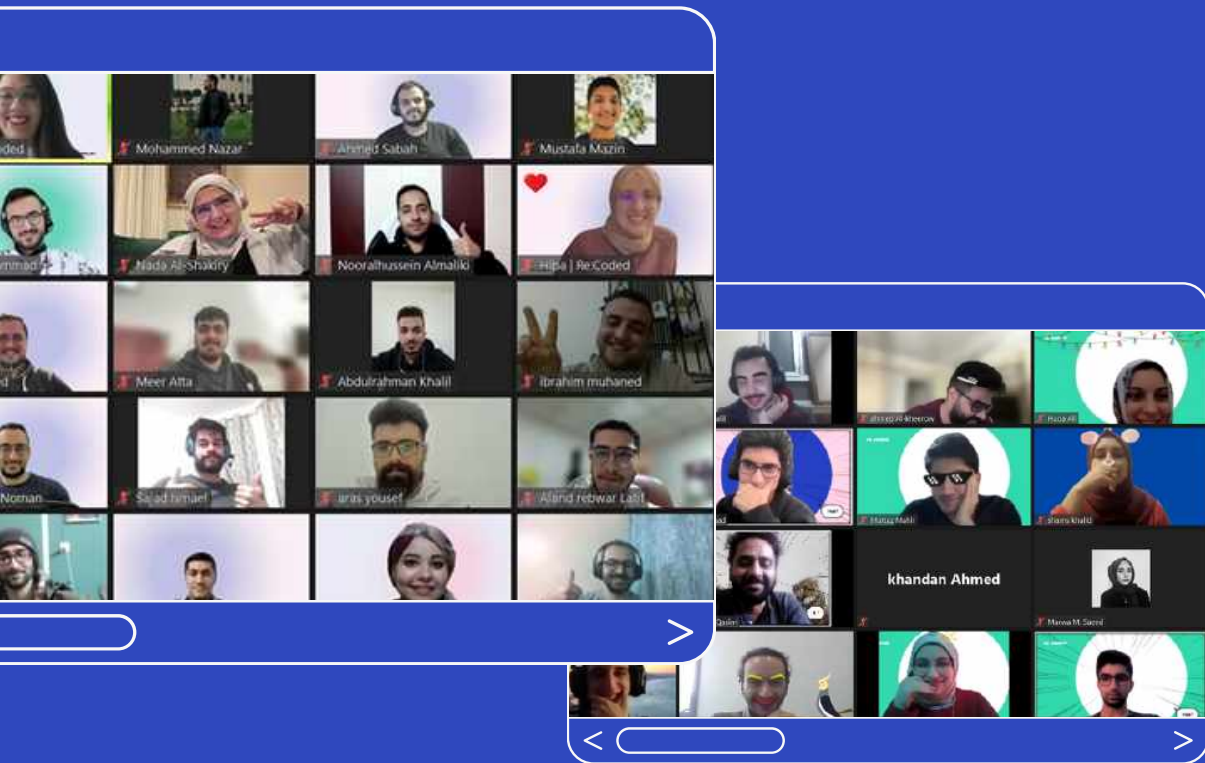
In 2016, we launched a pilot program for 40 students in a small residential house on the outskirts of Erbil, Iraq. Seven years later in 2023, we are now operating online bootcamps and courses at scale and enabling thousands of underserved and displaced talent to gain social and economic mobility in the technology industry. This year, we are proud to have increased both the depth and the breadth of our impact. We expanded our programs to North Africa and lay the groundwork for an expansion into Europe in 2024. We also trained record numbers of students, launched new online courses and put in place a strategy to align our programs with the shifts we witnessed in the technology industry. We are also proud to report that our bootcamp graduates reported, on average, a 3.2 increase in their incomes post program, showcasing the potential for economic mobility in just 6 months.

While it's incredible to look back on all the hard work and achievements we had, 2023 also presented exceptional challenges. Our team and student's resilience was tested by the devastating earthquakes in Turkey and Syria at the beginning of the year amidst an ever worsening economic crises across MENA. The escalation of the Israel-Palestine conflict since October 7th also resulted in a severe crisis. It's hard to express how profoundly disheartened we are by the scale of hardship that our partners, students and alumni have all experienced this year including grappling with displacement, loss of life and extreme financial distress.

Despite the challenging situation in the MENA region, we chose to start Re:Coded to make a difference and we believe that economic and social mobility for displaced and underserved populations is more important than ever. As we look towards 2024, we have ambitious plans to scale our impact and open up our programs to more people than ever before. A key priority for us over the coming years will also be to scale sustainably and ensure that at least 50% of our operational costs are covered by earned revenue. Our hope is that with a more diversified funding structure, we'll be able to guarantee Re:Coded's long-term impact. We are excited to see what this year holds for the organization. We would not be here without our incredible team, partners, and students and their unwavering dedication to fostering a world of equity, where young people have the opportunity to realize their full potential.

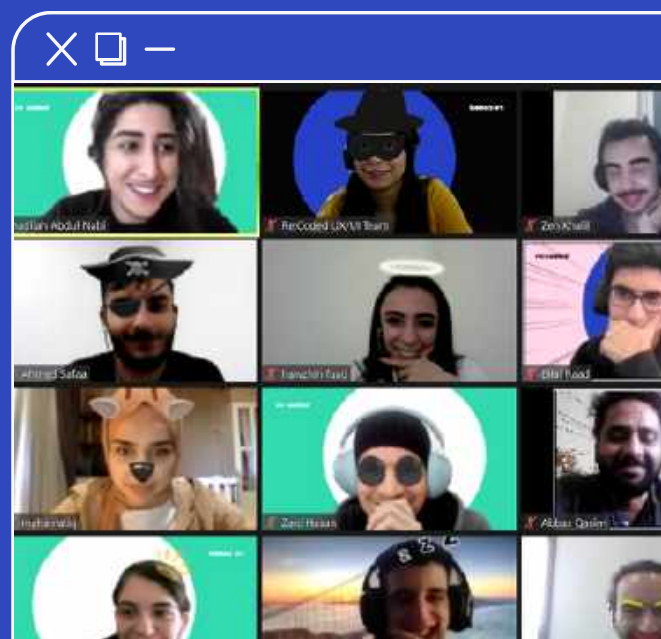
My best wishes for a more hopeful and stable 2024,

Alexandra Clare



Our Mission

Re:Coded is an award winning 501(c)(3) nonprofit organization with a mission to prepare talent from underserved backgrounds to start lifelong careers in the digital economy.



Our Vision

We believe that everyone should have equitable and abundant access to economic opportunity and the potential to thrive.

What we solve

Technology is transforming work in just about every sector of the global economy—and while these advances have created unparalleled opportunities for many, displaced and underserved talent still face

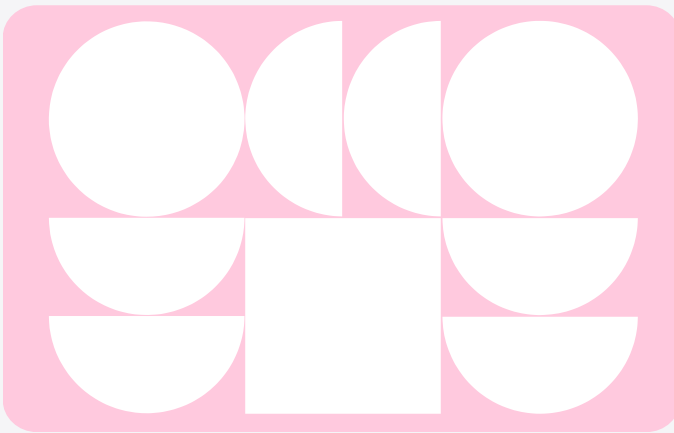
systemic barriers in accessing quality education and employment, required to improve their economic and social mobility in a changing landscape.

Our approach

Re:Coded's programming centers on workforce readiness and access to enduring and meaningful jobs in the digital economy. Our goal is to unlock human potential through careers that

would otherwise be inaccessible. Our model supports four of the UN Sustainable Development Goals:





What we offer

Re:Coded offers market driven upskilling programs for underserved and displaced talent across software development, data and product design. The organisation was founded in 2017 with a global reach and a strong commitment from funders and partners including the U.S. Department of State, German national development agency, Western Union, Zoom, Google.org, SAP, Bloomberg.

To date, we have graduated close to 3,000 people who have gone on to access meaningful jobs in tech. The outcomes of our programs are life-changing: 87% of graduates secure employment within 6 months of graduation and annual salaries of graduates are 3x higher than pre-program.

Skill:Up Courses

Short online courses for three tracks: tech, soft and career skills.

Who Beginners to professionals

Why Career mobility and workforce readiness

How Always on and cohort based courses

Tech

- Data Science
- AI
- HTML & CSS
- Javascript
- UX/UI

Careers

- Freelancing
- Master Your Job Search

Soft Skills

- Productivity
- Effective Communication
- Remote work
- Leadership

Bootcamps

Flagship online bootcamps (15 - 20 weeks). Cohort based pre-aligned to jobs in full-stack, product design and data.

Who Beginners to professionals

Why Scalable talent solution

How Always on and cohort based courses

Learning tracks

- Full stack development
- Product design
- Data Science

Mid-level accelerator

4-8 week cohort based bootcamps designed to fill specialist roles. Pre-aligned to jobs.

Who mid-level talent with 2+ years experience

Why Career and labor market mobility

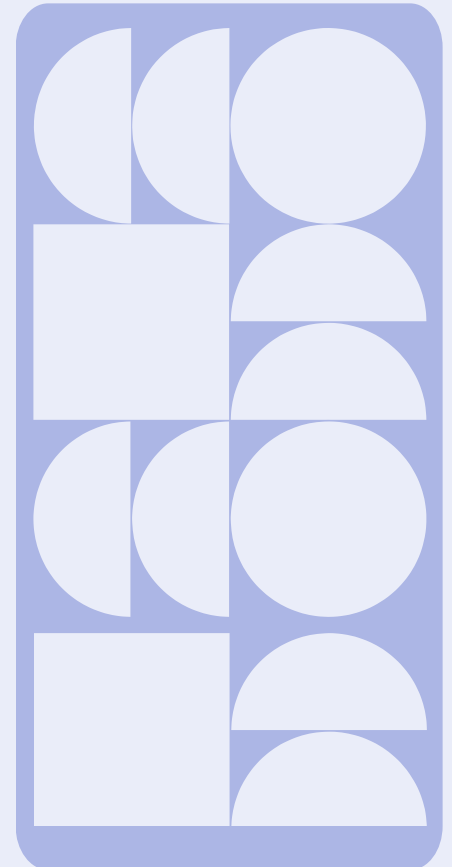
Why Cohort based courses on demand

Learning tracks

- Dev Ops
- AI & Machine Learning
- Data Engineer

Our Methodology

Our programs offer a holistic experience that go beyond learning only technical skills and instead, integrate values of self-learning, collaboration, self-confidence and community. This approach will continue to be the foundation of all our programs. However, the last few years have seen unprecedented changes in the labor market, especially when it comes to hiring entry level talent in the tech industry. In 2023 we adapted our overall methodology away from a “train to hire” approach to one that centers on filling critical technical gaps for employer partners (“hire to train”). We believe that this focus on skilling for pre-aligned jobs will ensure our programs continue to be relevant in a rapidly changing environment and promote economic mobility for our students.



1

Jobs & Employer Partnerships

We work with employers to understand hiring needs & confirm job vacancies.

2

Recruit & Train Team

We identify the best subject matter experts in our network to design and deliver the training

6

Rapid placement & support

We provide ongoing support to hiring partners and graduates during the first months on the job

Data at the center

to ensure our programs remain labour market informed and lead to the highest possible outcomes for job placement

3

Review & Build Courses

We build and/or curate training using our library of resources and network of partners

5

Deliver job specific training

Students receive job specific technical, behavioral and mindset training

4

Recruit Students

We recruit students based on motivation, aptitude and standards for the role using our proprietary selection process



Our Impact

Our Impact

Our graduates build transformative careers for themselves, while contributing to the construction of a more diverse and inclusive tech industry.

Since our pilot program in Iraq in 2016, Re:Coded has scaled our training operations to Jordan, Lebanon, Turkey, Yemen, Algeria and Palestine.



We've prepared over **2700 people for the workforce** by delivering advanced technical, soft and career skills training, with a **go to job rate of 87%**.

We have built a network of over **200+ hiring companies** worldwide to support access to prosperous work opportunities for our graduates.

We're proud to have over **85,000 people in our community** across our programs and social media

2023 Accomplishments

6557

bootcamp
applicants

13151

online course
applicants

1229

program graduates
from bootcamps
and online courses

87

NPS score for
bootcamps

74%

of graduates started
working in tech
within 6 months of
graduating

3.2x

increase in salary
post-program

\$1005

USD average
monthly salary
of graduates

Awards

Re:Coded was
awarded the
Great Companies
Global Business
Award in 2023.

[See more](#)

Re:Coded win's
award for best
advocacy
campaign for
women tech idols.

[See more](#)

Who are our students?

51%

female

30%

refugees

25

average age

80%

of students do not
have an income
before starting

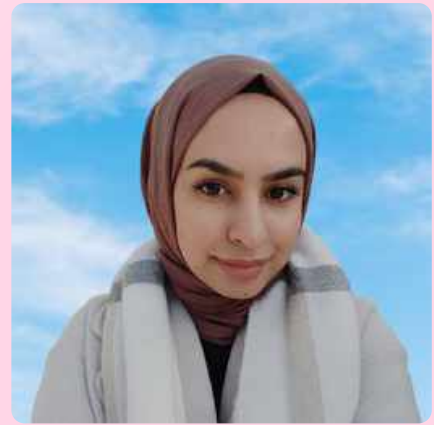
40%

of our students
do not hold a
Bachelors degree

Our students

Re:Coded's bootcamp was a transformative learning experience that taught me practical skills and fostered a growth mindset. It opened doors to exciting opportunities, empowering me to tackle real-world challenges confidently.

Rabia Khaya, Türkiye - Frontend Bootcamp



Re:Coded's Bootcamp was an amazing journey that enhanced not just my coding skills from HTML to Next.js but also vital soft skills like communication, problem-solving, and teamwork. The camaraderie, support, and guidance made it a unique, transformative experience.

Farouk Zemmouri, Algeria - Frontend Bootcamp

Re:Coded Bootcamp was a personal journey of growth, taking me beyond university basics to an immersive web development experience. It taught me not just coding, but life skills like time management and portfolio creation, filling me with confidence and readiness for the job market. This journey was more than education; it was a transformation of my aspirations and abilities.

**Nour Joseph El Khoury, Lebanon
- Frontend Bootcamp**



Re:Coded provided me with the foundation and the confidence I need to excel in backend development. This bootcamp has been a pivotal turning point in my career, guiding me towards my true passion and equipping me with the skills to pursue it with excellence.

Motaz Ali, Türkiye - Backend Bootcamp

Alumni Spotlights

A look back on a few of our graduates, how they got started and where they are five years post graduation.

Starting over: from refugee to developer at one of Canada most successful startups



Nasser AlKhellow

Intermediate Full-Stack Engineer

@ THINKIFIC

"I was shocked by reality. I didn't know what to do. I didn't know where to go. I found it hard to make friends, and keep myself motivated. I missed having a community." Nasser said, thinking back on his challenging transition from Syria to Turkey in the wake of the civil war.

Even though, Nasser had escaped from one of the world's largest and deadliest humanitarian crises, starting over in a new country wasn't easy. Despite having graduated top of his class in Medical Electronics Engineering, Nasser still found it difficult to find work as a refugee without citizenship or official residency. So he started to think about what he could do next. Back in Syria, Nasser had taken several programming courses and he started to teach himself again using tutorials on YouTube, "I found myself getting more and more excited each day as I delved into the world of websites." One day his friend sent an application link to Re:Coded's Front-End Web Development Bootcamp on a Whatsapp group. Six weeks later, Nasser started a new journey learning to code with the help of instructors and a world-class curriculum.

"In the bootcamp, I finally found what I wanted; a group of friends who shared similar passions and the chance to meet people who motivated me to improve myself. My instructor in the bootcamp was a game changer. Not only did I learn a lot about coding, but I was inspired to think about what kind of developer I wanted to be. He taught us Javascript, React and data structures in such an exciting way that I started to copy his method when I began to explain topics to my friends."

After graduating from Re:Coded's bootcamp, Nasser was offered a remote role working for Thinkific, one of the fastest growing edtech companies in Canada as a junior software developer. His growth trajectory in the company has been fast and he credits the bootcamp in instilling an ability to learn how to learn, enabling him to continue to level up his skills. Today is working as an intermediate full stack engineer in Vancouver, Canada. This journey has been life changing - he is now able to financially support his entire family and he is paying it forward by spending his free time teaching other newly arrived refugees how to code.

Breaking the glass ceiling to become a machine learning engineer



Shahed Al-Ghorsi, ML Engineer

@



In 2013 Shahed was forced to leave her home country of Syria, just two months before her final baccalaureate exams. With the hope of coming back, all that she gathered were her preparation books and some family photographs. One year, she returned alone with the hope of taking her exams only to experience war again as ISIS took over her home city.

Back then, Shahed thought it was impossible to finish any degree. She was finally able to enroll in a public university in the south east of Turkey where she studied computer science. She quickly realized however, that it was mostly theory and she'd still never written a line of code. In 2018, Shahed got the opportunity to start learning the practical skills to make technology come to life when she entered Re:Coded's inaugural bootcamp focused Android mobile development.

The program opened up Shahed's eyes to the possibilities of a career in technology. She got her first taste of Machine Learning after a guest lecturer from the Netherlands came to deliver a week-long module on deep learning and AI. It was the spark she needed to keep pursuing her dream. Soon after graduation, Shahed secured a role as one of the first female machine learning engineers at Turkcell. She has since gone on to win a Chevening scholarship to study her Masters of Machine Learning in the UK and after graduating, secured a global talent visa. Shahed now works in London for Virgin Airlines as a Machine Learning Engineer. "The community and bootcamp changed my life," says Shahed. "Re:Coded is and will always be my north star."

From Syrian Refugee to Impact Driven Entrepreneur



Jin Dawod, Founder of Peace Therapist

Jin grew up in Raqqa, Syria. When the war started, she had no idea how bad things would get. One night ten years ago, planes dropped a bomb on a building 200 metres from her house. Within 10 minutes, she and her family were in the car fleeing the city in their pyjamas. As they crossed the Turkish border, they received news that their house and those of our neighbours and relatives had been destroyed.

While Jin and her family were physically safe, the impact of what happened left a mark and Jin started to experience severe mental health issues. As she slowly recovered, she started to look for ways way to re-connect with life and decided to continue her education. She went to university and studied computer engineering. In 2018, she enrolled in Re:Coded's inaugural bootcamp in Turkey, where she was able to write her first line of code. Through the program she was able to connect with mentors and got the confidence to design and build her own platform - Peace Therapist - which matches psychologists with those who need psychological support.

"Many people tried to dissuade me. They said it wouldn't be possible because I was a woman and a refugee." You don't even speak Turkish," they said. "You can't do it." But I carried on with my plan and today Peace Therapist is an award-winning social enterprise." "In this part of the world psychological therapy can be considered shameful. We put a lot of thought into how we approach people, so they are less fearful of reaching out for help." "My goal is to work for peace and create solutions to conflicts. We know that nearly 1 in 4 refugees worldwide who have experienced war have psychological problems. If we help them improve their lives and gain self-confidence, we will increase social cohesion between refugees and host communities."

"When I look back at my 16-year-old self, a young refugee traumatized by the war in Syria, I know a platform like Peace Therapist could have helped me and that's what motivates me now. If we have the chance to change the life of even one person, then that is enough for me."

Today Jin is also a One Young World European Commission Peace Ambassador and a member of the Board of Women Entrepreneurs at the Union of Chambers and Commodity Exchanges of Türkiye.

Empowering the next generation of women in tech

One of the core aspects of our work since we launched Re:Coded has been advocating for a more inclusive and diverse technology sector. We have always had a strong focus on uplifting women and encouraging increased female participation in our courses, knowing that only 20% of tech jobs are held by women.

To that end, we launched a specific women in tech campaign across Iraq in 2023 in order to shine light on the widespread gender imbalance in the tech industry. Using storytelling and influencer marketing, the campaign aimed to challenge deeply ingrained stereotypes, inspire women to pursue tech careers, and celebrate female trailblazers and champions across the industry.

We are deeply proud to report that the campaign reached over 1.46 million people and sparked over 1.1 million engagements across social media, culminating in a highly impactful event that united influential Iraqi women in tech.

While this is just one step towards helping women navigate challenges and advance in their careers, we can't wait to build on this work in the coming year.





Thank you to the GIZ project team - Strengthening the Participation of Women in the Rehabilitation and Peace Process in Iraq (SPW) for their support in making this campaign possible.

Believe in yourself, pursue your passion, and let your achievements speak louder than any label ever could.

Tareq, a trailblazer in Kurdistan's tech industry, shares her journey on shattering ceilings in tech.

[Read more](#)

Strategies for Women to Succeed in Technology
(Women ONLY)

Jan 11, 2024: 04:00 PM (GMT+3)

[Register now](#)

How can we achieve a more inclusive and supportive environment for women?

More female founders sharing their journeys

Sarah Hader, Marketing Specialist - highlighting the impact of having more women share their career stories, inspiring others to follow suit.

Establish a women's career hub

Nabaa Mohammed, Data Analyst - emphasizing the need for a supportive community in navigating career choices, advocating for a platform where women can assist each other.

Highlighting achievements of tech women

Aya Abdulaziz Mohammed, Data Developer/Coding Instructor - underscoring the importance of recognizing successful women in tech, offering support and inspiration to those aspiring to join the field.

And there's more!

Let's champion change and empower the next generation of women in tech!

INFLUENCE

Women in Tech

INFLUENCE

Empowering the Next Generation of Women in Tech

[Share your thoughts](#)



40

employees

13

team members are
Re:Coded bootcamp
graduates

18+

nationalities and team
members based in 11
countries

51.2%

Female

46.5%

Male

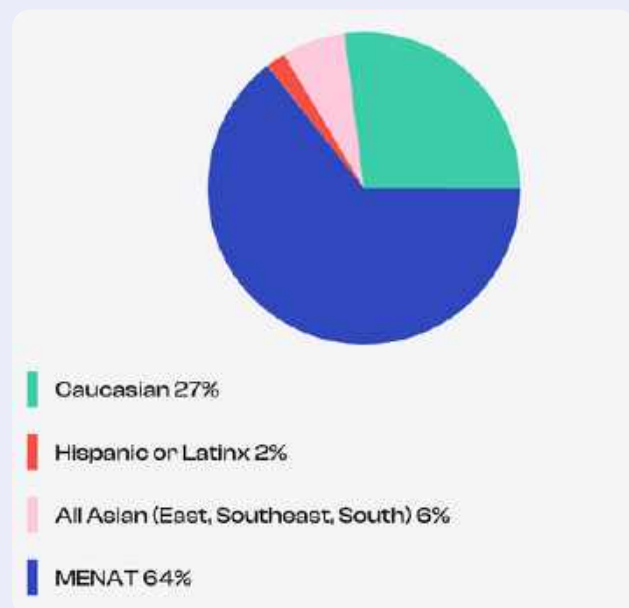
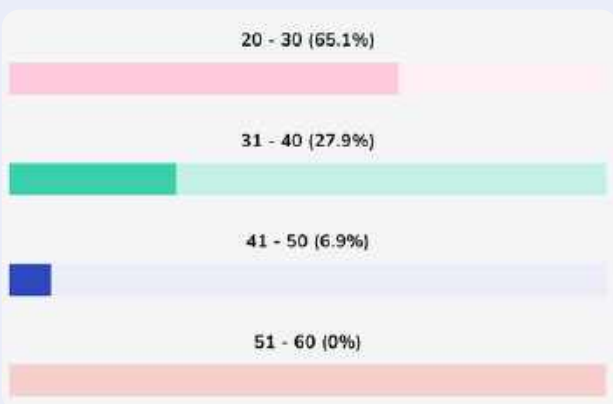
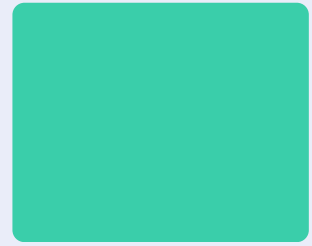
2.3%

Non Disclosed

Our Team: Who We Are

We're a global team of 40 with roots in New York and team members spread across 11 countries from Portugal to the Netherlands, Egypt, Morocco, and Turkey. We come from different contexts and backgrounds but together we rally around our mission, values, and culture. We embrace open-mindedness, cultural awareness, and the diversity of our teammates and students.

We value creativity, transparency, thinking globally, and playing to win all while having fun. Together, our goal is to create transformation where it is most needed. And we know that by empowering our learners, they have the power to bring change home to their families, to their community, and to the tech industry itself.



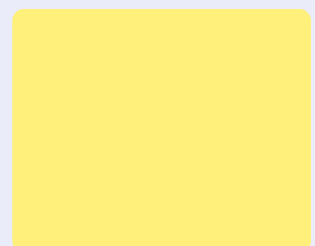
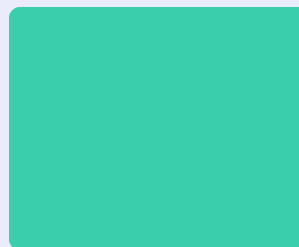
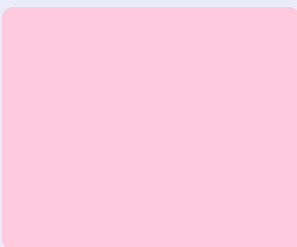
Our Team

2023 Team Highlights

In 2020, when the pandemic struck, we quickly decided to take our organization and programs online. That meant building a tech stack to support our work, outlining processes for async work, and creating a strong online community and culture both in our programs and for our team. We're incredibly proud of how far we've come as a remote-first organization, enabling our growing team to work smoothly together across 21 cities across the world, from Türkiye to Yemen, Portugal, and India.

However, until this year, many of us had never had the opportunity to meet each other in person, despite some team members having worked with us for over 4 years. In May 2023, we held our first-ever company retreat in Dahab, Egypt - a location that allowed our wonderful team in Yemen to join us.

The theme and purpose of the retreat was Re:Connection. As an organization, we have grown so much and in many different ways, and we saw this as an opportunity for us to celebrate all the pivots, changes and challenges we've navigated together. Equally, it was a moment for us to arrive in the present with one another and to focus on deep connections, bonding, and camaraderie while looking to the future as a team united by our mission, each other, and a deep sense of belonging. It was an incredible few days of connecting with each other in new ways, talking culture, values, and the future of Re:Coded. And also - just having a lot of fun with some amazing people.





Team members had an overall positive experience participating in core sessions & other activities!

"It really allowed us to connect and interact with each other in a meaningful way."

"There were great moments to connect and feel empowered, vulnerable, and grateful."

I am happy that the retreat turned out to be meaningful and playful."

"It was enjoyable, and I liked the variety in the required depth and emotional engagement."

"The activities not only felt well structured but also made it so easy and comfortable for us to connect."

"It was a wonderful chance to know people I work with and build connections as well as have fun."

"My overall experience was fantastic and exceeded my expectations."

"The planning was well done and the sessions were diverse and enjoyable."

"I'm so grateful that I had the opportunity to meet and get to know so many team members."

Our Future

Re:Coded's vision is ambitious. We work hard every day to transform the lives of thousands of displaced and underserved people and change the face of the tech sector to ensure it is more diverse and accessible. We understand that in order to make this vision a reality, we must continue to scale the impact of our work.

This year, we kicked off a [2030 strategy](#) that will enable us to enter the next phase of our story. Our main objectives is to deliver exceptional programs at scale by leveraging emerging technologies, particularly generative AI to get underserved and displaced talent ready for the millions of jobs in technology.

As part of this strategy, we also want to strengthen our financial sustainability by lowering our cost per student without losing quality, and growing our earned revenue streams.

We also recognize that the technology industry will continue to change in ways that we can't yet predict. As such, we want to ensure that our model remain agile and employer centric so that we can quickly respond these changes and ensure our student are able to gain meaningful employment.

2030 Goals

- Work globally to [upskill over 100,000 underserved and displaced individuals](#), providing them career mobility in the digital economy.
- Place [10,000 underserved and displaced individuals](#) into meaningful careers in the digital economy.
- Mobilize and scale our network of employer partners, creating greater synergies between our programs and placement opportunities.
- Pivot Re:Coded's business model from total reliance on grants, awards, gifts, and donations to a hybrid system that covers at least [50% of operating costs with earned revenues](#).

2024 Priorities

As we look ahead, our annual priorities have been designed to contribute to our wider plan for growth. During 2024, our focus will be on:

Programs

We will obsessively focus on what we do better than anyone else and increase the breadth and scale of our bootcamps, while maintaining the highest standards of quality and an innovative learning model. We will launch a suite of “always on” courses and will rigorously track our impact through data to continuously optimize our model.

Operational Excellence

Build for scale by putting in place the right infrastructure, technology and processes so people are spending their time where it adds the most value and we are able to improve our applicant, student and team experience.

People & Environment

Continue to hire and retain people who are compulsively driven and obsessed with making things great. Create an environment in which people are doing their best work and are continuously learning and growing.

Financial Sustainability

Become a stronger, more financially sustainable organization by diversifying our funding sources, increasing our earned revenue and decreasing our cost per student.

Global Reach and Visibility

Put Re:Coded on the map globally as a world-class mission driven venture, one that is an inspiring place to work and has tangible impact in the work we do and grow our footprint by launching our first programs in the UK.

Our Finances

Total Revenue 2023

\$3,075,587.67

Total Expenses 2023

\$3,012,527.28

	2017	2018	2019	2020	2021	2022
Expenses	\$0	\$419,125	\$616,964	\$1,173,244	\$1,736,290	\$2,432,340
Revenues	\$1,160	\$471,971	\$934,811	\$1,222,048	\$2,128,822	\$2,366,611

How we
spent our
funds...

95.1%
programmatic operations

4.9%
org-wide operations



Re:Coded's Board of Directors



Alexandra Clare,
Co-founder & CEO -
Re:Coded

Evanna Hu,
Chair of Board, CEO and partner -
Omelas



Rajesh Chalamalasetti,
Chief Analytics Officer -
Macquarie Asset Management

Alexandra Karacsonyi,
Strategy consultant and
innovation expert - Elixir



Siret Unsal,
Managing Partner -
Oxtech Ventures

Funders and partners

Our work is only possible with the generous support of our amazing partners across government, philanthropy, business, and technology:



spark



Google.org



MEPI



Pledges



slack

The ERTA Foundation



Strategic Partners

FLATIRON SCHOOL

ingev



zoom

Thank you

Thank you to every student, graduate, team member, donor, hiring company and ally of Re:Coded. We could not have gotten through 2023 without you. It was a year that we experienced the passion, energy and generosity of our team and our wider community and we are so thankful for being part of our story.

re:coded

www.re-coded.com