



10 YEARS

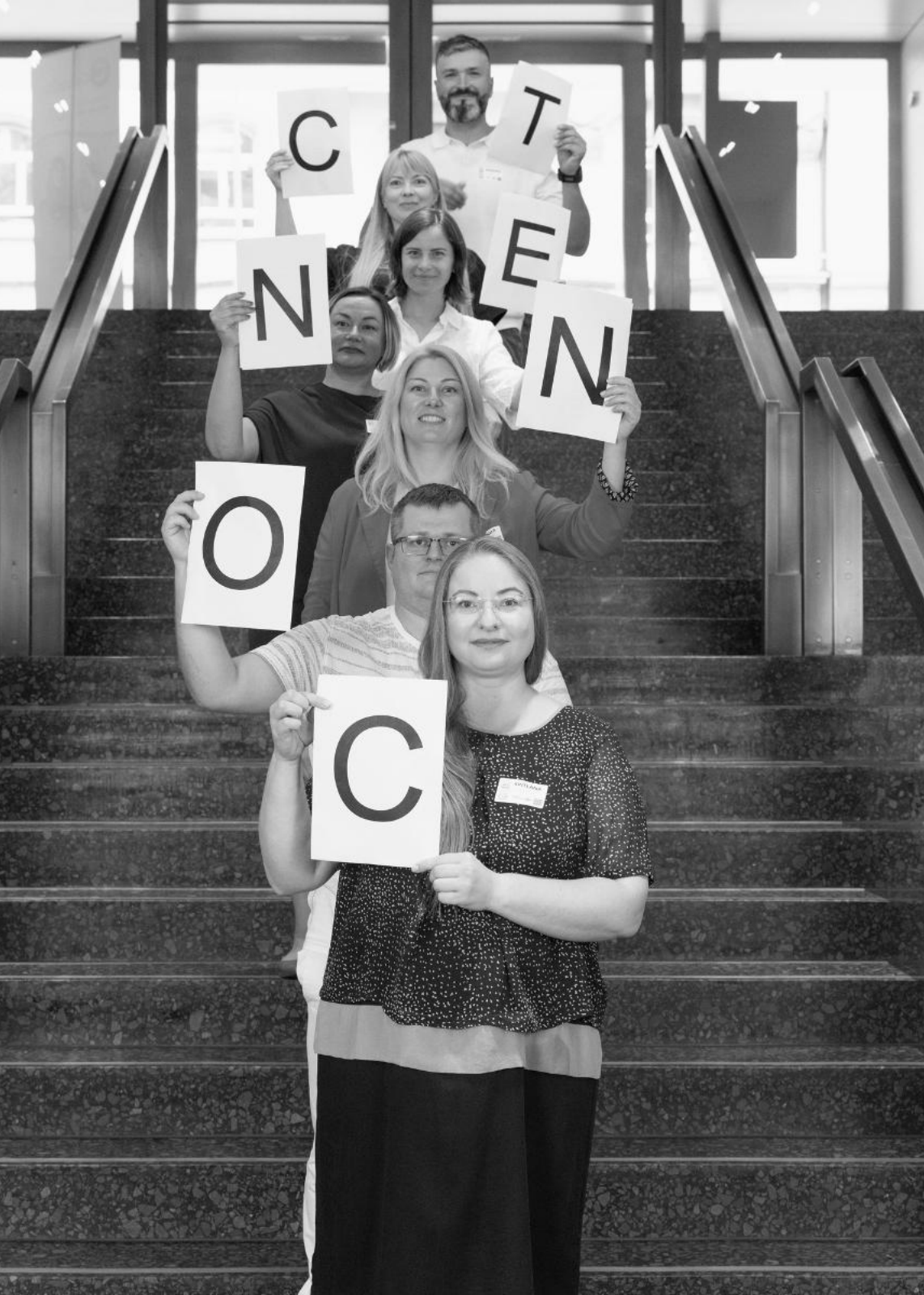
Capacity

Annual Report 2025



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## Foreword

### Creating Opportunities Together

Labour markets, technologies, and social conditions are evolving rapidly – and with them the opportunities for equal access to the labour market. **Highly qualified refugees and migrants bring valuable knowledge, experience, and perspectives, yet their path to financial independence often remains challenging.**

Our programmes respond directly to this reality. Through a firm belief that diversity is a strength, **we accompany people on their journey toward sustainable and self-determined careers.**

In 2025, our work was carried out by a team of staff (7.16 FTES) including team volunteering and the work of 4 volunteers. They delivered programmes that empowered participants to seize opportunities, expand professional networks, and build their careers in Switzerland.

**A central pillar of our work is the Access Fast Track programme,** which supported 120 participants on their journey into the labour market. Around 110 corporate volunteers from Partner companies shared expertise, offered practical guidance, and opened valuable networks. We were pleased to welcome Sika as a new partner, and to see highly motivated volunteers strengthen our community further.

The CONNECT events in June 2025 and January 2026 brought participants together with representatives from partner companies, employers, and public institutions, creating space for meaningful exchange. We were honoured to welcome Prof. Dr. Yvonne Riaño, Vice President of the Federal Commission on Migration, and Marianne

Charaf, Co-President of the Foreigners' Advisory Council of the City of Zurich, as keynote speakers.

In the LEAP into Self-Employment programme, 13 participants developed creative business ideas – from fair-trade products to social enterprises. The programme concluded with a pitch event hosted by eBay Switzerland, showcasing the diversity, innovation, and entrepreneurial spirit of the projects.

We also expanded our Speed Coaching format. **Through workshops, Access Fast Track alumni gained insights from experienced professionals and strengthened their networks.** This approach also shaped the Talent4Zürich pilot, supported by the City of Zurich, connecting alumni with representatives from companies in the greater Zurich area.

For many years, I have personally supported these programmes as a coach and mentor – whether through Access Fast Track or LEAP into Self-Employment. Working with people who bring motivation, experience, and new perspectives is enriching every time. **This exchange proves equally valuable for our volunteers and partners.**

Consistently high satisfaction rates confirm how positively this collaboration is experienced. The results speak for themselves: **around half of Access Fast Track participants secure a qualified position within six months of completing the programme.**

Alongside expanding corporate partnerships, we worked to secure ongoing support from foundations, the State Secretariat for Migration (SEM), and several cantons, while building new partnerships and raising Capacity's public profile. Highlights included our

participation in the Job Fair in Lausanne, co-organising the Forum for Work and Integration in Zug, and presenting our work at the Integras Forum at the University of Zurich. At the "ici. gemeinsam hier." Community Event, Capacity was among 16 recognised organisations, earning second place in "Creativity in Social Integration".

**None of these achievements would have been possible without the trust, commitment, and support of partners, donors, volunteers, and allies.** Together, we continue to create opportunities, empower people, and open pathways for skilled refugees and migrants to contribute their talents and shape their futures in Switzerland.

**We look ahead with optimism and remain committed to fostering a more inclusive Swiss labour market. On behalf of the Board and the team, I sincerely thank you for your support and invite you to explore our annual report to see what we achieved together in 2025.**



**Chris Gopsill**

Chairman of the Capacity Board  
Zurich, June 2026



 Capacity  
Fostering Refugee and  
Migrant Talent since 2015

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Migrant Talent since 2015

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**What drives us and  
how we achieve it**

# Who we are

Capacity is a Swiss non-profit organisation dedicated to unlocking the potential of people with a refugee or migration background and fostering an inclusive labour market. Founded in Zurich in 2015, Capacity launched its first programme in 2016, marking a **decade of building bridges between international talent, employers, institutions, and civil society.**

Through our programmes, we support participants in regaining professional orientation, accessing relevant networks, and **translating their skills into sustainable careers or viable businesses in Switzerland.** Working closely with corporate partners, volunteers, foundations, and public authorities, Capacity combines practical knowledge, coaching, networking and peer-learning to create impact at both individual and structural levels.

Our work is driven by the conviction that **inclusion is a shared opportunity – for individuals, organisations, and society as a whole.**

## Mission

Capacity promotes the talent of people with refugee and migrant background in Switzerland through programmes which acknowledge, appreciate and activate each person's specific blend of skills, talents and potential. We complement this through our corporate engagement activities.

## Vision

We envision a society where everyone can contribute their skills, potential, and unique talents, and in which diversity is valued as a strength, regardless of gender, nationality, religion, race, or socio-economic background.



# How we work

We develop solutions that foster the social and economic inclusion of refugees and migrants in the Swiss labour market while helping to meet the growing demand for skilled talent.

## SDGs



Our programmes promote the talents of refugees and migrants, empowering them to generate the income and resources needed for a sustainable future in Switzerland.



Our programmes offer inclusive education and advocate for lifelong learning opportunities for all.



Our programmes support women with refugee or migrant backgrounds to reach a self-determined life, whether through professional integration or self-employment.



Our programmes ensure that the valuable human capital of individuals with refugee or migrant backgrounds is no longer overlooked but is recognised and utilised to its fullest potential.



Irrespective of gender, race, ethnicity, origin or religion, we promote social and economic inclusion of refugees and migrants in Switzerland.

1

We equip individuals with skills, orientation, and confidence. We support highly qualified people with a refugee or migration background to rebuild professional identity, **understand the Swiss labour market, and strengthen job-search, entrepreneurial, and self-advocacy skills** through programmes, coaching, and peer learning.

2

We activate networks and employers for access and opportunity. We **connect participants with employers, corporate volunteers, and professional networks**, enabling direct exposure, mentoring, and trust-based relationships that open doors to employment, entrepreneurship, and long-term career pathways.

3

We drive systemic change through collaboration and evidence. By working with companies, public institutions, and civil society, and by using robust monitoring and evaluation, **we contribute to more inclusive hiring practices**, reduced deskilling, and a labour market that recognises international talent as a strategic asset.



## **Our Approach**



## Our Approach

Capacity's work is grounded in lived experience: our organisation is led by a team of migrants and locals with expertise in migration & talent development, among other areas, and years of experience working with vulnerable populations.

We place **strong emphasis on community building**, creating trusted spaces where participants, alumni, volunteers, and partners connect, learn from one another, and grow together. At the same time, we aim for a **cross-sectoral collaboration**, bringing together corporations, public institutions, academia, and civil society. By working across sectors, Capacity not only supports individuals but also **contributes to structural change towards a more inclusive and resilient labour market**.

## Programmes & Services

Capacity delivers **two programmes** that support highly qualified people with a refugee or migration background on their pathway to economic participation: **labour market integration and self-employment**. Both are offered in bilingual (E/D), compact formats and are designed for high impact, combining expert workshops, peer learning, community building, and strong engagement with corporate volunteers.

The labour market integration programme **Access Fast Track** focuses on career orientation, job-search strategies, coaching, and direct access to professional networks and employers, while the self-employment programme **LEAP** supports participants in developing, testing, and scaling viable business ideas. Across both programmes, Capacity builds on the skills, experience, and ambitions participants already bring, translating them into **sustainable employment, entrepreneurship, and value for employers and society**.



## Labour Market Integration Programme

The programme supports participants in navigating the Swiss labour market through targeted orientation, efficient job-search strategies, and structured career planning.

Participants strengthen their ability to **clearly assess and communicate their professional background and value, expand their local professional networks**, and connect with corporate volunteers from Capacity's partner companies. Through this supportive, practice-oriented community, Access Fast Track **increases participants' chances of securing sustainable employment** aligned with their skills, experience and career aspirations.

It also bridges **international talent with the Swiss labour market**, supporting employers in accessing diverse talent and fostering more inclusive hiring practices while raising awareness of the potential of internationally trained professionals.



## Self-Employment as a route to Labour Market Inclusion

LEAP into Self-Employment accompanies participants in developing **independent careers as freelancers, consultants, or service and product providers**. It focuses on clarifying motivation, building an entrepreneurial mindset, and enabling participants to assess their skills, experience, and value proposition for self-employment.

By connecting participants to the Swiss entrepreneurial ecosystem and the wider Capacity community, LEAP strengthens professional networks, supports access to clients and opportunities, and helps participants **build sustainable, self-generated income**.



**Our Corporate Partnership  
Model**

## Building trust-based collaborations

We build trust-based collaborations with forward-thinking companies that want to **combine social impact with meaningful employee development**. We co-create partnerships that align corporate ESG and DEI goals with our programmes and that are designed for long-term collaboration.

At the core are three complementary pillars:

- **financial support**, which enables programme delivery and quality;
- **corporate volunteering**, engaging employees as *Talent Coaches*, Mentors, and *Network Allies* and connecting participants with labour-market expertise and opportunities;
- and **donations in kind**, such as pro bono services, training, or infrastructure, strengthening organisational capacity and programme effectiveness.

Together, these pillars create shared value: companies gain structured, high-quality **volunteering opportunities and access to highly qualified yet often overlooked talent**, while participants benefit from credible, inclusive pathways into sustainable employment.

*Capacity is not just about access to opportunities; it's about unlocking potential through a shared growth mindset. The learning goes both ways.*

-Corporate Volunteer Access Fast Track 2025





**How we measure Impact**

# Our framework

Guided by our theory of change, Capacity measures its impact through a robust **Monitoring, Evaluation, and Learning (MEL)** framework that **tracks results at individual, programme, and system levels**. We combine quantitative indicators—such as employment outcomes, career progression, and project viability—with qualitative insights from participant feedback and surveys.

Our MEL approach is continuously **strengthened through external evaluations** and structured learning loops, ensuring accountability to funders and partners while enabling **evidence-based programme improvement**.

## Input

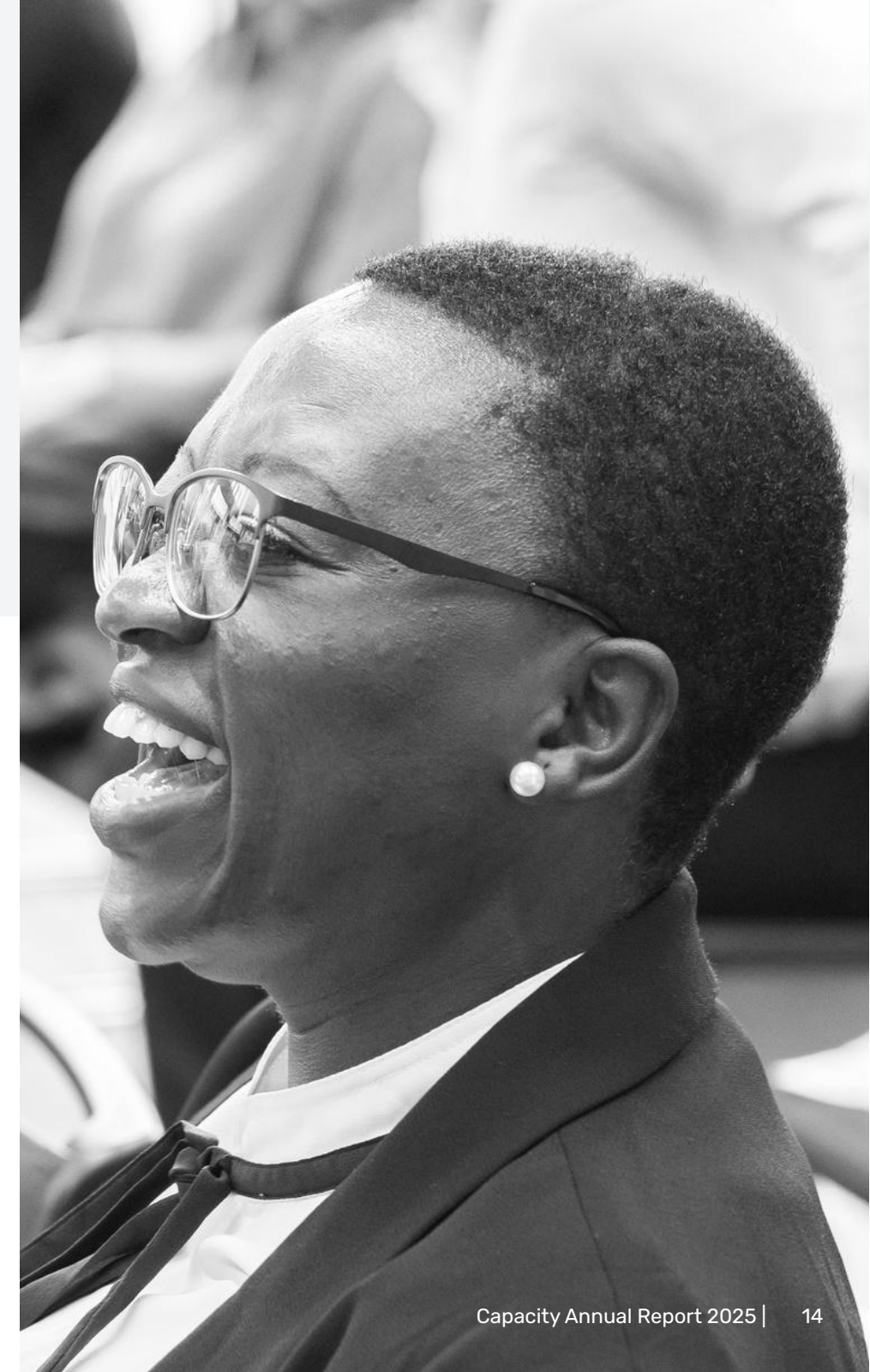
Capacity's work is made possible through the commitment of our team, the lived experience of our community, and the support of corporate partners, volunteers, foundations, and public institutions.

**Key inputs include our professional expertise, coaching hours from our corporate volunteers, funding and partnerships across sectors, and the result of our MEL framework.**

## Output

With these resources, Capacity delivers structured Labour Market Integration and Self-Employment Programmes, including additional activities for alumni and employer engagement.

**Participants gain access to relevant knowledge, tools, and professional networks, while employers and partners engage through volunteering, hiring, and collaboration.**





## Outcomes

In the short and medium term, participants strengthen their professional orientation, job-search and entrepreneurial skills, confidence, and social capital.

They secure employment aligned with their qualifications, develop sustainable career pathways, or launch viable businesses. At the same time, employers deepen their awareness, skills, and readiness to engage with internationally trained talent, contributing to more inclusive and effective hiring practices.

## Impact

Capacity contributes to **reducing deskilling**, strengthening labour market inclusion, and enhancing the economic and social participation of people with a refugee or migration background, while driving a **more inclusive and resilient Swiss labour market** that recognises international talent as a shared asset.



Capacity

refugee and  
nt since 2015



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Migrant Talent

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Community



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**The year 2025 by the team**



## Our highlights in 2025

In 2025, Capacity's work was carried out by a dedicated team of 7.16 FTES (including team volunteering and the work of 4 volunteers, 0.27 FTES), bringing together professional expertise and lived experience.

In 2025, Capacity delivered a range of activities and events supporting labour market integration, self-employment, and cross-sector collaboration.

**Access Fast Track** delivered 4 cycles, welcoming 120 participants and engaging 110 corporate volunteers from our corporate partners UBS, J&J, Generali and Sika through workshops and events. The CONNECT events in June 2025 and January 2026 marked the culmination of cycles 12 to 15.

The **LEAP Programme** concluded its second cohort with 13 participants who developed and pitched innovative business ideas—ranging from fair-trade products to social enterprises – culminating in a pitch event hosted by eBay Switzerland and supported by partners such as Generali (in-kind contribution) and KPMG.

Additionally, **we delivered 4 corporate Speed Coaching Workshops with SAP, EY and Johnson & Johnson**, and piloted a new engagement format for our talents and potential employers with Talent4Zürich. The format developed has strong potential for replication in other regions across Switzerland.



The partnership base expanded. **Sika joined as a new corporate partner**, providing financial support and corporate volunteers.

Capacity also **increased its public visibility**. Capacity participated in the Job Fair in Lausanne and co-organised the Forum for Employment and Integration in Zug, attended by around 300 guests. In December, the programme was presented at the Forum Integras at the University of Zurich.

Alongside programme delivery, the team invested dedicated time in organisational development to shape Capacity's **strategic priorities for the next five years**. This process



CARING FOR EMPLOYEES  
BEYOND THE EXPECTED

Mingle  
Bingo

**Access Fast Track in 2025**



In 2025, Access Fast Track was implemented as planned across Cycles 12–15. The programme combined structured workshops, individual coaching by corporate volunteers. Programme delivery **expanded in scope and intensity**.

## The Cohort

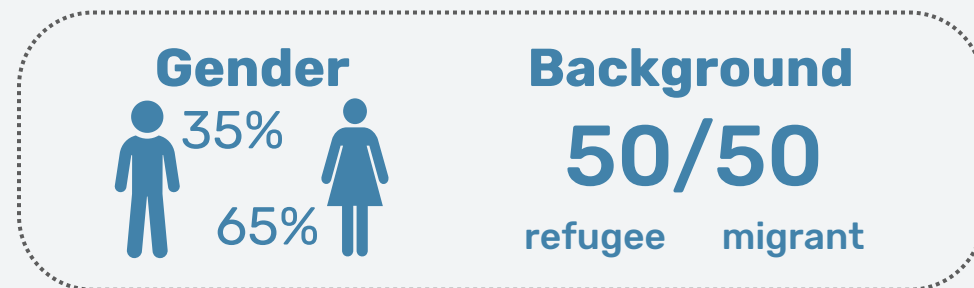
The participant group remained predominantly female and **highly qualified**, most of them bringing **more than 10 years of professional experience**.

**43%** were receiving social welfare at programme entry, underlining continued integration needs.

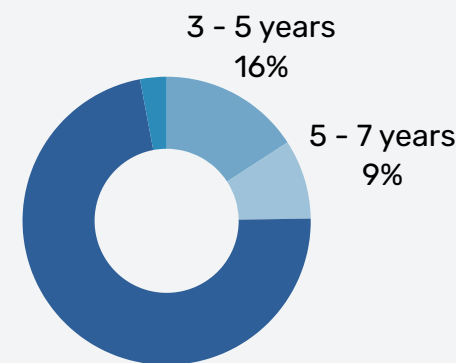
In total, the share of Ukrainian participants in 2025 was **31%**

The **decreased share of Ukrainian** participants reflects the stabilisation of earlier arrival cohorts, many of whom have since **transitioned into employment, education, or training**, leading to a natural shift in demand rather than reduced relevance of the programme.

**120** highly qualified participants with a refugee and migrant background coming from **16** cantons, participated in **4** cycles (C12–C15)

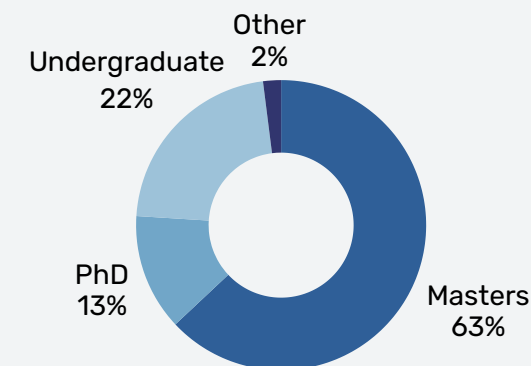


### Professional experience



more than 7 years  
73%

### Education





## Activities

Access Fast Track offered a **comprehensive set of activities**, including three introduction sessions, eight orientation sessions, four Meet & Greet events, twelve half-day workshops, two online workshops, three Social Circles, and two CONNECT networking events, complemented by eight CONNECT preparation sessions for participants.

From Cycle 14 onwards, selected components such as the “My CV” workshop were delivered digitally.

**Corporate Volunteers**, in their roles as Talent Coaches and Network Allies, contributed **1,853 volunteer hours**, representing 54% more than originally planned for 2025. In addition, **25 external experts** contributed to workshop panels.

**High satisfaction rates among participants and volunteers confirm Access Fast Track’s continued relevance and effectiveness.**



# Access Fast Track | Outcomes

The programme effectively addressed contextual and informational barriers—rather than skill deficits—by **improving labour market understanding, tailoring job-search strategies, and developing practical competencies:**

## Self-perception after the programme:

Confidence was relatively high at the beginning of the programme and remains high afterwards, with **93%** feeling confident about their professional background, skills, and value to potential employers.

Participants significantly increased their **understanding of the Swiss job market**, with **88%** stating that they have a good understanding vs. 36% before the programme.

Participants's social capital was strengthened:

**77%** feel they became part of a **supportive community**

**58%** having **more than 10 professional contacts** (vs. from 18% before the programme)

## Skills acquired:

Participants reported stronger job search strategies after the programme, indicating that the programme taught them practical tools and approaches:

**80%** have an **effective job search strategy** in place (vs. 33% before the programme)

Strong or exceptional **CV writing skills** (vs. 37% before the programme) were reported by **88%**

**88%** improved their **ability to interpret job descriptions** vs. 44% before the programme

## Situational change:

**47%** of the participants have a **job aligned with their qualification** after 6 months\* increasing to **56%** 2 years after finishing the programme.

\* Pilot to C13. Data from 296 participants (out of 338 who finished the programme until Jan 2026) collected by follow-up surveys (6 months) and other feedback.

\*\* Pilot to C7: Data from 149 participants (out of 175 who finished the programme until Jun 2024) collected by follow-up surveys (2 years) and other feedback.

# Rebuilding a Career with Clarity and Confidence

## Gabriela Calvillo | Cycle 14

When Gabriela arrived in Switzerland in 2023, she was unable to work due to her permit status.

**Despite holding a Master's Degree and a PhD in Physics**, two years of rejections left her disconnected from her professional identity. She stayed active through volunteering, taking German courses and looking for ways to integrate, but she started to feel her confidence drifting away. After receiving her B permit in 2025, Gabriela joined the Access Fast Track programme to reconnect with her career path. Her motivation to join came from a deep need for guidance on rebuilding her career in Switzerland.

Through workshops and one-to-one coaching, she **learned to approach her job search strategically**: researching institutions, tailoring multiple CV versions, writing targeted cover letters, and preparing thoroughly for interviews. With the support of her Talent Coach, a mock interview helped her refine her responses and approach the interview with confidence. After just four applications, she secured a full-time position as a Research Assistant in an optics laboratory, working in the exact field of her PhD.

*It's been a long and challenging journey of over two years, and I feel that Capacity and my coach have given me the tools to rediscover and reconnect with my core. I hope I can give back someday in some way.*



## From Job Search Frustration to Linux & Security Engineer at Swissmakers

### Nataliia Chaika | Cycle 13

Nataliia comes from Ukraine and **holds two Master's Degrees**. She had worked as a DevOps Engineer and had extensive project management experience. When Nataliia joined the Access Fast Track programme, she was feeling lost and discouraged after months of sending applications with little feedback. She was seeking not only practical guidance on the Swiss labour market, but also hope and community.

Through the programme, **she gained clarity, strategy, and the reassurance** that she was not alone. Encouraged by the Capacity Talent Placement Team, she applied for a role at Swissmakers, where her technical skills stood out during a trial task, leading to her hiring. Beyond employment, she **rediscovered confidence, balance, and a proactive mindset** she continues to apply in her IT career today.

*I am enormously thankful to Capacity for connecting people with companies, and to Swissmakers for allowing me to continue my career in IT, in the same field I was working in back home.*



**ENGAGE - Employee  
Engagement with Impact**

## Together we achieve more

At Capacity, we firmly believe that complex societal challenges such as labour market integration cannot be solved in isolation. Our impact is created at the intersection of civil society, business, and the public sphere.

By bringing together refugees and migrants, corporate partners, volunteers, trainers, and alumni, we create ecosystems of mutual learning and support. Participants gain access to networks, market insights, and real-world feedback, while companies deepen their understanding of diverse talent pools and systemic barriers.

This collaborative model strengthens individual career pathways, enriches organisational cultures, and contributes to a more resilient and more inclusive labour market in Switzerland.



# Corporate Volunteering

Corporate volunteering is a core element of Capacity's work and creates value for all stakeholders involved. It is designed as a **structured professional development experience for employees**, while strengthening programme quality and labour market relevance.

Corporate volunteers **engage as Talent Coaches or Network Allies**, contributing industry knowledge and expertise, as well as coaching, feedback, and access to professional networks, through mentoring cycles, speed coaching workshops, and networking formats with clear roles, time-bound commitments, and measurable outcomes.

Participants benefit from direct contact with employers, increased confidence, strengthened professional identity, and improved access to the Swiss labour market.

At the same time, **employees develop leadership, coaching, and cross-cultural communication skills** through meaningful, skills-based engagement, while companies benefit from **stronger employer branding, higher employee engagement and retention**.

*Access Fast Track is a very practical and effective programme to support the participants in their Swiss employment journey. The programme is providing rewarding benefits for participants and Coaches/Network Allies alike. I look forward to continuing to support.*

-Michael Redford | Sika Corporate Volunteer



# Corporate Volunteering | Outcomes

Corporate volunteers report consistently a **high satisfaction** of highlighting the programme as a meaningful and well-structured opportunity to **contribute their skills in a tangible way.**

**95%**

highlighting the programme as a meaningful and well-structured opportunity to **contribute their skills in a tangible way.**

**205**

Corporate  
Volunteer  
Engagements

**2'201**

Volunteered  
Coaching Hours  
Delivered

**205**

Programme  
Participants  
supported

## Skills acquired

Corporate volunteers **strengthen core coaching and mentoring competencies**, including active listening, goal-setting, and constructive feedback.

**89%** say the programme provided an opportunity to **improve their coaching skills.**

Many describe the experience as a form of **practical leadership development**. These skills are reported to be **directly transferable to the workplace**, increasing their relevance beyond the programme.

## Change in awareness

Engagement in Access Fast Track leads to a significant increase in **awareness about the structural barriers** faced by highly qualified migrants and refugees in Switzerland, reported by **92%**

The experience **challenges assumptions and biases**, strengthening their readiness to engage with diverse talent more effectively:

**81%** state that it **influenced their perceptions/opinions** of candidates with a migrant/refugee background

## System-level impact

Engagement in the programme increases volunteers' willingness to **act as advocates for inclusive hiring and talent recognition** within their organisations:

**85%** report a stronger **motivation to influence internal practices**, contributing to more inclusive approaches.

The programme contributes to **shifting narratives** – from deficit-oriented views of migrants to **recognising their qualifications, experience, and potential.**

# How Volunteering Creates Opportunities for Skill Building, Networking, and Growth

## Patricia Andrade | Volunteer

Volunteering with Capacity has given me the opportunity to build new skills, strengthen leadership capabilities, and expand my professional network, all while working alongside inspiring people!

While service was my primary motivation, over the years as a Capacity volunteer, I have discovered that my most meaningful learning emerged through real conversations, curiosity, and an openness of both mind and heart, learning with and from others. These volunteer experiences have played a key role in helping me build, practice, and refine my skills over time.

### **Learning by doing and by giving**

Volunteering creates space to practice skills in context. Coaching, communication, influencing, adaptability, these become tangible when you are engaging with real people, real constraints, and real ambitions. I had a personal objective to serve, but connected this desire to the opportunity to build coaching practice and leadership skills.

This is why I increasingly see volunteering not only as a way to contribute, but as a powerful and strategic way to build, practice, and develop skills.

*By giving my time and experience, I found myself learning in a deliberate and sustained way. In the process, I realised that by giving, I was also receiving.*



## Corporate Workshops

Our **Corporate Workshops** create a bridge between our alumni community and the corporate ecosystem. They translate corporate expertise into immediate, practical value for talents navigating a complex labour market, while offering corporate employees a structured and meaningful way to engage in a short activity beyond traditional volunteering.

These workshops generate tangible outcomes in a short time frame: increased labour-market readiness for participants and wider professional networks, strengthened intercultural and leadership skills for employees. This format enables companies to create **measurable social impact while investing in their people and future talent pipelines.**

# Corporate Workshops

In 2025, the Capacity team delivered **4 corporate workshops and 1 Speed Networking Event, engaging 76 alumni and 72 volunteers:**

30 Jan Online Workshop | Interview Preparation Workshop by **EMEA Recruitment** | 16 alumni

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29 Apr **@SAP Switzerland** | Speed Mentoring Workshop | 12 alumni and 10 SAP coaches

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16 May **@EY** | Speed Coaching & Networking Workshop | 21 alumni and 20 EY coaches

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2 Oct **@SAP** | Speed Mentoring Workshop | 10 alumni and 11 SAP coaches

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7 Oct **@Johnson & Johnson** | Speed Coaching & Networking Workshop | 15 alumni and 11 J&J coaches

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23 Sep **Pilot Speed Networking Talent4Zürich** supported by the City of Zurich:

A four-hour event, including orientation, speed coaching and networking, held at Bluelion, with **18 alumni and 19 employer representatives/coaches**. Capacity reached out to 135 companies, of which 14 participated.

# Outcomes

The Corporate Workshops **strengthened alumni's labour-market readiness** by improving their understanding of Swiss recruitment practices, sharpening job-search strategies, and expanding professional networks.

**100%** of **SAP Employees** found the workshop allowed them to effectively **practise and develop communication and mentoring skills**.  
**100%** of **Capacity Alumni** found the workshop helpful for **establishing a connection and improving their networking skills**.

## Capacity Alumni @ Talent4ZH

**100%** stated that the event helped them **expand their professional network**.

**87%** found the **feedback** from employers useful.

## Employers @Talent4ZH

**94%** **increased their awareness** of the challenges faced by job-seeking professionals with a refugee or migration background.

**78%** reflected on **how this talent group can be made more visible** and better recognised in the labour market.

# Talent Placement Efforts

Upon successful completion of the Access Fast Track programme, participants are included in Capacity's talent database, which enables them to access continued support beyond programme completion, including opportunities to participate in corporate speed-coaching formats or to be considered for Talent Placements with partner companies.

As part of the Talent Placement approach, we complement our programme-based corporate partnerships (focused on corporate volunteering) with **additional employer partnerships** specifically

aimed at recruitment and placement. In 2025, this included cooperation with Marriott Hotels Zurich, Johnson & Johnson, and Generali.

In 2025, **Capacity facilitated 94 job-placement referrals** for alumni with **20 potential employers, resulting in two placements.** Capacity is officially registered with the Office for Labour of the Canton of Zurich as a recruitment and placement organisation.





# LEAP in 2025



*I loved the practical advice and all the mentors you have selected. Each workshop was super valuable for the reality of solo entrepreneurs. I loved the energy and the opportunities provided, and how you made space.*

-LEAP Programme Participant 2025

# LEAP

into Self-Employment

In the first semester, we were able to offer a unique growth opportunity to two selected entrepreneurs through a dedicated **Office Residency with G-Squared**. Over three months, they gained access to a professional workspace and meeting facilities, tailored operational support, investor introductions, feedback on investor-readiness materials, and on-demand coaching and mentorship. This targeted package enabled both entrepreneurs to advance their projects and strengthen their positioning for sustainable growth.

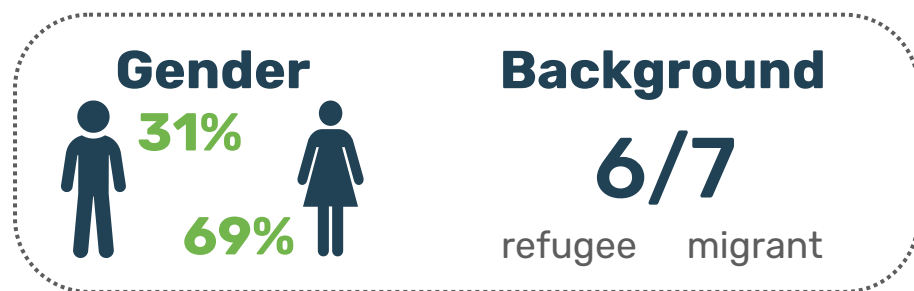
The **second successful iteration** of Capacity's self-employment programme was carried out during the fall, bringing together **13 highly motivated participants from four cantons** to further develop and scale their self-employment projects. The cohort worked on a diverse range of projects – from artisanal food products and start-up consulting services to AI-based solutions and circular-economy initiatives transforming sunk rubber boats from the Aare River into sustainable fashion accessories.

The programme was delivered as a **three-month, practice-oriented programme**, combining four full-day in-person workshops with four evening online sessions. It was structured around the Business Model Canvas (BMC) and, for social enterprises, the Regenerative

Organisation Canvas (ROC), with each session strengthening specific components and resulting in a **completed, living strategic document** by the end of the programme. Participants worked intensively on their own *initiatives*—committing at least eight hours per week—while receiving inputs on self-leadership and confidence, design thinking, market fit, budgeting, pricing, operations, branding, marketing, legal frameworks, and pitching. The programme culminated in a **Speed-Pitching event at the EBAY premises in Bern**, where corporate volunteers provided feedback on their projects, adding visibility and networking opportunities.

## The Cohort

**13** participants with a refugee and migrant background coming from **10** world regions living in **4** different cantons



## Outcomes

LEAP 2025 equipped participants with a **robust set of transferable entrepreneurial skills** relevant both for sustainable self-employment and broader labour-market integration. It achieved strong outcomes across **confidence, business skills, technical skills, and integration.**

### Skills development

They significantly increased their **business skills**. The largest growth **+38%** was seen in **Adaptability of Ideas** and **Identifying Market Needs**.

The growth in participants' **technical skills** was even larger. They reported **mastery of six out of the eight presented skills**, the higher increase of **+85%** at **Pricing** and **Legal Frameworks**.

### Readiness

At the end of the programme, participants had significantly developed their projects: **85%** were **beyond the ideation phase**, **31%** were **operational** and **69%** had a **business plan**, allowing them to build upon.



## Redefining Success Through Purpose

### Minnal Dhingra | LEAP 2025

MINNAL had a successful corporate career, but felt unfulfilled. After a particularly difficult year, Minnal sought **inspiration from ancient Indian wisdom**. She used her professional skills to establish MAMMA VEDA and a supply chain centred on dignity, justice, and solidarity.

She works with a women's collective that **supports poverty-alleviating initiatives for its farmers and workers**, with particular attention paid to single mothers. Minnal has created and tested a **blend of spices and herbs** - a BLISS BRU that restores and replenishes. Customers not only love the taste, but also report improvements in sleep, mood, and clarity of mind.

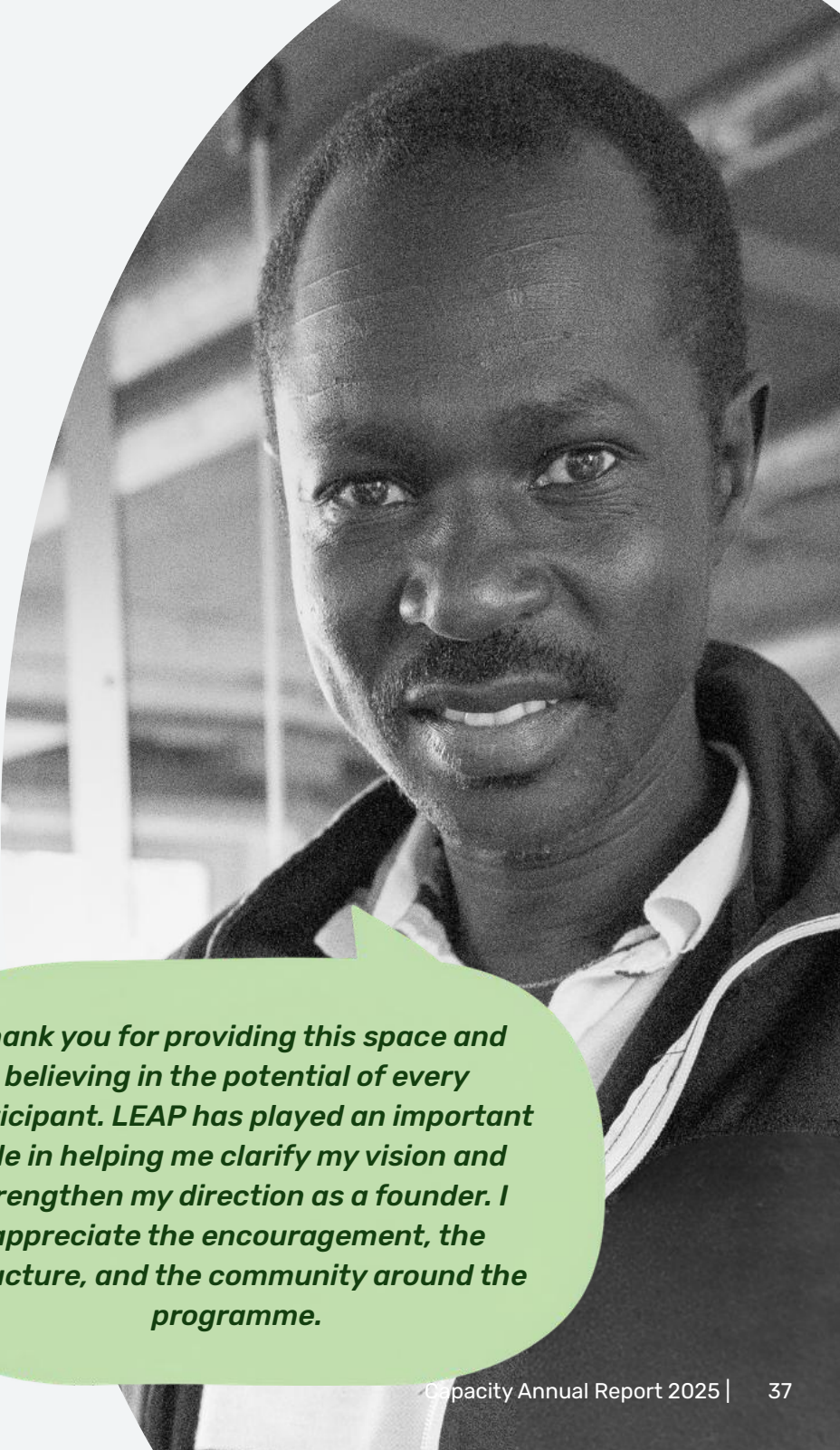
*Being a founder means doing it all: strategy, logistics, content, customer support – sometimes all before 10 am. It's humbling, educational, and often the fastest way to learn what truly matters. In a world leaning heavily into AI and automation (and I use them too), I've realised something: human connection can't be outsourced. Relationships, tone, empathy, and trust are built through presence – not prompts.*

# Running Beyond Borders

## Gatkuoth Thiep | LEAP 2025

Gatkuoth was born and raised in South Sudan, and when violence befell his village, he had to escape with just the clothes on his back. Seeing the tribal divisions from back home resurface at the Kenyan refugee camp he now called home, Gatkuoth worked hard to **organise the runners to be actors of peace** – being on a team together focused everyone’s attention on the similarities they shared and the humanity they each carried as they ran the track. He was instrumental in organising, advocating for, and forming the **first Olympic Refugee Team**, and he qualified to run in the Rio Olympics.

Now, almost a decade later, in addition to working a full-time factory job in the canton of St Gallen, Gatkuoth **supports coaching and provides international representation to refugee and vulnerable runners in Kenya**. He hopes to open a recognised agency that can not only represent the best of Africa’s young talent, but also do it in a way that promotes fairness and awareness of often toxic power dynamics in international sport.



*Thank you for providing this space and believing in the potential of every participant. LEAP has played an important role in helping me clarify my vision and strengthen my direction as a founder. I appreciate the encouragement, the structure, and the community around the programme.*



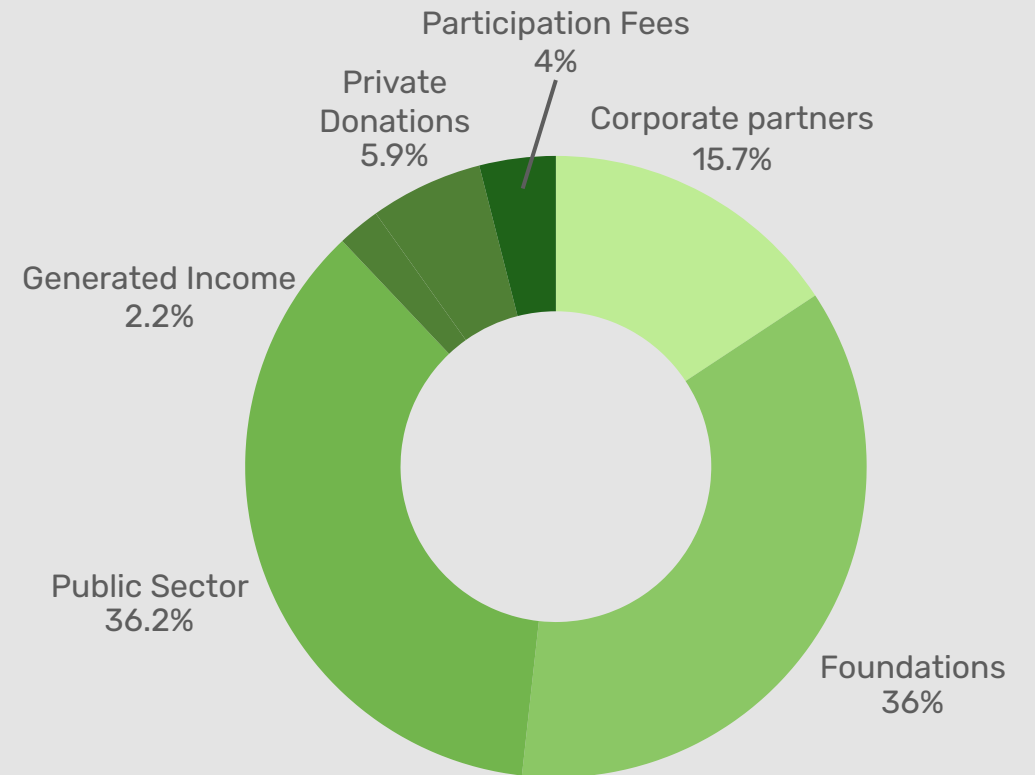
## Financial Situation

# Financial Situation

Since 2015, Capacity has increasingly acquired new partners across sectors and developed new income streams, enabling the organisation's growth and its programmes. **Capacity maintains a diversified funding mix** that combines philanthropic support, corporate partnerships, corporate volunteering, public-sector contributions, and a small share of its own generated revenues.

Transparency and accountability are the base of our strong partnerships. We spend our funding sparingly and cautiously, leveraging in-kind contributions and discounts whenever possible. While **we consistently meet our programme delivery targets**, neither the organisation nor its programmes have yet reached their full target budgets. This limits our ability to invest adequately in human resources, strategic development, and long-term sustainability.

**We continue to operate with salaries below market level and contribute significant unpaid hours**, reflecting our strong commitment but also creating challenges for talent retention and organisational growth. Despite these constraints, we observe steady financial progress year after year, strengthening our resilience and moving us closer to a more sustainable model.



Income Sources



## Our focus for 2026

As programme volume, employer engagement, and public-sector outreach increase, additional paid positions will be required to reduce reliance on unpaid overtime by the team.

**Our focus centres on securing the long-term sustainability of Capacity and our programmes** through continued diversification of funding and stronger public-sector co-financing. Furthermore, we introduced a reduced participation fee for those participants who have the means to contribute to the programme, generating a new own revenue stream.

Progress was made by **increasing public-sector involvement**, including contributions from municipalities to the programme, and by expanding and stabilising private-sector funding. In the meantime, **grants from foundations remain an essential financial pillar**. Financial sustainability depends on continued funding diversification and increased public-sector uptake, both of which require resources from the team.



# Outlook 2026

# Outlook 2026

In a global context increasingly shaped by geopolitical change, we remain committed to fostering a society in which diversity is recognised as a strength and migration as a force for progress. We aim to continue expanding our impact on integration and mitigating the skills shortage – supporting up to **150 refugees and migrants** through our programmes, while actively strengthening and engaging our growing alumni community.

In 2026, **Capacity celebrates its 10th anniversary**, marking a decade of commitment by its team, volunteers, and trusted partners.

We aim to consolidate **Access Fast Track's** role as a recognised labour market integration programme in Switzerland, building on its quality, partnerships, and national relevance. Pending funding, we aim to expand selectively through new locations and hybrid formats while maintaining in-person exchange. We will continue to engage a large number of **corporate volunteers** and plan to strengthen formats like Talent4Zürich.

We would like to deepen our collaboration with cantons and municipalities to support co-financing and sustainability. We plan to incorporate the **LEAP into the Self-Employment** Programme and offer it as a complementary module to provide entrepreneurial support for professionals.

**Together, these pathways reflect Capacity's long-term ambition: to turn inclusion into opportunity and talent into lasting impact for individuals, the economy, and society as a whole.**



# Thank you!

Thank you to all our partners, collaborators and friends for your full support over the last year.

Thank you to all the generous donors - we would not have been able to run the programmes without your support.

Also, thank you to our loyal crowd of volunteers, who assisted us with their valuable expertise. You strengthen our organisation and help us widen our impact in the communities we serve.

Thank you to our community for your dedication, power, and vital engagement, as we together are building a more inclusive society.



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IRF:



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Hilfsgesellschaft  
Zürich

KPMG Foundation



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra



Kanton St.Gallen  
Gleichstellungs- und  
Integrationsförderung



Unterstützt vom  
Kanton Zug





# Annex

# Capacity Team in 2025



**Isabel Brücher**  
General Management



**Adrienn Györy, PhD.**  
Programme Management



**Caterina Meier-Pfister**  
Partnerships



**Carolin Würthner**  
Fundraising



**Juliane Oppenheim**  
Talent Management



**Evgeniya Vodolazova**  
Programme Development



**Francesca Malvatani**  
Talent Management



**Piera Marongiu**  
Talent Placement



**Julieta Novoa**  
Community Management



**Blenda Schmutz**  
Events & Branding



**Ulrike Draeger**  
Support Access Fast Track



**Monica Diaz**  
Programme Management



**Tatiana Kan**  
Programme Management



**Costanza Ostinelli**  
Communications + MEL (Jul - Dec)



**Tevide Mahmudi**  
ZHAW student intern (Feb-Jul)

## FTEs Team

**7.16**  
TOTAL

of which

**6.34**  
Team - Paid

**0.55**  
Team - unpaid/Volunteered

**0.27**  
Volunteers (cf. next page)

# Capacity Board and Volunteers in 2025

## Board



**Chris Gopsill**  
Chief Mentoring Officer &  
Chair of the Board



**Magdalena J. Schneider**  
Alliances and Fundraising  
& Safeguarding Officer



**Jana Worofsky**  
Finances



**Andrea Ostinelli**  
Management & Governance



**Katka Letzing**  
Start-up expertise &  
innovation



**Dora Aibester**  
Organisational and talent  
development



**Medhanie Gebrekidan**  
Finances



**Christian Nat**  
IT & Data Protection Officer

**Time commitment by  
the Board in 2025**

**6**  
board meetings

**600**  
hours volunteered

## Volunteers

Our work would not have been possible without the invaluable support of:

Astrid Boos	Helena Jalanka
Catherine Leduc	Julie Jaeger
Costanza Ostinelli (Jan-Jun)	Yasin Durmus
Donjeta Maloki	Ivana Zimmermann



# Capacity's Key Figures until 2025

**CAPACITY  
ENTREPRENEURSHIP  
PROGRAMME  
SINCE 2016**

**185**

people with refugee or migrant backgrounds supported in their entrepreneurial journey

**120+**

countries represented

**164**  
businesses and non-profits developed

**180**  
jobs landed

**16**  
people pursued continuing education

**790+**

hours of professional training across all programmes

**13'500**

hours of 1:1 mentoring and coaching

**1'047**

corporate volunteer engagements as mentors and coaches

**CAPACITY  
ACCESS FAST TRACK  
PROGRAMME  
SINCE 2022**

**393**

highly-skilled people with refugee or migrant backgrounds supported in their job seeking efforts

**47%**

of the participants have refugee experience

**69%**

of the participants are women (female identifying)

**44**

events showcasing refugee and migrant talent