





Social Impact Report 2026

Career transitions, reimagined.

Founded and directed by Dinah Williams

avenirpathways.org · hello@avenirpathways.org
Company No. 16775227 · Royal Borough of Greenwich

AVENIR PATHWAYS

Welcome to our first social impact report.



Over the past few years, we've watched restructures and redundancies ripple across every sector. And we kept hearing the same thing from the people affected: they needed more than traditional outplacement. A refreshed CV doesn't help you work out who you are without your job title, recognise how your skills transfer, or understand what a changing world of work means for your future.

So we listened. We spoke to more than 50 professionals about their experience of redundancy, then built Future Reset® around what they told us. In July 2026, nine professionals trusted us with three days of their career transition. This report shares what we learned, what changed for them, and where we're going next.

Behind every number is a person navigating one of the hardest chapters of their working life. Many sit in the "messy middle" of the workforce: experienced professionals who are neither entry-level nor executive, and who too often leave with little or no meaningful support. With the right support, redundancy can be a turning point: an opportunity to recognise what you bring, rethink what matters, and make informed choices about what comes next.

We want to work alongside organisations to make sure people receive the same care when they leave as they do when they join. Because how we handle the end of one chapter can shape everything that follows.

Thank you to everyone who has backed us, given their time, and shared their story. This is just the beginning.

Dinah Williams, Founder

Why Avenir Pathways exists

Organisations invest heavily in how they attract, retain and promote their people. When people leave, that care often stops. Redundancy is too often treated as a legal and financial process, while the human consequences are left for individuals to navigate alone: losing colleagues and routine, rebuilding confidence, and questioning their professional identity and what comes next.

Senior leaders are often offered support and access to resources when they leave. But for the "messy middle" – the experienced professionals who make up much of the workforce – meaningful career transition support can be limited or absent.

Avenir Pathways CIC exists to change that. We believe how people leave work matters as much as how they join it. Our flagship programme, Future Reset®, gives people the structure, skills, and community to rebuild confidence, recognise their transferable strengths, understand how work is changing, and make informed choices about their next chapter.

Our ambition goes beyond helping people find another job. We want people to have greater agency over their working lives, and we want organisations to rethink their responsibility to people whose roles disappear. Through our programmes, research, and partnerships, we aim to build a better approach to career transition – one that recognises the person behind the job title and takes seriously the question: **what comes next?**

"I don't think there has ever been a time when Avenir Pathways was needed more. It's not only a vital lifeline following redundancy, it also helps people rebuild their confidence and create a plan that lets them thrive, not just survive. Being part of this group, led by brilliant women, is a privilege and an honour. I can't wait to see the amazing, talented people who take part in the programme flourish."

Hannah Kayi Mason, Trustee, Avenir Pathways CIC



At a glance

50+

professionals affected by redundancy shared their experience in our founding research

9.9/10

average likelihood to recommend Future Reset®

+205%

increase in feeling supported in their career transition, sustained three months on (from 2.3 to 7.1 out of 10)

+88%

increase in confidence about their next career direction, sustained three months on (from 3.8 to 7.1 out of 10)

4 of 9

pilot programme participants in paid work within three and a half months

77.8%

of the founding cohort were from Black, Asian or minority ethnic backgrounds



Our journey

October 2025
Avenir Pathways CIC incorporated

April to May 2026
Founding research with more than 50 professionals affected by redundancy

July 2026
Future Reset® founding pilot, with nine professionals at Major Players, Shoreditch

September to October 2026
Three-month follow-up, with all nine participants responding

Wednesday 25th November 2026
Social impact report launch

What we learned first: our founding research

How we did it

We spoke to 50 UK adults who had experienced redundancy between December 2024 and March 2026. Participants were recruited through LinkedIn and our personal networks, and took part in one-to-one interviews conducted by Dinah Williams and Toren Williams. Findings were cross-referenced against data from the Office for National Statistics (ONS) to contextualise participants' experiences within the wider UK labour market.

Who we spoke to

A snapshot of the 50 people who took part in our research.

n = 50

Region

London	54%
South East	32%
South West	6%
Midlands	6%
Scotland	4%
Northern Ireland	4%
North West	2%

Industry

Advertising & Marketing	Tech	Media	Public Sector	Finance	Other
34%	12%	12%	10%	6%	26%

Seniority



4%	Early Career
26%	Mid Level Manager
48%	Senior Manager or Head of Function
16%	Director/VP
6%	C-Suite/Executive Leadership

Salary band before redundancy

Under £40K	4%
£40–60K	18%
£60–80K	24%
£80–100K	30%
£100–150K	16%
£150K+	8%

Gender



82%	Women
16%	Men
2%	Prefer not to say

Ethnic group

78%	White
12%	Black African/ Caribbean
6%	Mixed Heritage
4%	Asian

Age range

6%	25–34
54%	35–44
32%	45–54
8%	55–64

Time since redundancy

44%	Under 3 months
52%	3 to 12 months
4%	Over 12 months

48% were Senior Managers or Heads of Function

82% were women

54% were aged 35–44

What we found

Five themes emerged from our interviews. Each one shaped a phase of Future Reset®.



Isolation and loss of community

Redundancy created a sudden loss of professional community, leaving many participants feeling isolated despite having strong personal support networks through friends and family. The speed at which isolation emerged highlights how closely the professional community is tied to the experience of work, often becoming most visible when it is removed. These feelings were further compounded by financial pressures and intersecting life transitions, including pregnancy and maternity leave, which added further layers of uncertainty during an already destabilising period.

Our participants said

"If I had an established community to turn to after redundancy, that could've helped reduce the shame and isolation I felt. Providing a sense of belonging and reassurance that individuals do not have to navigate the experience alone is paramount."

"Since being made redundant, I've felt isolated and bored in ways I never expected. There's still a sense of embarrassment and shame around losing my job, and as the primary breadwinner, the financial pressure makes those feelings even more difficult to navigate."



Uncertainty about transferable skills

We found that redundancy prompted participants to reassess their professional experience, questioning the relevance of their transferable skills and how these could be applied in new roles or career paths. For some, this uncertainty extended beyond finding their next role to reconsidering their longer-term career direction. These findings suggest that redundancy can disrupt individuals' confidence in the value and future relevance of their existing expertise, making it harder to identify and articulate their strengths in an unfamiliar employment landscape.

Our participants said

"Being made redundant has made me question my transferable skills and what I can offer professionally. It has pushed me to reassess my experience and consider freelancing as an alternative to returning to full-time employment."

"I'm concerned about the future of my career and whether my current role could become redundant as AI evolves. It's prompted me to reassess my experience, identify hybrid skills and explore new career directions. At the moment, leveraging my professional network feels like the most effective way to access new opportunities."

Loss of professional confidence and identity

Participants' professional confidence and sense of career identity were negatively impacted by redundancy, leaving some questioning their capabilities, prospects and the value of their experience. Many felt their options had drastically narrowed to lateral moves, prompting some to reconsider their career trajectory or explore other sectors. These findings suggest that redundancy can destabilise professional identity and erode confidence in pursuing future opportunities. Rebuilding confidence and recognising transferable skills is essential to supporting individuals through career transitions.

Our participants said

"The redundancy severely impacted my professional confidence; I question if my focus on teamwork and job quality, rather than career climbing, is still valued."

"I struggle with the connotation and stigma associated with redundancy when speaking with recruiters."

"The biggest loss has been my identity. You're told you shouldn't attach your identity to your work, but I was genuinely proud of where I worked. Losing that has been really sad."

Unfamiliarity with AI tools in job search

Many individuals highlighted a growing need to understand how AI is shaping recruitment, particularly the use of automated screening tools and CV optimisation. Notably, there was a high unfamiliarity with these technologies which created uncertainty about how to navigate the job search effectively and concerns that a lack of AI literacy could disadvantage them. Equally, participants wanted to use AI strategically without compromising the authenticity of their applications or losing the individuality of their professional experience. This shows that limited confidence in using AI may present an additional barrier to employment, reinforcing the importance of equipping individuals with practical AI skills that support their own professional identity.

Our participants said

"The outplacement support I received failed to cover how I should be utilising AI for job searches and application processes; this would have helped make me feel equipped to re-enter the workforce."

"This is the first time in 10 years I've had to look for a new role, and I feel completely unequipped to navigate how AI is now used in the job search. The landscape has changed so much."

Job market realities

Participants described a job market that felt increasingly competitive and difficult to navigate, particularly compared with their previous experiences of recruitment. Higher numbers of candidates per role meant greater pressure to tailor applications, searching slower, more labour-intensive and emotionally draining. Uncertainty around applicant tracking systems (ATS) and AI screening tools added to these concerns, with individuals questioning whether their applications were being overlooked because their CVs were not optimised for automated screening. These challenges were compounded by opaque recruitment processes, inconsistent communication, lengthy timelines and frequent non-responses from employers. Together, these experiences created a sense of limited control over the job search, highlighting the need for practical support to strengthen application strategies, improve professional visibility and help individuals navigate an unpredictable recruitment landscape.

Our participants said

"The hardest part of the job search has been staying relevant and visible in a quiet job market."

"The silence after applying for roles and not hearing back is disheartening and makes you feel a little hopeless."

"I worry that my age and ethnicity may be working against me in the job search. The current market is already incredibly difficult, but for people from marginalised backgrounds, there's an additional layer of uncertainty, particularly given the current narratives around DEI and inclusion."

Advice to others

From participants who experienced redundancy

- Invest in yourself, your skills and network.
- Stay current in the industry – keep a list of key publications and read them regularly.
- Focus on what you can control – choices around whether to stay in your current industry, pivot sector or start something new.
- Seek legal advice when experiencing redundancy; it can help make you feel slightly calmer throughout the process.
- Recommend financial budgeting, staying connected professionally and reaching out to contacts – many people are willing to offer time and support.
- Seek communities that make you feel supported, bring you joy and understand what you are going through.

What surprised us

A wider and more senior group of people affected by redundancy than we expected, including significant numbers of men and C-suite leaders alongside the mid-level women who are disproportionately affected.

The extent of isolation and loss of community. We were struck by how consistently participants described feeling alone following redundancy, regardless of their previous seniority or the strength of their professional networks. This highlighted that redundancy can mean losing not only a job, but also a sense of belonging, reinforcing the importance of community and connection during career transitions.

A proportion of women experienced redundancy whilst pregnant or on maternity leave; this was particularly surprising. Women described, "vulnerable is the best word to describe how I felt throughout the process". A woman noted it was "daunting to job hunt whilst pregnant; I felt a lot of anger and frustration throughout the process". There is a crucial need for better resources and support for women who experience this, as it is an extremely isolating and difficult time for them.



The UK redundancy landscape

Office for National Statistics, Labour Force Survey, latest available data, accessed July 2026.

Measure	Figure
UK redundancy rate	**3.6 per 1,000 employees** (Mar–May 2026, latest published figure)
Men vs women redundancy rate	**4.9 vs 3.5 per 1,000** (2025 annual average); men have consistently shown a higher headline rate over the past decade
Over-50s vs under-50s	**~17% more likely** to have faced redundancy (ONS Labour Force Survey analysis, via Legal & General, Working Late)
London unemployment rate	**7.4%** (Dec 2025–Feb 2026), the highest of any UK region or nation over the past year
Unemployment, White vs minority ethnic background	**4.1% vs 8.7%** (Jan–Mar 2026, ONS Labour market status by ethnic group)

Two things worth naming alongside this data: ONS does not publish redundancy rates by ethnicity as a standard series; the ethnicity figures above are unemployment rates, the closest official comparator, not redundancy specifically. And ONS does not publish redundancy by salary or income bracket at all; no reputable published source fills that gap. Both are part of the story about whose experience of redundancy gets tracked, and whose doesn't.

Our model

Avenir Pathways CIC was incorporated in October 2025 and operates within the Royal Borough of Greenwich. As a community interest company, our purpose is written into our structure: the value we create is measured in outcomes for the people we work with, not just in revenue.

OUR MISSION AND COMMITMENT

We help people reset with clarity, confidence and capability, and re-enter the workforce stronger than they left it.

Underrepresented communities are disproportionately affected by redundancy and underemployment. So we commit that **at least 51% of participants** across our programmes will be from underrepresented groups, including people from Black, Asian and minority ethnic backgrounds, disabled people, women, people over 50, and people from lower socio-economic backgrounds. We design our outreach, selection and partnerships to make that real.

Future Reset®

Future Reset® is our three-day career transition programme for professionals navigating redundancy, delivered in a small, supportive cohort. It is structured around three phases that map directly to the five unmet needs identified in our founding research: loss of community and isolation, uncertainty about transferable skills, loss of professional confidence and identity, and unfamiliarity with AI tools.

DAY ONE

Reset

Identity, confidence and direction.

Participants explore the emotional impact of redundancy, map their strengths, values and professional identity, and reframe their story so redundancy becomes a turning point.

DAY TWO

Re-equip

AI readiness and the future of work.

Participants build AI literacy as non-technical professionals, learn how automation is reshaping roles, identify their transferable skills and realistic career pivots, and refresh their CV and LinkedIn profile.

DAY THREE

Reboot

Practical tools to re-enter the workforce.

Participants build interview confidence, learn sponsorship and networking behaviours, and leave with a personalised 90-day action plan.

Beyond the three days



To support participants beyond the three days, the programme includes two 90-minute group coaching sessions led by our qualified facilitators. The sessions give the cohort dedicated time to work through the realities of job searching together, test their next steps, and stay accountable to the plans they created on the programme. Coaching in a group also keeps the peer community going after the three days, which our research identified as one of the biggest gaps for people facing redundancy.

In our founding research, professionals who had been through redundancy said financial budgeting was one of the most important things they would advise others to do. In response, we added a one-hour Q&A with a financial adviser from St. James's Place Wealth Management, covering the practical and financial questions that often come with redundancy.

The programme was piloted with professionals from Advertising, Marketing and the Creative industries, and is now open to professionals across all sectors, genders and career stages, both in person over three days and online over six weeks. We are also launching Future Reset® for Organisations, supporting employers to bring the same structure and rigour to how they exit people through restructures.

How we deliver

We grow through partnership, not scale for its own sake. Our founding pilot showed what that looks like in practice: a **£10,000 seed grant** from Power Up London, Big Issue Invest's accelerator, funded by the UK Shared Prosperity Fund. Corporate and community partners gave their time, space and expertise:

Major Players hosted all three days at their Shoreditch office.

Squiggly Careers was a founding programme partner, providing resources and donating books to every participant.

Active International sponsored the alumni celebration breakfast.

Greater Else built our website and branding pro bono.

We're building on this model as we grow. Our funding will come from a mix of sources: grant funders, corporate sponsors, and employers who fund places for their people through Future Reset® for Organisations. Alongside this, corporate partners support us with venues, delivery and expertise because they share our belief that redundancy can be handled better.

The founding pilot and its impact

Delivered 6th, 8th and 10th July 2026 at Major Players, Shoreditch. Nine professionals completed the pilot across three sessions: Reset, Re-equip, Reboot.

9
professionals completed the pilot

3
days: Reset, Re-equip, Reboot

100%
rated Day 3 satisfaction 9 or 10 out of 10

£10k
seed funding from Big Issue Invest

77.8%
from Black, Asian or minority ethnic backgrounds

9/9
retained through the 3-month follow-up

The pilot was funded by a single £10,000 seed grant from Power Up London, Big Issue Invest's accelerator, funded by the UK Shared Prosperity Fund, with in-kind contributions from Major Players (venue), Squiggly Careers (a copy of *Learn Like a Lobster* donated by Sarah Ellis for every participant, plus a free redundancy resource tool shared with the cohort), Greater Else (pro bono website and branding) and facilitator time donated by the team.

Founding cohort

Drawn from participant applications, all nine confirmed places.

Gender

100%
women

Age range

25–54

● 4 aged 25–34 ● 4 aged 35–44
● 1 aged 45–54

Seniority

Manager to Director level
before redundancy

Ethnicity

77.8%
identified as Black, Asian or another minority ethnic background

Salary before redundancy (n=9)

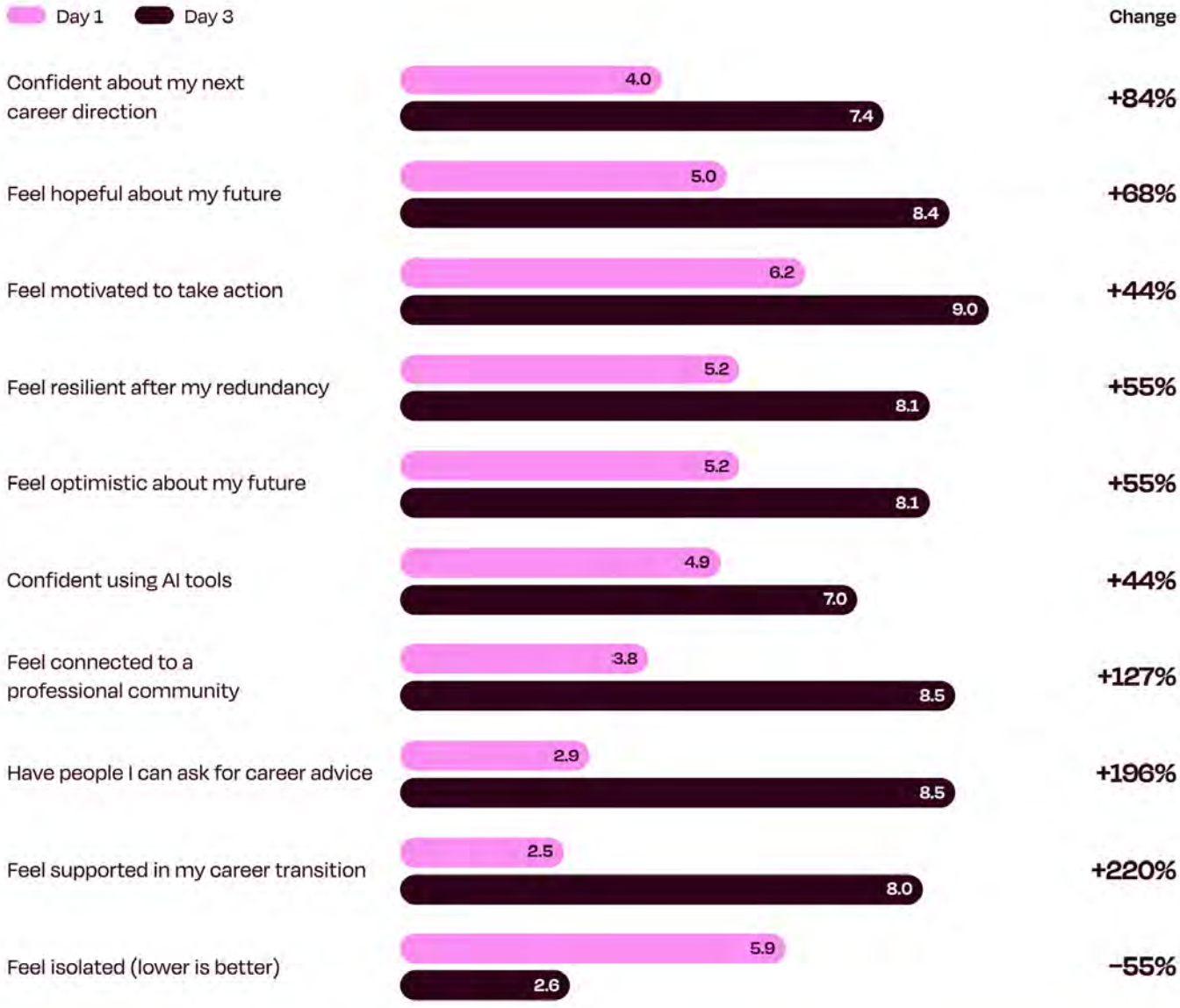
£40k–£50k	4
£50k–£60k	1
£60k–£70k	1
£70k–£75k	3

Sector background

Advertising, Marketing and the Creative industries

What changed across the three sessions

Self-reported ratings, Day 1 (Monday 6th July) vs Day 3 (Friday 10th July), 1–10 scale. n=8 matched respondents who completed both surveys.



The largest shifts were not in job-search mechanics but in how supported and connected participants felt, a direct reflection of what the founding research identified as the most under-addressed need in redundancy: **community.**

Programme-specific ratings, end of Day 3

8.75/10
the programme increased my confidence

8.1/10
the programme increased my career clarity

9.0/10
I feel less alone in my career transition

8.9/10
I now have practical next steps

9.9/10
average likelihood to recommend Future Reset®

100%
rated overall satisfaction 9 or 10 out of 10

In their words: Day 3

"I entered the week uncertain, unclear and less confident about next steps. I have wholeheartedly enjoyed and really appreciated the knowledge and skills shared this week. Cannot wait to keep in touch and grow."

Radhika, pilot participant

"I felt less alone and it's actually pushed me to take some action. I was at a low point but I want to and have the will to move forward."

Pilot participant

"I loved being around people in the same boat! It was nice to share and learn from each other. There were so many nuggets to take away from each session and I feel energised for my future."

Pilot participant

"This has been a fantastic programme, full of much more than I could have anticipated. It has provided space to learn, ask questions and share, fostering a sense of community. The practical aspects of how to go about my job search were game-changing for me."

Talisa, pilot participant

"Such an energising three days! Filled with helpful tips, advice and guidance. And so empowering to realise that I'm not alone in facing redundancy – it's also happened to all of these incredibly talented, brilliant women who have amazing futures ahead of them, so it really isn't a reflection on us."

Pilot participant (anonymous by request)

Twelve weeks on: does it last?

A three-day programme can produce a real high. The question that matters for a funder, a partner, or someone considering Future Reset® is whether that high holds. In September and October 2026, we surveyed the full founding cohort again, all nine participants responded, with zero drop-off.

Employment status, October 2026



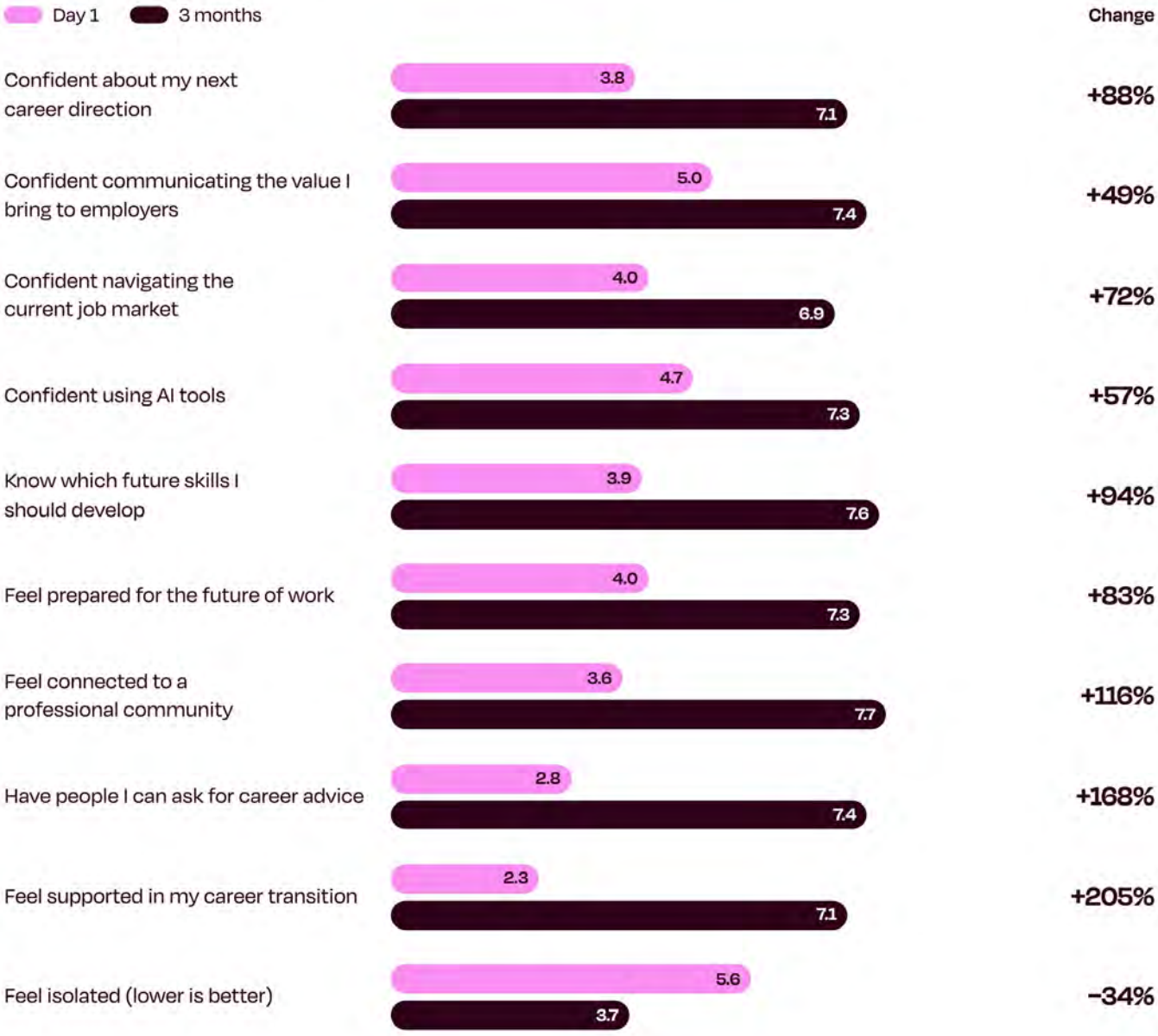
Status, October 2026	Participants (n=9)
● **Employed full-time**	2 participants, both secured a new role
● **Freelance or contract**	2 participants
○ **Still seeking work**	5 participants, everyone actively job-searching, interviewing or using AI to support their search

Four of the nine founding participants (44%) are now in paid work, two in new full-time roles and two on freelance or contract engagements, within about three and a half months of completing the programme. Of the five still searching, every one reported active progress in the 3-month survey: interviews attended, CVs and LinkedIn updated, AI tools in continued use. Nobody had stalled.



Do the Day 3 gains hold up?

Self-reported ratings, Day 1 (Monday 6th July) vs 3-month follow-up (September–October 2026), 1–10 scale. n=9, full cohort.



As expected, the Day 3 scores were a post-programme high, some settling by three months is normal. What matters is that the gains were sustained rather than lost: confidence in the next career direction is still up 88%, feeling supported in the career transition is still up 205%, and feeling isolated remains down by over a third. **This is a durability result, not just a workshop-day result.**

Three months on, in the programme's own terms

9.4/10
average likelihood to recommend Future Reset®, 3 months on

8.0/10
extent Future Reset® helped participants move closer to their career goals

8.4/10
overall satisfaction with the programme, 3 months on

9/9
still using AI tools in their job search 3 months later

8.0/10
average rating: how valuable the AI & Future of Work learning has been

4.1/5
extent Future Reset® contributed to career progress

One finding worth naming on its own: one participant's confidence and satisfaction scores at three months sat among the strongest in the cohort, yet her sense of isolation remained the one area that hadn't shifted, even as she described the community as "everything" and rated her likelihood to recommend the programme a perfect 10. It's a useful reminder that building confidence and resolving isolation don't always move at the same pace, even within the same person.





How Steph uses AI to job-search



"You don't sit down at your desk and sigh."

Three months on, Steph uses Claude as a working partner in her job search: running her weekly search, researching the companies behind roles she's interested in, drafting applications, keeping a live tracker of where everything stands, and writing her daily action list. One recruiter told her they were using her CV "as the benchmark" against other candidates in the process.

> *"Job searching can be a very lonely exercise... that can make the whole thing seem just too huge. But once you've got Claude going... it all becomes so much more doable. You have a list of tasks, you get them done, you have a sense of achievement, you can see everything is moving along, and you can have some time off for other things in life, and not feel guilty."*
>
> **Steph, pilot participant**

Steph's is the clearest example of what the Re-equip phase of Future Reset® was designed to produce, not a one-off AI demo, but a sustained, practical habit that makes an isolating process more manageable.

Building community, beyond the programme

Community ran through every survey. All nine participants mention connection, community, or no longer feeling alone in their written answers, and it is where we saw the clearest and longest-lasting change. Between Day 1 and three months later, feeling supported in their career transition rose from 2.3 to 7.1 out of 10. Having people to ask for career advice rose from 2.8 to 7.4, and feeling connected to a professional community rose from 3.6 to 7.7. Feeling isolated fell from 5.6 to 3.7. (As percentage changes: +205%, +168%, +116% and −34%.) This reflects our findings from the 50 interviews we conducted, where isolation emerged as a recurring consequence of redundancy, with participants describing the sudden loss of professional networks, workplace relationships and a sense of belonging that personal support systems could not fully replace.

For Radhika, who joined Future Reset® while navigating redundancy as a new mother, that thread ran through all three surveys. At the three-month mark she wrote:

"I am proud that in a time of early postpartum, I found a supportive place to both be myself and put thoughts into actionable words. To be made redundant and also as a new mum, uncertainty was high – this programme isn't just a 3-day workshop."

Radhika, pilot participant



The cohort wants to stay involved.

9/9
asked to join the alumni network and attend future events

6
offered to volunteer

5
offered to mentor future participants

4
offered to speak at a future event

We read this as the clearest signal in our data: for people navigating redundancy, community is where we saw the greatest and most lasting change. It is shaping how we build beyond the three-day programme:

- **Alumni celebration breakfast**, Monday 2nd November 2026, sponsored by Active International: the founding cohort met senior women from across industry.
- **Beyond the Job Title** is an in-person series connecting alumni with senior industry voices, peers and a wider community, launching in Q1 2027.
- **A mentoring resource** for alumni and the wider Future Reset® community, launching in Q1 2027.

How you can help

Everything Future Reset® has achieved so far has come from people who believed redundancy could be handled better. To reach more people in 2027, we need partners who can help us grow.

Bring Future Reset® to your organisation

If your organisation is going through a restructure, Future Reset® for Organisations helps you support the people leaving with the same care you show the people staying. We deliver dedicated cohorts in person over three days or online over six weeks, or can book a few people into an open cohort. Every cohort includes two group coaching sessions, a group Q&A with a financial adviser and an impact report. Every cohort an organisation books also funds a free place for someone in our community who can't afford to pay. **Organisations that book by Friday 29th January 2027 receive our founding rate.**

Fund a place

£2,250

funds one person's place on Future Reset®: the full programme in person or online, two group coaching sessions, a group Q&A with a financial adviser and a network of peers who understand what they're going through. It gives someone facing redundancy the support, skills and confidence to move forward. Grants, sponsorship and donations of any size help us reach people who couldn't otherwise access the programme.

Sponsor the UK Redundancy Study

Thousands of professionals lose their jobs to redundancy every year, yet there is very little evidence on what actually helps them move forward. In 2027, we're building on our founding research with a larger national study of professionals affected by redundancy, exploring what they need, what helped and what didn't. The findings will give employers, policymakers and support services a clearer picture of how to get redundancy right. We're looking for partners who want to put their name to that change.

Give an hour as a mentor

We're looking for senior professionals to join our speed-mentoring events in 2027 and share an hour with people who are currently out of work. You don't need to be a coach, just willing to share what you know.

To find out more about any of these, get in touch: **hello@avenirpathways.org**

The people behind Avenir Pathways



Dinah Williams, Founder

Dinah is an award-winning founder who spent 17 years in advertising and marketing, rising from sales to leading commercial teams, before founding her own businesses focused on the future of work, cultural transformation and AI adoption. She founded Avenir Pathways after seeing the scale of restructures and redundancies across sectors, and hearing from those affected that they needed more than traditional outplacement. Too often, the people in the "messy middle" of the workforce, neither entry-level nor executive, leave with little or no support. Dinah has studied AI at Saïd Business School, University of Oxford, and Behavioural Science in Practice at Warwick Business School, and is a qualified transformational coach. Her recognition includes Adweek's Agents of Change (2026), Advertising Week Europe's Future is Female (2025) and finalist for Entrepreneur of the Year at Campaign's Inspiring Women Awards (2025).

Toren Williams, Social Impact & Insights Manager

Toren runs the programme day-to-day and leads on impact measurement and insights across Avenir Pathways, including the design and analysis of the pre-, post- and three-month surveys behind this report. She holds a degree in International Development and International Relations from the University of Sussex, completed the LSE Executive Course in Inclusive Leadership Through Behavioural Science in 2025, and sits on Anthropy's Emerging Leaders Committee.

Karen Charles, Facilitator & Coach

Karen is an Association for Coaching accredited career development coach, facilitator and former senior leader with more than 18 years' experience in digital media and operations. As NABS' in-house coach and Senior Support Advisor, she helps people navigate career change, rebuild confidence and move forward with purpose. A passionate equity and inclusion advocate, Karen is featured on The Digital Voice™ Black Tech-xellence List 2026. On Future Reset®, she is a programme facilitator and coach. Karen co-facilitates the programme and co-facilitates the group coaching sessions.

Rosa Rolo, Managing Director, Major Players

Rosa leads Major Players, the UK's original creative and digital marketing recruiter. She has shaped hiring strategies, built high-performing teams and believes every business should put people first. A trained coach, Rosa champions diversity, working parents, women in leadership, and better access to work for people from lower socioeconomic backgrounds and disabled people. On Future Reset®, she leads the day two recruitment session, and Major Players hosted the founding pilot.

Emy Cragoe, AI Practice Lead

Emy is the co-founder of ORI, an AI-powered career intelligence platform combining psychometric profiling, opportunity matching and mentorship. A marketer for ten years, she worked with brands including TikTok, Netflix and L'Oréal before launching ORI in 2025 to support people through career change. On Future Reset®, she supports the hands-on AI session, making sure every participant leaves confident using the tools.

Fiona Cameron, Lead Facilitator & Coach

Fiona brings more than 30 years' experience across media, leadership and professional development. A qualified coach and skilled facilitator, she is Vice President of Bloom UK (2026/27). Combining industry knowledge with personal insight, she understands the challenges of today's employment landscape and helps people rebuild confidence, recognise their strengths and explore new career opportunities. On Future Reset®, she leads the programme's facilitation and group coaching.

Board of Trustees





Hannah Kayi Mason, Ella McWilliam and Audrey Lartey provide governance and strategic oversight as trustees of Avenir Pathways CIC.

Our partners and funders

The founding pilot would not have happened without a combination of cash funding and in-kind partnership. With thanks to:

BIG ISSUE INVEST	**Big Issue Invest**	£10,000 seed funding for the founding pilot
MAJOR PLAYERS	**Major Players**	Pilot venue, Shoreditch
Squiggly Careers	**Squiggly Careers**	Founding programme partner; Sarah Ellis donated a copy of *Learn Like a Lobster* to every participant and the team shared its free redundancy resource tool
Greater > Else	**Greater Else**	Pro bono website design
ACTIVE INTERNATIONAL	**Active International**	Sponsor of the November alumni celebration breakfast and hosting a fundraising lunch in June

We are actively building our funding pipeline to sustain and grow delivery, alongside an ambition to develop referral relationships with the DWP and local Jobcentre Plus.

In our partners' words

"I've seen first-hand how important it is to support colleagues when they leave a business. How a business handles someone leaving says far more about it than how it welcomes them in. The impact of redundancy goes much deeper than a simple exit process, so it matters that support is there. I'm very proud that Active International has supported Future Reset® to help participants rebuild confidence and find a clear sense of direction for their next steps."

Ruth Cartwright, UK Managing Director, Active International

"The past 5 years have been the most turbulent our industry has seen, and the impact this has had on candidates' job search and confidence has been seismic. Major Players was delighted to lend our data and expertise to support Avenir Pathways in launching this programme and in helping the cohort rebuild confidence and their network."

Rosa Rolo, Managing Director, Major Players

"As an employer in the media and marketing landscape, I'm only too aware of how exposed many careers can be to change, both from technology and the wider economic picture. The mid-career support gap real but not addressed by current training or education pathways. At Greater Else, we've been inspired by the Future Reset® programme's vision and have been proud to engage with Avenir Pathways on the development of a brand to support its future success."

Geoff Bretherick, Greater Else

What's next?

Online delivery. Roll out of the Future Reset® online delivery model, extending reach beyond in-person cohorts in London, delivered over 6 weeks, with the same group coaching and group Q&A with a financial adviser structure as the in-person programme.

Future Reset® for Organisations, helping employers support people through exit with the same rigour they apply to onboarding.

Beyond the Job Title, a growing in-person events series connecting alumni with senior industry voices, peers and a wider community.

A widening funding base to move from single-grant pilot funding to a sustainable delivery model across multiple cohorts a year.



Get involved

This is the first chapter of Avenir Pathways' story. If you'd like to fund a cohort, partner with us on delivery, refer someone facing redundancy, or bring Future Reset® for Organisations into your business, we'd like to hear from you.

www.avenirpathways.org

hello@avenirpathways.org

AVENIR PATHWAYS

Avenir Pathways CIC · Company No. 16775227 · Royal Borough of Greenwich