ACADIAN VENTURES

2026 Impact Report

Investing at the intersection of work, opportunity & social transformation

Doing well by doing good!

Every day, 3.4 billion people head to work, yet most show up unhappy, underpaid, and underappreciated. This reality underscores that even modest improvements in workplace morale, productivity, and innovation can lead to significant gains in societal wellness and prosperity.

Acadian Ventures was founded in 2019 on the conviction that private enterprise is a powerful catalyst for systemic change. We believe that business acts as the most effective platform for societal progress, offering a unique opportunity to drive substantial, enduring, and positive change on a global scale. Financial returns and positive social impact should not be mutually exclusive. In fact, they should be synergistic.

The new architecture of work empowers every worker in the economy, the opportunity to succeed and redesigns business to make it more productive, compassionate, fair, inclusive, and impactful. Along with our portfolio stories, this report weaves together our own impact journey, emerging market trends we are watching, and promising opportunities we are looking to fund and create the next generation of founders.

Report Highlights

OUR TEAM

> "We are committed to being impact investors -- not an impact fund!"

Acadian Ventures is an experienced team of **proven operators, investors & industry experts** shaping the new architecture of work. Founded in 2019 and led by executives from Cornerstone, SAP SuccessFactors, and Workday, Acadian is the world's leading firm focused at the intersection of work and technology, on a mission to make work better and meaningful, creating a progressive approach to human productivity.

Jason Corsello
General Partner

Thomas Otter
General Partner

Audrey Handem
Principal

David Clarke
Venture Partner

Emma Phillips
Venture Partner

Ryan McQueeney
Finance & Operations

Our Journey

A timeline of our milestones and accomplishments since founding in 2019

Our Impact Approach

Access to Opportunity

How employers help workers build and augment existing skills with AI. The opportunity is particularly profound for the frontline workforce, where career pathways are much needed — including AI reskilling as existing jobs fundamentally change.

Economic Mobility

Improving pay progression, skills development, and job promotion with greater transparency and less bias. Compa and Figures focus on pay transparency; Jolly creates performance-based incentives that let frontline workers earn more.

Equity & Inclusion

It is crucial to transcend performative DEI efforts and cultivate a genuinely inclusive workforce. Furthermore, shifting regulatory frameworkswill compel enterprises to establish processes and systems explicitly designed to mitigate systemic bias and compensation gaps.

Training & Reskilling

As AI continues to reshape the global workplace, we believe that continuous learning and adaptation have become essential survival skills for the modern worker.

Redesigned Wellness

Individual health, encompassing both mental and physical wellbeing, serves as the essential bedrock for productive and sustainable engagement within the workforce and broader society.

Responsible AI & Trust

Rather than being a force for good, AI can easily be leveraged to intensify bias, unfairness, inequality, and other negative outcomes, serving as a mechanism for surveillance, oppression, and subservience. Cultivating AI for positive outcomes requires an intentional decision;.

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Impact on a Global Scale

35	15	$1.5B	$8.7B
Active Companies	Countries	Capital Raised	Aggregate Valuation

Impact Framework

Mission Alignment (30pts)

Is impact embedded in the core business model rather than a side program? Does revenue growth track with impact growth? Do founders have an explicit, demonstrated mission-driven thesis?

Workforce & Culture (25 pts)

How companies treat their own people: responsible AI practices, fair compensation and equity access, employee satisfaction and retention vs. industry benchmarks, and diversity of the founding team and workforce.

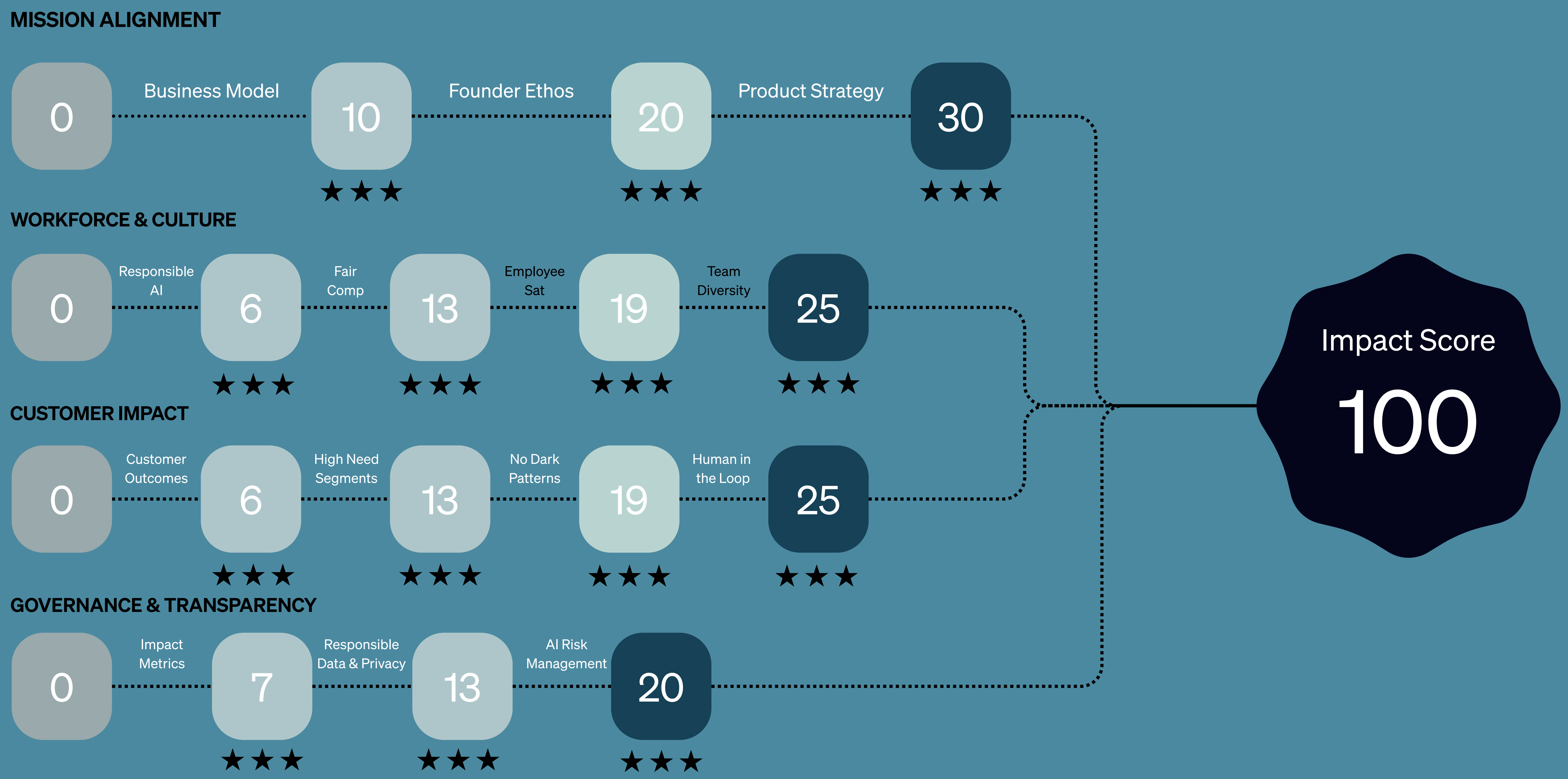
Customer Impact (25pts)

Tangible value to end users: quantified outcomes (hours saved, productivity, revenue impact), service to underserved segments (SMBs, nonprofits, healthcare, education), and absence of harmful externalities.

Governance & Transparency (20pts)

Clear impact metrics tracked and shared with investors at least annually, responsible data practices (GDPR/CCPA compliance), and active AI risk management and model monitoring.

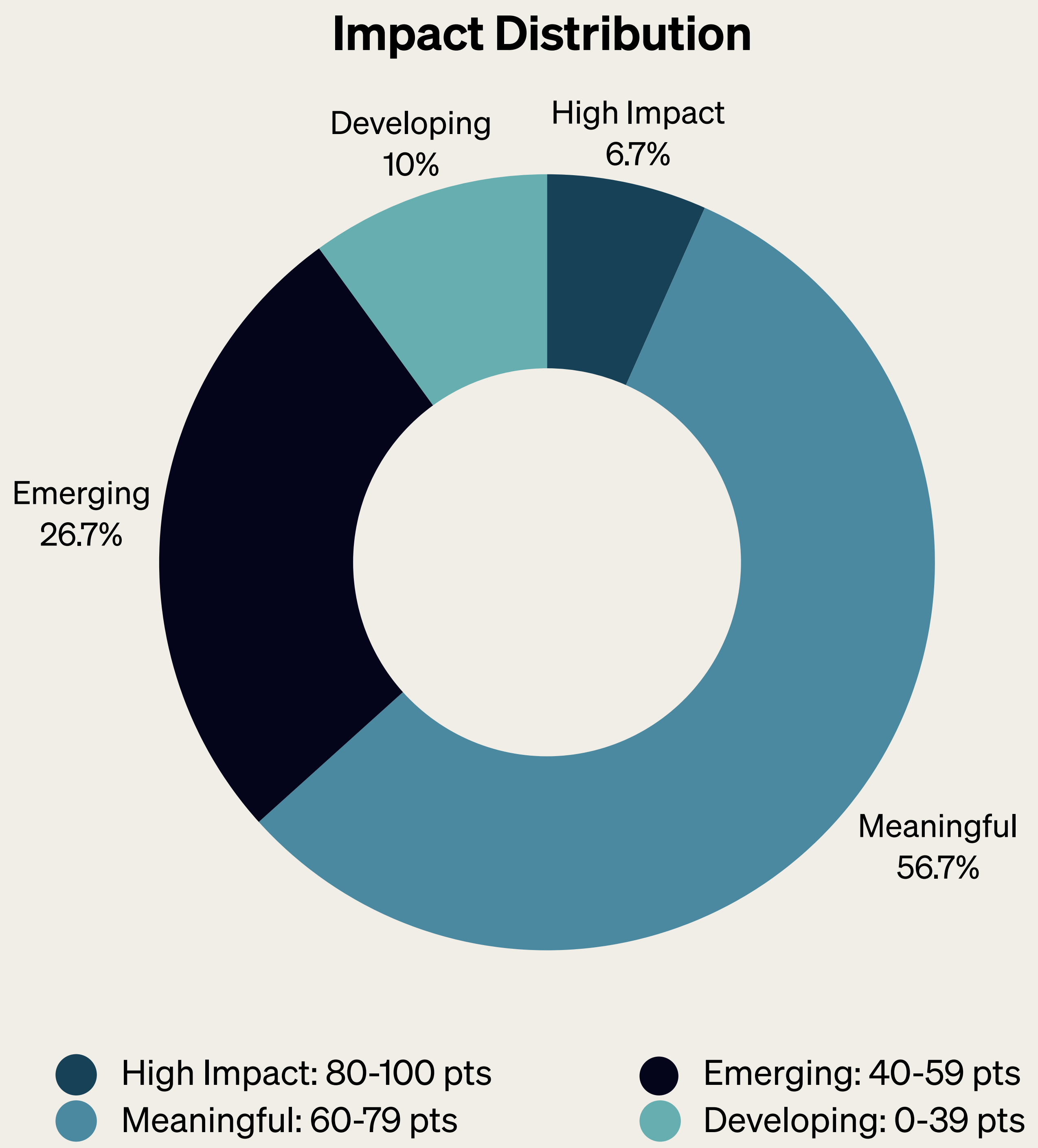
Our Impact Framework



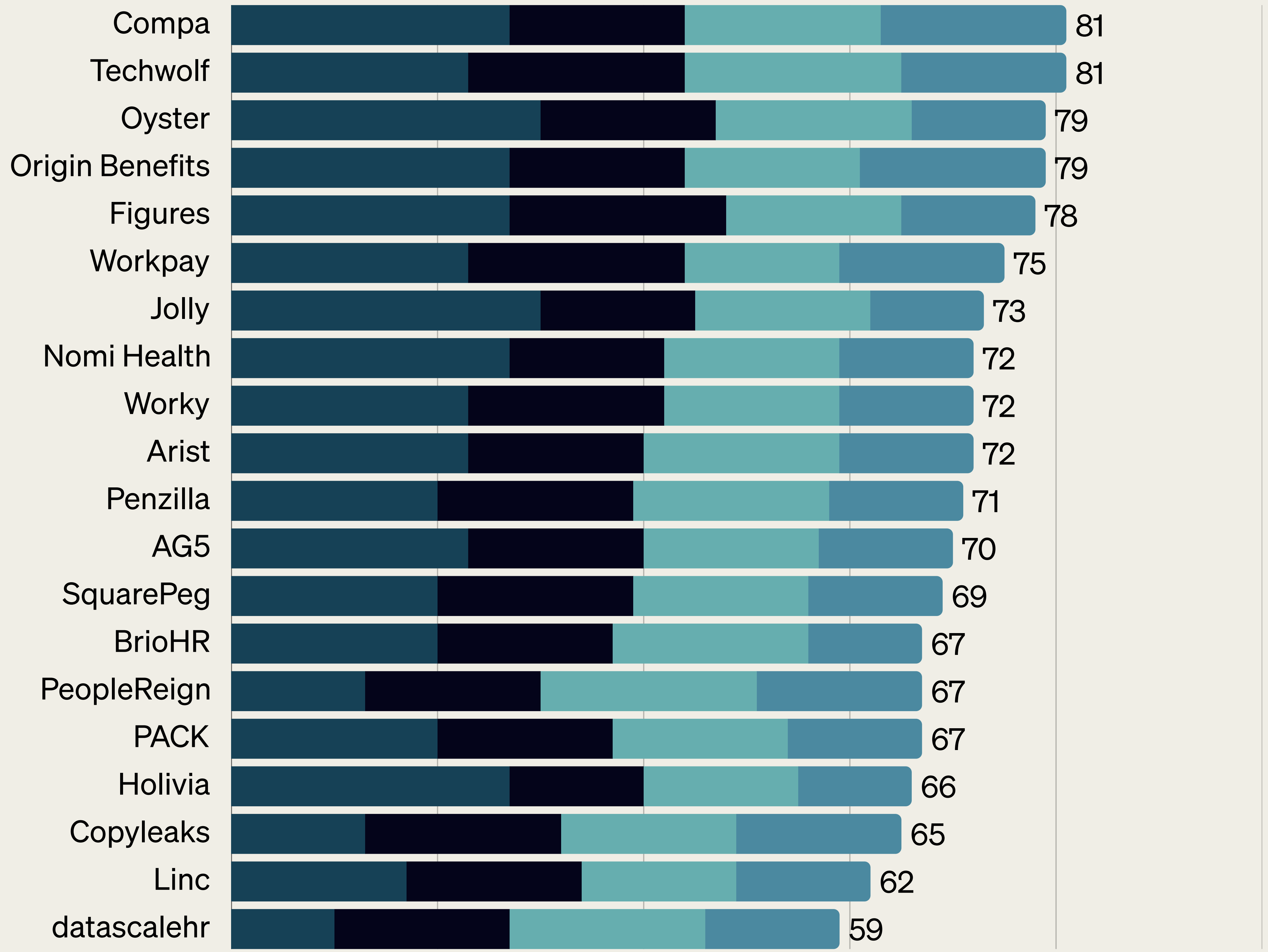
Portfolio Impact Highlights

Our inaugural impact report showcases a broad-based impact of our portfolio companies. **Over 60% of our portfolio companies are delivering meaningful or high impact in their social initiatives.** Additionally, a majority of our companies have shown a strong commitment to creating a broader impact beyond financial performance.

We are pleased to see a strong global representation of impact including companies across 13 countries and 4 continents. **The biggest takeaway in our research suggests our strong performing companies, in terms of consistent revenue growth, had a high correlation with social impact.** Our portfolio is representative of doing good and fostering strong business performance.



Impact Score Across Top 20 Portfolio Companies



Compa

Compa is on a mission to make compensation fair and competitive for all

Compa gives compensation teams live market data connected to agentic workflows. Instead of guessing or relying on outdated annual surveys, analysts and recruiters see exactly what the market pays right now — calibrating pay decisions quickly and competing for talent with evidence-based numbers.

This immediate access to precise market data levels the playing field for external applicants: job seekers without insider industry connections are far less likely to be underpaid at the offer stage. The platform creates faster hiring cycles, minimizes adversarial negotiations, and helps ensure fair and competitive pay from day one.

Founded: 2020 | **Headquarter**: Los Angeles, USA | **Impact:** Economic Mobility | **CEO:** Charlie Franklin | **Stage**: Series B

PORTFOLIO IMPACT

TECHWOLF

TechWolf is building a world where every person can flourish at work

TechWolf uses AI to identify what an organization's workforce actually knows, based on real-world skills rather than resumes. Running continuously in the background, it builds a live map of capabilities across the enterprise — letting leadership instantly spot internal mobility opportunities and critical training gaps, without relying on subjective job titles.

This shift to objective skill tracking matters because traditional hiring frequently overlooks highly capable workers. When people are matched to roles based on verified capabilities, career changers, non-traditional candidates, and historically underrepresented talent benefit the most — a practical solution to a data problem that has restricted workforce equity for decades.

Founded: 2018 | **Headquarter:** Ghent, Belgium | **Impact:** Access to Opportunity | **CEO:** Andreas De Neve | **Stage:** Series B

Oyster

Expanding cross-border employment opportunities to talent in developing economies.

Oyster® is a global employment platform that helps companies hire, pay, and support people across borders, managing the legal, compliance, and tax complexity that typically restricts global employment. Acting as the employer of record, Oyster lets businesses hire talent anywhere without establishing local entities.

Behind the platform sit in-house employment specialists who advise customers through the moments that matter, from onboarding to complex transitions. The deeper impact centers on equality of opportunity: as the only B Corp-certified Employer of Record (EOR), Oyster is built on the belief that birthplace should never limit earning potential.

Founded: 2019 | **Headquarter**: Fully Distributed | **Impact**: Economic Mobility | **CEO**: Hadi Moussa | **Stage**: Series D origin

Origin delivers transparency, accuracy, and intelligence to employers and employees

Employee benefits are one of the largest investments an organization makes in its people, yet for millions of workers around the world, that investment too often gets lost in translation — buried in fragmented policies, inconsistent vendor terms, and benefits information that never quite reaches the people it's meant to help. Origin's AI-powered platform, Cuido, changes that by giving global organizations a single, intelligent source of truth for every benefit they offer, in every country they operate. By making sense of unstructured, multilingual benefits data at scale, Origin doesn't just save companies money on overpayments and hidden commissions — it clears the path for employees to actually understand and use the coverage they're entitled to, whether that's healthcare, parental leave, or retirement support.

Founded: 2024 | **Headquarter**: London, UK | **Impact**: Redesigned Wellness | **CEO**: Chris Bruce | **Stage**: Series A

figures

Figures uses technology and data to bring transparency and equity to pay decisions

Figures gives People teams real-time compensation data pulled from a live, encrypted network of participating companies — replacing salary surveys that are often half a year old by the time they're published. HR teams use this accurate data to build competitive pay structures and spot internal inequities before they trigger retention problems or legal exposure.

When HR departments have accurate market data, they make more objective and ethical compensation decisions. The primary beneficiaries are the demographics that have historically been underpaid without knowing it — increased transparency reduces arbitrary decisions and restores trust between employees and employers.

Founded: 2020 | **Headquarter**: Paris, France | **Impact**: Economic Mobility | **CEO**: Virgile Raingeard | **Stage**: Seed workpay

Workpay delivers financial inclusion and restore dignity to work for employees across Africa

Workpay builds the payroll and HR infrastructure that modern African businesses need — helping employers pay workers reliably, manage local tax compliance, and distribute benefits, so small businesses can operate professionally without expensive administrative overhead.

A reliable paycheck on an exact date is a baseline necessity millions of workers currently lack. When an employer formalizes payroll through Workpay, employees receive official, verifiable digital pay stubs — letting them build recognized financial histories for the first time, and finally access formal banking, small-business credit, and insurance.

Founded: 2019 | **Headquarter**: Nairobi, Kenya | **Impact**: Economic Mobility | **CEO**: Paul Kimani | **Stage**: Series A

PORTFOLIO IMPACT

Jolly

Jolly improves financial wellness for employers and employees

Jolly builds digital tools specifically for frontline teams who have historically been neglected by software developers — combining scheduling, shift management, and team communication into a single mobile-first interface built around people who work on their feet, not behind a desk.

Hourly employment is stressful enough without last-minute scheduling surprises. Reliable digital scheduling lets people plan childcare, arrange transportation, and manage budgets with more confidence — reducing chronic workplace stress, improving attendance, and lowering costly turnover.

Founded: 2022 | **Headquarter:** New York, USA | **Impact:** Economic Mobility | **CEO:** Dean Zimberg | **Stage:** Series A

PORTFOLIO IMPACT

Nomi Health

Lowering healthcare costs and expanding medical access for all workers

Nomi Health is redesigning how employers provide their workforces with functional healthcare access. Instead of routing every transaction through traditional insurance middlemen, Nomi operates its own clinics, labs, and pharmacies — cutting administrative waste and passing the structural savings directly to buyers.

For hourly employees and essential workers — the demographics most likely to skip doctor visits due to high copays — this is a genuine game-changer. When healthcare becomes financially predictable and simple to navigate, people actually use preventative care, catching problems early and keeping communities healthier.

Founded: 2019 | **Headquarter:** Salt Lake City, USA | **Impact:** Redesigned Wellness | **CEO:** Mark Newman | **Stage:** Series B

Arist

Arist is democratizing corporate learning by making training accessible to anyone

Arist delivers vital employee training directly through text messages and common chat apps — recognizing that frontline workers rarely log into traditional learning management systems. Short, digestible micro-lessons appear on an employee's phone like a standard message, easily completed during brief operational breaks or transit time.

Traditional corporate training is designed almost exclusively for white-collar employees who sit at computers all day, leaving hands-on workers with the least accessible versions of corporate education. Arist flips that dynamic — meeting deskless workers exactly where they already are, so warehouse operators, home health aides, and retail associates can build professional skills without needing a desk.

Founded: 2018 | **Headquarter**: New York, USA | **Impact**: Training & Reskilling | **CEO**: Michael Ioffe | **Stage**: Series B

Workforce Trends

AI as a Team Member

Generative AI is moving past experimental pilots. Organizations are utilizing AI agents to manage workflows and automate repetitive tasks, making AI and data literacy baseline skills. The convergence of AI and workers will disrupt many of the work patterns of the last 50 years. New players will emerge.

Skills-Based Hiring

Organizations are increasingly breaking down work by necessary skills rather than static job descriptions to enable better internal mobility and agility.

Tech-to-Trades Pivot

With corporate roles facing disruption, a massive migration toward "AI-proof" skilled trades (like energy, logistics, and maintenance) is underway as workers seek better financial stability.

The "Workslop" Challenge

The rush to implement AI has led to "workslop"—low-quality machine output that drains employee time and mental fitness. Leading companies will focus on human-machine synergy rather than just blind automation.

Redesigned Wellness

Because global employee engagement remains low, organizations are treating burnout as a "human sustainability" crisis. Wellbeing is being embedded directly into work design (e.g., managing workloads and meeting norms) rather than just offering resilience programs.

Deglobalization

Diminishing interdependence and integration among countries, characterized by a shift toward economic nationalism and local self-reliance. This trend often manifests through increased trade tariffs, stricter border controls, and policies designed to protect domestic industries from foreign competition.

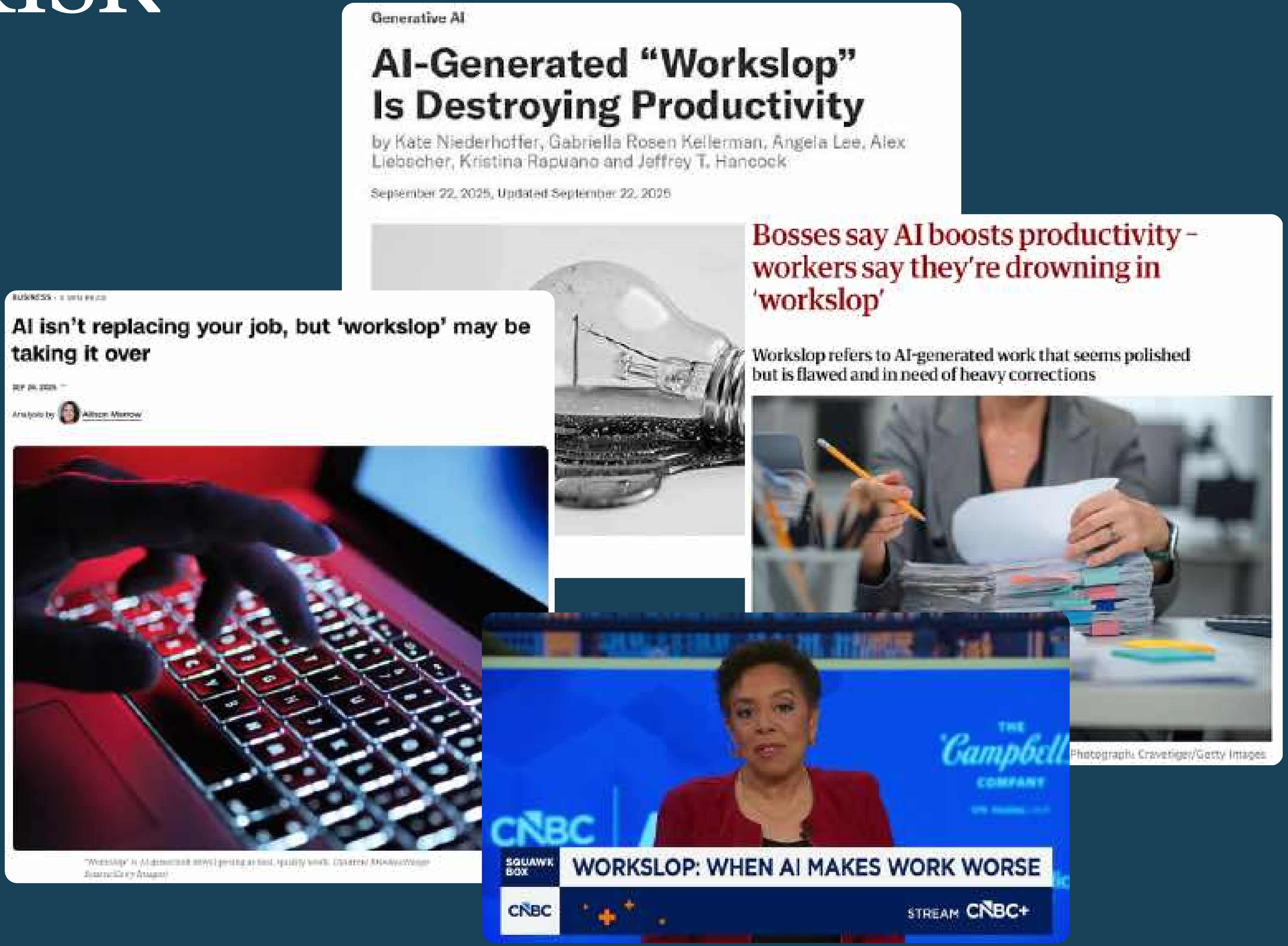
AI as a Team Member

Capability	Human Teammate	AI Teammate
Cognition	Empathy, intuition, ethics, and strategic vision	Pattern recognition, data processing, rapid analysis
Scale	Deep focal depth, custom relationship building	Infinite parallel scale, 24/7 continuous monitoring
Adaptability	High fluidity in unmapped, complex crises	High efficiency in data-rich, structured environments

The Workslop Risk

Workslop spreads when AI becomes a crutch instead of a tool for collaboration.

- **Individuals**: feel frustrated, confused and disengaged.
- **Teams**: waste cycles, duplicate efforts, and lose trust.
- **Organizations:** lose time, are misled by false productivity and experience stalled AI adoption.



Source: BetterUp Labs and Stanford Social Media Lab

The Migration to “AI-Proof” Skilled Trades

The industry needs roughly 349,000 net new construction workers this year (rising to 456,000 in 2027 as spending accelerates), driven heavily by data-center construction — that single category accounts for about 85% of 2026's incremental labor need on the back of ~$86 billion in projected spending

41%

Percentage of construction workforce is projected to retire by 2031

480K

Number of construction apprentices in 2025 — up 28% in five years

22x

More hires needed by 2032 than net-new trade jobs being created — this is a retirement wave, not a growth story

Sources: Bureau of Labor Statistics; McKinsey (2024–25); NAHB (Jun. 2025); Validated Insights / EAB Trade Schools Market Report; NCES.

Skills Based Hiring Explained

LinkedIn's Skills Based Hiring Report (based on 1B+ member profiles across 56 countries) found that switching from title-based to skills-based candidate matching produces a median 6.1x increase in the eligible talent pool globally, with the U.S. seeing 15.9x. AI roles benefit even more — 8.2x globally, 16.7x in the U.S. — and candidates without a bachelor's degree see a 6% larger pool expansion than degree-holders, with Gen Z benefiting most of any generation (6.8x globally, 17.6x in the U.S.). There's also a modest diversity dividend: an 8% relative increase in women's representation in AI talent pools worldwide.

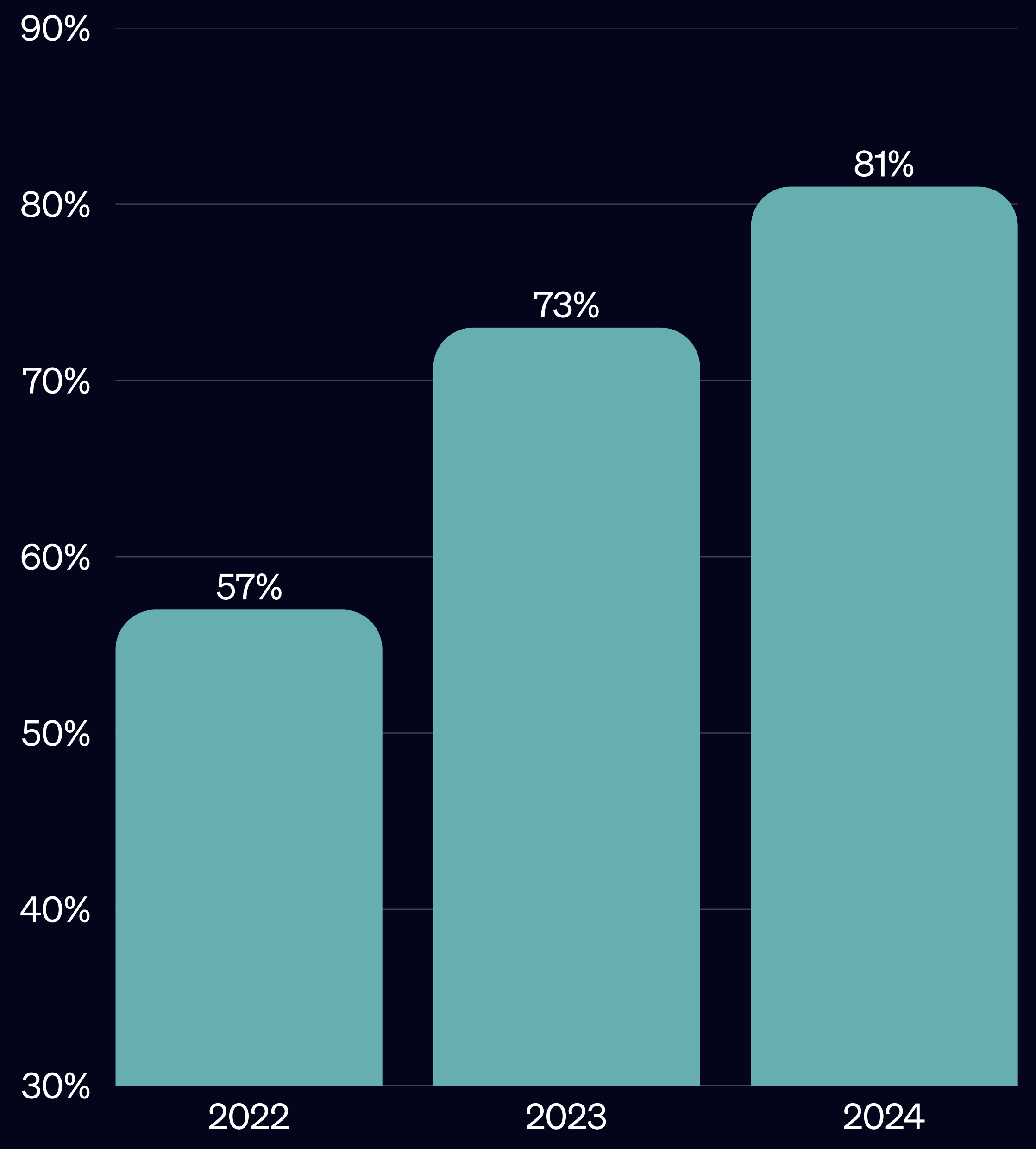
6.1x

Median global talent pool growth when matching by skills instead of job title

6.8x

Talent-pool gain for Gen Z candidates — the largest of any generation

Companies Adopting Skills-Based Hiring



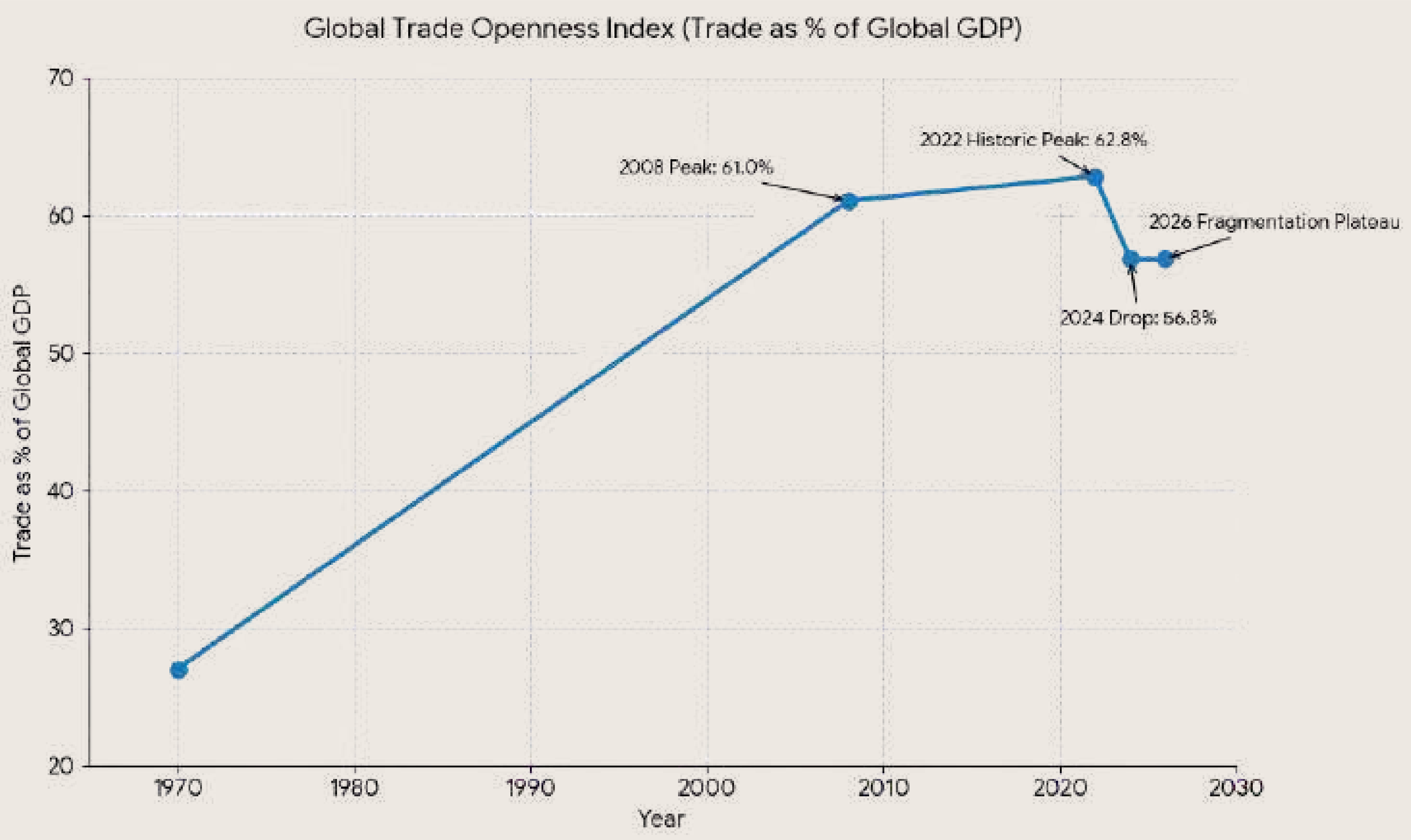
Sources: LinkedIn Skills-Based Hiring Report (Mar. 2025); Harvard Business School / Burning Glass Institute (2024); SHRM (2024).

Redesigned Wellness

The new wellness wheel expands far beyond traditional physical and mental fitness to reflect a more intricate, multi-dimensional view of human thriving. This modern framework integrates up to nine distinct dimensions of health—including physical, emotional, intellectual, spiritual, social, environmental, financial, occupational, and digital well-being—treating each as an interconnected spoke on a single wheel. By visualizing health as a holistic, revolving ecosystem, the new wellness wheel serves as a practical, self-diagnostic tool that encourages individuals to nurture every facet of their daily lives to maintain smooth, sustainable momentum.

TRENDS

Key Catalysts of the Deglobalization Trend



Geopolitical Blocs:
Hardening alliances redirect trade flows safely.
Nearshoring alters decades of offshoring practices.

Protectionist Policies:
Unilateral tariffs rose sharply into 2026.
National industrial policies heavily prioritize domestic resilience.

Supply Chain Risks:
Critical shipping routes face persistent regional conflicts.
Companies accept higher operational costs for security.

Future Opportunities for Impact

1

Apprenticeships

Re-examining the apprenticeship model — organizations playing a more active role in combining work, study, skills, and certifications, some in partnership with tertiary institutions, others company-led.

2

Industry-Specific Labor Platforms

A "Stepful for every industry" — training platforms for specific skill sets in labor-crisis industries (trades, manufacturing, education) that build a talent marketplace in the background.

3

New Hiring Platforms

An alternative to LinkedIn built for Gen Z, whose careers look less like a straight line and more like a portfolio of work — judged on capability rather than past institutional affiliation.

4

AI-Native Services

A thesis area we're actively exploring: services built AI-first from day one, rather than legacy workflows with AI bolted on.

5

Modern Learning & Reskilling

Healthcare, education, and trades are the three sectors where reskilling infrastructure is most urgently needed — and where we're spending the most time.

Read More...

We bought and paid off $225m in Medical Debt for 200,000 people

NOMI HEALTH

Own your pay transparency journey with confidence

FIGURES

AI-Powered Reskilling: The Key to Closing Skill Gaps Faster

TECHWOLF

Why global benefits transparency matters more than ever

ORIGIN BENEFITS

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ABOUT US

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Acadian Ventures at a Glance

53
Portfolio Companies

15
Countries Invested

3,034
Portfolio Company Employees