AETHEON

BRAIN CAPITAL:
DRIVING A **FORWARD LEDGER**

Advancing the Brain Economy through skills
and the forward-looking value of human capability

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SECTION 1

EXECUTIVE SUMMARY

In January 2026, the World Economic Forum and the McKinsey Health Institute estimated that scaling evidence-based brain health interventions could generate up to **$6.2 trillion in cumulative GDP gains**.[1] Universities, regional coalitions and global forums are now building initiatives around the idea.[2,3] The question has moved from whether brain capital matters to how leaders can put it to work.

Here the movement hits a snag. **Most of what the field measures looks backward.** It counts disease burden, burnout, absence and lost output. Those numbers made the case for investment. They cannot tell a CHRO which employees are ready for a bigger role, show a lender who is likely to thrive, or warn a governor that a region will struggle to staff the chip plant breaking ground next year.

Every serious economic asset has a forward view. Investors forecast earnings, and lenders model future risk. Brain capital, the asset the AI economy depends on most, deserves a forward view as well.

Brain capital has made a strong case. However, its measures still look **backward.**

SKILLS CAN SHOW WHERE PROSPERITY IS HEADING

This paper makes the case that skills can provide that forward view. When brain capital is expressed as skills people can demonstrate, it becomes an asset that predicts where prosperity is heading.

That case starts with a correction. The leading model of brain capital adds brain health to **brain skills**. However, it leaves out the skills people use to strengthen and protect their own brains, from regulating emotions to managing cognitive load. **We call these brain health skills, and they belong at the center of the equation.** With them, brain health becomes something people can build, demonstrate and carry from one opportunity to the next.

The model also misses the explicit skills that help people **flourish** across a lifetime.

The stakes are rising. AI tools that promised to lighten work are making it heavier for many people, adding switching, checking and juggling to the day.[4] The people who thrive will be those who keep their own brains working well while they take on more complex work.

The same blind spot runs straight through the balance sheet. **Accounting rules record people only as a cost.**[5] When a company cuts thousands of jobs to make room for AI, its books capture the payroll savings and the severance bill. Nothing records the capability that walks out the door, and many leaders who made those cuts already say they got them wrong.[6] A forward ledger puts human value where boards and investors can see it, before decisions are made that cannot easily be undone.

From there, this paper pushes further. Skills that show where a person's capability is heading can reveal the earning power of the tens of millions of workers the system reads as 'thin.' Skills added up across a region can tell leaders whether the talent will be ready before billion-dollar investments land.

The Brain Economy has spent a decade proving what society loses when brains struggle.

The next decade belongs to those who can see what people, organizations and places are **ready to gain.**

SECTION 2

THE FOUNDATION: BRAIN CAPITAL COMES OF AGE

Every major economic transition has a hidden engine. For the industrial era, it was physical capital. For the digital era, it was technology. For what comes next, it's brain capital.

A NEW ASSET CLASS: FROM HEALTH TOPIC TO ECONOMIC STRATEGY

The evidence has arrived quickly. *The Human Advantage: Stronger Brains in the Age of AI*, released in January 2026 by the World Economic Forum and the McKinsey Health Institute, estimates that scaling evidence-based brain health interventions could avert 267 million disability-adjusted life years by 2050 and generate up to $6.2 trillion in cumulative GDP gains.[1] The same month, Rice University launched the Global Brain Economy Initiative (GBEI) at Davos under the leadership of Dr. Harris Eyre. Its strategies include shared standards and metrics for brain capital, real-world pilots and financing frameworks.[2] Brain capital has moved out of the clinic and into the business world.

The leading frameworks in this space divide brain capital into two parts:



Figure 1: Brain Capital framework from Center for Houston's Future through Project Metis[3]

The WEF and McKinsey report describes brain health as 'optimal brain functioning supported by prevention and treatment of mental, neurological, and substance use disorders' and groups brain skills into cognitive, interpersonal, self-leadership and technological literacy capabilities.[1]

The Global Brain Capital Dashboard places cognitive skills, non-cognitive skills, mental flourishing and mental resilience together under one Brain Skills domain.[7]

THE HUMAN EDGE: WHY BRAIN CAPITAL MATTERS MORE AS AI SPREADS

As AI takes on more routine work, the capabilities that stay distinctly human carry more of the load. The World Economic Forum's *Future of Jobs Report 2025* finds that employers expect 39% of workers' core skills to change by 2030. Resilience, flexibility and agility ranked second among core skills, behind analytical thinking.[8]

> 'Resilience, flexibility and agility skills are **the most significant differentiator** between growing and declining job roles.'
>
> World Economic Forum, *Future of Jobs Report 2025*[8]

The labor market has been rewarding these capabilities for decades. Harvard economist David Deming found that jobs requiring high levels of social interaction grew by nearly 12 percentage points as a share of the U.S. labor force between 1980 and 2012. Math-intensive jobs with low social demands shrank over the same period. Jobs that required strong math and social skills together saw especially strong growth in employment and wages.[9] The capacity to absorb pressure, keep adapting and work well with others now separates the work that is expanding from the work that is shrinking.

SECTION 3

THE BLIND SPOTS HOLDING BRAIN CAPITAL BACK

The case for brain capital is strong. The tools for acting on it lag far behind. Five blind spots keep leaders from putting the Brain Economy to work.

THE REAR-VIEW MIRROR: COUNTING LOSSES IN A GROWTH ECONOMY

Look closely at how brain capital gets measured, and a pattern appears. The numbers count disease burden, burnout, absence and lost output. They describe what a population has lost or stands to lose. That ledger did vital work. It made brain health a line item that finance ministers and CFOs could no longer ignore.

A cost ledger also has hard limits. It tells a leader how much a problem costs. It says almost nothing about where the next gain will come from, who is ready to step into higher-value work, or which region can staff the plant a company plans to open in three years. Every decision that matters in the Brain Economy is a decision about the future. Leaders are making those decisions with measures built for the past.

THE MISSING PIECE: THE SKILLS THAT BUILD BRAIN CAPITAL

Today's frameworks describe brain health largely as a condition. They also blend the skills a person uses to care for their own brain with the skills that person uses to navigate the world around them. At AETHEON, we draw the line in a different place, and the placement changes what leaders can measure and build.

We propose extending the brain capital equation:

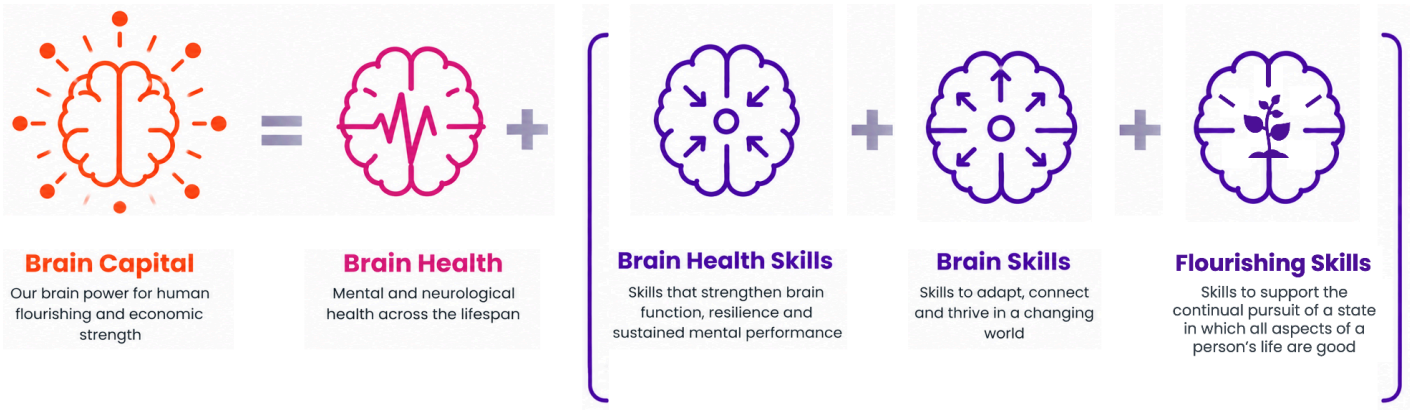

Figure 2: Taking a deeper view of the skills that drive Brain Capital. Brain Capital and Brain Health definitions from Project Metis. Flourishing definition adapted from VanderWeele (2017).

Naming brain health skills, brain skills and flourishing skills matters. They connect brain capital to skills people actively build by learning, practicing and demonstrating.

Brain health skills look inward. They strengthen brain function, resilience and sustained mental performance through habits and practices within a person's control. Emotional Regulation, Mindfulness Practice, Sleep Optimization and Nutrition for Cognitive Performance all sit here. Each one helps a person improve the conditions in their own brain, and each one can be learned and strengthened with practice.

Brain health describes a condition.

Brain health skills describe what people need to do to build and sustain it.

Brain skills look outward. They are the cognitive, emotional and social capabilities that enable people to adapt, connect and thrive in a changing world. Critical Thinking, Problem-Solving, Creativity, Adaptability, Judgment and Growth Mindset equip a person to handle uncertainty and complexity and to work well with the people around them.

Human flourishing is already an intrinsic part of the definition of brain capital within the Project Metis model. Although flourishing may not be fully achievable for everyone, **flourishing skills** make the ongoing pursuit explicit and actionable across a lifetime. They support and advance a flourishing life,

which Dr. Tyler VanderWeele of Harvard's Human Flourishing Program defines as 'a state in which all aspects of a person's life are good.' His research measures flourishing across five core domains: happiness and life satisfaction, physical and mental health, meaning and purpose, character and virtue, and close social relationships. His Secure Flourish measure adds financial and material stability as a sixth.[10,11] AETHEON's flourishing skills include Emotional Well-being, Physical Well-being, Financial Well-being, Social Well-being and Purpose/Meaning in Life, among others.

THE AI LOAD PARADOX: TOOLS BUILT TO LIGHTEN WORK ARE MAKING IT HEAVIER

AI was supposed to take work off people's plates. For many, it has added to the pile. Researchers at UC Berkeley's Haas School of Business followed about 200 employees at a U.S. technology company for eight months after the company gave staff access to AI tools. Writing in *Harvard Business Review* in February 2026, Aruna Ranganathan and Xingqi Maggie Ye reported that AI intensified work. People took on a wider range of tasks, juggled more at once and slipped small pieces of work into moments that used to be breaks.[4]

The shift reaches into how people think. A 2025 study by researchers at Carnegie Mellon University and Microsoft Research surveyed 319 knowledge workers who use generative AI at least weekly. Their critical thinking shifted toward checking AI output, fitting it to the task and overseeing the work.[12] In a 2024 survey by the Upwork Research Institute, many employees found that AI was actually adding to their work:

77% of employees who use AI say it has **added to their workload.**

Upwork Research Institute, 2024[13]

Design makes a difference. Mercy, a U.S. health system, helped develop Microsoft's ambient AI documentation tool for nurses. Cheryl Denison, Mercy's clinical integration director, said that by letting nurses document care through speech, the technology 'reduces cognitive load.'[14] The same wave of tools can relieve one kind of mental load and add another.

Either way, the ability to manage attention, recover from pressure and keep judgment sharp has moved to the center of performance. Brain skills open the door to higher-value roles. Brain health

skills determine whether a person can sustain that work and keep growing into it. Organizations that invest only in AI tools, and leave the human side to chance, are betting on half the equation.

THE BALANCE SHEET BLIND SPOT: PEOPLE COUNTED ONLY AS A COST

Most leaders say people are their greatest asset. Their financial statements say otherwise. Under today's accounting rules, employees do not count as assets because, as Colleen Honigsberg of Stanford Law School and Shivaram Rajgopal of Columbia Business School explain, 'employees can leave the firm.' Wages, benefits and development appear only as expenses.[5]

> 'Human capital is likely **the biggest asset missing** from firms' balance sheets.'
>
> Colleen Honigsberg and Shivaram Rajgopal, *Harvard Business Law Review*[5]

That accounting choice shapes behavior. When a company cuts thousands of jobs, its books record the severance costs and the payroll savings. Nothing records the skills, relationships and know-how that leave with those people. On paper, the decision looks like pure efficiency.

AI has turned this blind spot into a live risk. In a 2025 Orgvue survey of 1,163 senior leaders, 39% said they had made employees redundant because of AI. Of those, **55% admitted they had made wrong decisions about those redundancies.** The same survey found that 38% of leaders still don't understand how AI will affect their business.[6]

Forrester predicts that **half of AI-attributed layoffs are likely to be reversed**, with much of the work handed to lower-wage workers.[15]

Klarna offers a public example. After a hard push to automate customer service, its CEO acknowledged that the approach had produced lower quality and said, 'investing in the quality of human support is the way of the future for us.'[16]

Imagine the same decisions with human value in plain view. Leaders would need to show that the AI replacing those people would create more value than the departure destroyed. Many would choose to redeploy people into new work instead.

If people sat on the balance sheet, every layoff would show expense savings **and a loss of capability.**

Pressure for change is building. Since 2020, the U.S. Securities and Exchange Commission has required public companies to describe their human capital resources, while leaving the choice of measures to each company.[17] The International Sustainability Standards Board is researching workforce disclosures and renamed its human capital project 'Workforce-related Disclosures' in September 2026.[18] Honigsberg and Rajgopal propose that companies disclose labor costs and explain what share of them is an investment in future profitability, so investors can capitalize human capital in their own valuations.[5] Each step points the same way. The missing ingredient is a credible way to measure what people can actually do.

THE PAPER CEILING ON PROSPERITY

The same backward view limits individuals. A credit score summarizes past borrowing and repayment. A resume lists past titles. Neither says much about what a person is likely to do and earn next.

That gap hits hardest for the people with the most to gain. The Consumer Financial Protection Bureau estimates that in 2020, 2.7% of U.S. adults, about 7 million people, had no credit record at all. Another 9.8% had a record too limited or too stale to produce a score.[19]

Opportunity@Work counts more than 75 million U.S. workers it calls STARs, people Skilled Through Alternative Routes, who hold a high school diploma and no bachelor's degree. By its count, STARs make up half of all U.S. workers and 61% of veteran workers, and millions have already demonstrated skills for jobs that would pay at least 50% more than their current role. Opportunity@Work calls the barrier they face the 'paper ceiling.'[20] Many of these people look thin on paper. In real life, they hold capability the system has never learned to read.

SECTION 4

THE FORWARD LEDGER: SEEING WHAT PEOPLE AND PLACES ARE READY TO GAIN

Every blind spot shares a root cause. Leaders are trying to manage a forward-looking asset with backward-looking measures. Skills change that. Skills that people demonstrate at defined proficiency levels can be measured in one person, added up across a company and mapped across a region. **They give brain capital the forward ledger it has been missing.**

4.1 SKILLS AS A LEADING INDICATOR

A forward-looking claim needs evidence, and research has pointed in this direction for years. A landmark study published in the *Proceedings of the National Academy of Sciences* in 2011, led by Terrie Moffitt, drew on the Dunedin Study in New Zealand that followed 1,000 children from birth to age 32. Children with low self-control were more likely as adults to have health problems, depend on substances, struggle with money management and have a criminal record. The researchers reported that these risks held regardless of background and IQ.[21] Self-control is closely related to what AETHEON calls Emotional Regulation. An inward skill shaped outward economic lives over decades.

Separating inward and outward skills is what makes a forecast possible. A person can be an excellent problem solver and still run out of capacity by Thursday afternoon. Someone else may handle pressure beautifully and need support to build sharper judgment. A single blended score hides both stories. Separate signals show where capability exists and what keeps it going.

AETHEON's ATLAS taxonomy describes every skill at five proficiency levels, from Learner to Leader, through actions others can observe. For example, a person with **Emotional Well-being** demonstrates the ability to 'manage emotions in ways that promote balance, resilience, and positive relationships. This includes recognizing and regulating emotional states, sustaining optimism and perspective, maintaining healthy boundaries, and creating conditions that support both individual flourishing and collective effectiveness.' At Level 4, that person 'promotes emotional well-being at the team or organizational level.' They coach others to recognize and manage emotions, create supportive practices, and address stressors that affect performance and relationships. Specific definitions turn broad concepts into evidence a person can show, review and carry from one job to the next.

4.2 FOR PEOPLE: A PROSPERITY SIGNAL THAT LOOKS AHEAD

AETHEON's Human Capital Value perspective looks at people through three connected lenses:

- **Skill Capital** is the capability a person holds.
- **Skills Flow** is how that capability moves and grows across roles, employers and places.
- **Skill Impact** is the value capability creates for the person, their organization and their community.

A person's prospects come into view when these lenses are combined with what the labor market says about each skill: where demand is rising, which roles pay more, where paths lead, and which work is likely to hold its value as AI advances.

Picture a profile that shows how broad and deep a person's validated skills are, how closely those skills match roles with strong wage and growth outlooks, and which brain health skills show they can sustain the next step. That profile points forward. It answers the question a lender, a recruiter and a career changer all care about: where is a person's earning power heading?

Skill premiums show why that question matters. Lightcast analyzed more than 1.3 billion job postings and found that postings requiring AI skills offered higher salaries than postings without them:

Postings that require AI skills offer salaries **28% higher**, nearly $18,000 a year.

Lightcast analysis of more than 1.3 billion job postings[22]

By 2024, 51% of postings requiring AI skills sat outside IT and computer science.[22] Skill alignment moves wages across the whole economy.

Financial Well-being sits at the heart of this idea. AETHEON's taxonomy defines it as the ability to manage financial resources to achieve personal goals and long-term stability. The CFPB describes financial well-being as a state in which 'a person can fully meet current and ongoing financial obligations, can feel secure in their financial future, and is able to make choices that allow them to enjoy life.'[23] A prosperity signal can show both halves of that picture together: the skills a person brings to the labor market and the skills they use to turn income into stability.

Veterans show what is at stake. According to Opportunity@Work, six in ten veteran workers are STARs.[20] Many have led teams under pressure and managed complex operations, then return to civilian life with resumes written in military language that hiring systems struggle to read. Their credit files can suffer too. Former CFPB Director Richard Cordray warned in 2017 that residential-stability measures in alternative credit data could hinder access to credit for servicemembers, even when they are a good credit risk.[24] A forward-looking signal, created and controlled by the veteran, would let validated skills speak for themselves. The same logic serves a parent returning to work after years of caregiving, a worker whose job was eliminated and a graduate entering the job market.

GUARDRAILS: OWNERSHIP COMES FIRST

Any idea that touches credit decisions has a history to learn from. In 2020, the Student Borrower Protection Center raised concerns about a lender that used education data in underwriting. Its analysis found that the approach could raise borrowing costs for people who attended community colleges, historically Black colleges and universities, and Hispanic-Serving Institutions. The group called the pattern 'educational redlining,' and five U.S. senators followed up with letters to the lender and other companies that use education data.[25] At a 2017 CFPB field hearing, Cordray named related risks of alternative data: decisions that are harder to explain, mistakes consumers may struggle to correct and data strongly correlated with characteristics such as race or gender.[24]

A prosperity signal must judge each person on their own demonstrated skills, never on the institution, neighborhood or group they come from. The person decides whether to create a signal, who sees it and when to withdraw it. Validated skills carry more weight than inferred ones. The method stays clear enough that a person can see what drives their profile and challenge anything that looks wrong. Any model used for lending needs disparate-impact testing before it reaches the market and steady monitoring afterward, consistent with fair lending and consumer reporting laws. Brain health skills belong in a signal only as strengths a person chooses to share. They must never become a screen that marks someone as a risk.

4.3 FOR ORGANIZATIONS: PUTTING PEOPLE ON THE BALANCE SHEET

The argument for treating people as assets has never lacked conviction. **It has lacked a unit of measure. Skills supply one.**

Through a Human Capital Value lens, a company can describe the capability its workforce holds today at defined proficiency levels: its **Skill Capital.** It can track how that capability moves and grows through internal mobility, redeployment and learning: its **Skills Flow**. It can connect both to the outcomes the business cares about: its **Skill Impact**. **Brain health skills** add a dimension most workforce data misses entirely: whether that capability can be sustained under the added pressure AI and other disruptors bring to work.

With this deeper view, a restructuring decision looks different. Before cutting roles, leaders can see which skills would leave with the people affected, which of those skills the company will need again, and which new roles those people could move into. They can test claims about what AI will replace against evidence of what people actually do. A layoff that looks efficient on the expense line may look like a costly write-down of capability once the asset side is visible.

The same evidence strengthens disclosure. Boards can give investors a sharper description of human capital resources than headcount and turnover alone. Investors gain the information Honigsberg and Rajgopal argue they need to value human capital for themselves.[5] Companies that can show their people are an appreciating asset will tell a more compelling story than companies that can only show what their people cost.

4.4 FOR REGIONS: TALENT BEFORE THE SHOVELS GO IN

Now widen the lens. Governments and companies are committing enormous sums to chip plants, data centers, energy systems and transit. Each project depends on people, and the people are often unready when the money lands.

The numbers are stark. In a 2023 analysis, the Semiconductor Industry Association projected that U.S. semiconductor employment would grow by nearly 115,000 jobs by 2030 and that about 67,000 technician, engineer and computer science roles risk going unfilled. Across the wider economy, the same analysis put the gap in such workers at 1.4 million.[26] Associated Builders and Contractors estimates that U.S. construction needs to attract about 349,000 net new workers in 2026 and 456,000 in 2027.[27]

‘Demand for electricians capable of precision wiring **has surged** due to the rapid increase in data center construction.’

Anirban Basu, Chief Economist, Associated Builders and Contractors[27]

Most regional workforce planning still looks backward. It counts degrees, certifications and past job titles. Those counts leave out capability people built through military service, caregiving and other work, along with the inward capacity that helps people thrive through long shifts, precision work and tight deadlines. Some systems are starting to close that gap. California’s community colleges launched a demonstration project with Twentynine Palms Marine Corps Base and Copper Mountain College to extend Credit for Prior Learning to military-connected students.[28] Hidden capability can be recognized when institutions decide to look for it.

A regional skills forecast starts with the investment and works back to people. It describes the skills each new project needs at defined proficiency levels. It maps the skills already present across the region’s workforce, high schools and community colleges, giving demonstrated evidence more weight than inferred labels. It shows where strengths run deep, where gaps are small enough to close quickly, and where the region needs a longer runway. Leaders could see that hundreds of people in one county sit a skill or two away from a high-demand role, so they could direct support there first.

California offers a natural proving ground. Through California Jobs First, each of the state’s 13 economic regions built its own plan with labor, business, government, education and community partners. The state reported investing nearly $1.6 billion across all 13 regions in 2025, funding workforce programs for more than 142,000 workers and helping create more than 61,000 new jobs.[29] The California Community Colleges are establishing Credit for Prior Learning as a permanent Chancellor’s Office service, backed by $15 million in one-time and $5 million in ongoing state funding. The system’s May 2026 progress report showed 42,620 students served, 96,449 CPL units transcribed and about $269 million in student savings.[28]

Brain capital belongs in that forecast. In September 2026, the Center for Houston’s Future released its Metis U.S. Brain Capital Index dashboard, which lets users ‘explore trends over time, compare places, identify strengths and challenges, and look more closely at local conditions’ across states and counties.[3] Picture data like that joined to a regional skills forecast. Leaders could see the condition of

their region's brain capital and the readiness of its workforce side by side, and invest in both before shortages slow a project or drive up its cost.

4.5 ONE LEDGER FOR PEOPLE, ORGANIZATIONS AND REGIONS

The individual signal, the company balance sheet and the regional forecast grow from the same Human Capital Value perspective. For one person, it shows where their skills can lead. For a company, it shows the capability it holds and what it stands to gain or lose. For a region, the same information, combined with consent and stripped of personal identifiers, shows where capability is strong, where it is growing and where investment would pay off fastest. Every person who builds and validates a skill strengthens all three views at once.

The Global Brain Economy Initiative has called for shared standards, metrics and financing frameworks for brain capital.[2] Skills described at defined proficiency levels can serve as one of those standards. People can demonstrate them, companies can report them, regions can add them up and investors can link them to the outcomes they watch.

4.6 A PILOT WORTH BACKING

We propose a **pilot that tests the forward ledger** in one region tied to a significant public or private investment. A few hundred participants would reflect the people the current system overlooks: veterans and military spouses, displaced workers, people returning after caregiving and recent graduates. Each participant would build a validated skills profile that includes brain skills, brain health skills and flourishing skills, and then decide what to share. At least one employer would apply the same evidence to its own workforce decisions and report what it reveals about human capital value. The consented data, aggregated, would produce a regional forecast matched to the skills the investment requires.

Partners would include an employer, a community college, a regional workforce board, a brain health research partner and a mission-driven lender willing to test fairness openly. Over 12 to 24 months, the pilot would track placement, wage progression, retention and redeployment, along with financial indicators for participants who opt in. A pilot of this size cannot prove cause and effect, and we will not claim it does. However, it can answer a sharper question: do validated skills predict what comes next better than credentials, credit history and cost lines alone?

SECTION 5

CONCLUSION: SEE IT COMING

The Brain Economy no longer needs to prove that brains matter. It needs to prove that leaders can see brain capital clearly enough to invest in it before the moment has passed.

CEOs and CHROs can start by naming the skills that changing roles require in both directions. A job description that lists Judgment and Adaptability without Cognitive Load Management tells only half the story. **CFOs and boards** can ask a harder question before the next restructuring: what capability leaves with these people, and what will it cost to rebuild? **Educators in community colleges and universities** can treat brain health skills as capabilities students practice and demonstrate with the same seriousness they give to writing and math. **Public leaders** can require a skills forecast alongside every major infrastructure plan. **Lenders** can explore opt-in, person-owned skills signals for the millions of people a credit file cannot see.

None of this asks leaders to abandon what they measure today. It asks them to add the view that has been missing. Skills that look inward and skills that look outward, demonstrated and owned by the people who hold them, can show where prosperity is heading before it arrives.

The Brain Economy has proved what we lose when brains struggle. **The forward ledger will show what we stand to gain.**

No single organization will build the forward ledger alone. The researchers and initiatives that made the case for brain capital have laid the foundation. Regional coalitions are already putting it to work in real communities. Employers, educators, policymakers and investors will decide how it shapes the choices that matter. AETHEON will bring the piece we are best equipped to offer: a clear, demonstrable view of skills — including the brain health skills, brain skills and flourishing skills that advance brain capital.

The forward ledger is shared work. **Let's build it together.**

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ABOUT AETHEON

AETHEON makes human capability visible, measurable and actionable.

Through its skills platform and ATLAS taxonomy, AETHEON helps people articulate what they can do, demonstrate their proficiency and see pathways to opportunity. It gives organizations and communities a shared language for recognizing talent, directing investment and building the capabilities the future demands.

Its approach connects the skills that drive performance with the brain health skills, brain skills and flourishing skills that sustain it.

AETHEON's mission is to turn human potential into recognized value, expanding opportunity for people and strengthening prosperity for organizations and regions.

ABOUT GINA JENEROUX

Gina Jeneroux is Chief Skills & Innovation Officer and Co-Founder of AETHEON, and a recognized global leader in future work, learning and skills. She leads AETHEON's skills strategy, and she is the strategic architect of its ATLAS taxonomy.

As the former Chief Learning Officer at BMO Financial Group, Gina drove the company's learning and skills strategies, and led her team to achieve more than 20 international awards. As a founding member of the World Economic Forum SkillsLink Alliance and member of the WEF CLO Community, she helped shape global conversations on skills, AI acceleration and the future of work.

Gina currently serves as Professor of Practice in Future Work & Skills at International Business University, and she is an active member of its Industry Advisory Committee. Gina holds five independent trademarks in the skills space, and has reached more than 75,000 professionals through her LinkedIn Learning course.