



**LTSB**   
**Impact Report 2020**



# A Message From Our CEO

**We have had an incredible year since our last Impact Report, furthering our vision of a world where all young people can flourish regardless of their background.**

Significant funding from **Nex Giving Day** allowed us to expand our delivery beyond Accountancy and Finance to Digital & Technology in 2019, enabling us to begin to address a serious lack of diversity in the sector whilst providing young people with robust careers.

We were delighted to be chosen by **NatWest Ventures** to pilot a bespoke programme for 10 young people to join their digital and technology degree apprenticeships (p17-18). NatWest is leading the way to open up access to young people from all backgrounds and our partnership has now extended to the wider bank. We will be recruiting, preparing and supporting 300 young people into digital and technology apprenticeships for RBS and NatWest in London, Manchester and Edinburgh over the next 3 years, starting with 50 opportunities in 2020-21.

We aim to replicate the NatWest programme with several of our existing and potential employers. **Bespoke programmes** enable us to design Bootcamps with an employer's values and culture embedded whilst providing young people with the very best preparation for specific roles and quality apprenticeships - if you're interested in joining NatWest as an industry leader, details are on page 22.

Last year we launched **Inclusive Workplace** manager training to support employers and to give managers a wider understanding of the social mobility landscape. This has led to improvements in integration and communication, and we are excited to expand our training offer in 2020-21 (p19).

Young people are at the heart of all that we do, and I am humbled to see what our young people can accomplish when supported in their ambitions. We have worked with 519 talented individuals over the past 8 years launching hundreds of careers, exemplified by Agnes on pages 8-9. Our **Bootcamp** generates amazing feedback (p5) and the salaries of the young people we place continue to rise (p6). Most of our young people are resilient but we are there when things go wrong, helping them through life's challenges and ensuring we support them when they need us most (p11-12).

Paul Evans joined LTSB as Co-CEO in April as I transition over the next 3 months to a more focused role with the charity. Paul's wealth of experience as a leader in the Third Sector, his passion for enabling young people to fulfil their potential, his business acumen and background make him the ideal person to take LTSB forward.

Although we are faced with an unknowable future as I write this in April 2020, I believe there will be a requirement for specialist skills in finance, digital and tech in a post- **Covid-19** world. Diversity is going to be more important than ever for successful economic recovery. We will ensure our young people are prepared for a far more digital UK and ready to maximise career opportunities as they arise.

I would like to take this opportunity to thank our dedicated and passionate team who always go the extra mile for the young people with whom we work. I would also like to thank our patrons, trustees, volunteers, alumni, employers, funders, supporters, champions and delivery partners for all they have done and continue to do to help us address social inequality and transform the lives of young people, their families and communities.

Finally, I would like to thank and recognise David Pinchin who founded Leadership Through Sport & Business in 2012 and invested a significant amount of his personal wealth and time to make all of this possible. Without his vision, commitment and drive a good idea would have been just that. Now we can look back and see how our programmes have positively impacted the lives of 519 young people, their families and communities. We also look forward to seeing that number treble in the next few years as we support young people into meaningful employment with firms who understand and champion the value of diverse talent.



Caroline Adair



Caroline with Keith Carino, London,  
and Lorraine Barclay, LTSB Trustee



# Who We Are

**The business case for diversity has been made.** Workforces that better represent the communities they serve are more profitable. But that doesn't mean that it's easy to find new types of talent, especially from marginalised groups that aren't found through traditional recruitment streams.

**Leadership Through Sport & Business** is a social mobility charity that works with bright young people from disadvantaged backgrounds, ensuring they find meaningful, skilled careers – and firms get positive, effective school leavers who can make a difference from their first day.

Delivering in partnership with fantastic education providers and Premiership Football Club Foundations in **London, Birmingham, Liverpool and Manchester**, our four key responsibilities are:

- **Promoting opportunities to those from backgrounds that are not normally reached**
- **Preparing young people for the workplace, and the workplace for the young people**
- **Providing context for their application, and stewarding the hiring process**
- **Pastoral care - an additional support network for the first year of their career.**

For our employers, this represents a real economy. We do the legwork, and minimise the 'risk' that apprentices can represent to some. For our young people, we're the bridge that connects their ambition and ability with a job they can be proud of.

# What We Do



## Need:

**Young people (YP) from disadvantaged backgrounds face barriers to employment with major firms.**

	Stage 1 - Recruitment	Stage 2 - Preparation	Stage 3 - Employment	Stage 4 – Support
ISSUE	Major firms are driven by efficiency, so they can't easily look outside traditional recruitment streams for diverse talent.	Those without exposure to corporate environments don't have the knowledge or confidence to present best selves in interview.	Application processes are often opaque, with minimum academic criteria denying opportunity to great talent.	Getting a job is hard – but keeping it can be harder, if the environment isn't inclusive.
ACTION	We recruit bright YP from the bottom 30% of Index of Multiple Deprivation, and eligible for Free School Meals. They are deterred from university by debt, but have the ability to succeed.	The LTSB <b>Bootcamp</b> develops YP personally and professionally so they can navigate corporate environments, while building a strong cohort unity which provides additional support.	We give context to YP's applications, working as an 'anti-algorithm' to help firms make human interventions. 'Fair' isn't applying universal criteria, but recognising how flexibility is inclusive.	Our <b>Inclusive Workplace Manager Training</b> draws on LTSB's years of youth work experience, ensuring firms get the best from their apprentices and create the most inclusive environment.
	We work with colleges and other charities to find candidates, and recruit through our alumni too: they inspire their friends and family.	Our sessions are a mix of employability, practical industry knowledge, critical & creative thinking and transferable skills through sports.	Our experienced Employment Team puts YP in front of decision-makers. We steward their application and tailor candidates to firms.	We provide continuous 1-to-1 support for the first year of their career, as well as corporate mentors so YP can learn from industry insiders.
	We're committed to referring unsuccessful candidates to positive programmes and initiatives elsewhere.	We make the transition to work gradual and enjoyable and, critically, really get to know the YP we represent.	We campaign for <b>Living Wage</b> , ensuring that our apprentices are paid fairly for working hard.	And we continue to support the employer too, acting as vital mediator for both parties.

## Outcome and Impact:

**We don't just get YP jobs. We launch *careers*. When diverse talent is given preparation and support, they don't just get by, they thrive – and that means more representative management, which can better train and retain a more representative workforce.**

# 2019 Boot Camp

**99**  
young  
people

**4**  
Cities

**77%**  
BAME

**32%**  
Female

**92%**  
Completed

**99%**  
Strongly  
Agree  
Or Agree

- “I would recommend LTSB to other young people like me.”
- “I feel more employable.”
- “My written communication skills have improved.”

**95%**  
or more  
Strongly  
Agree  
Or Agree

- “Support from LTSB has been important to my development.”
- “I feel more confident.”
- “I feel better able to solve problems.”
- “I have had experiences I couldn't have had elsewhere.”

# The Employment Charity

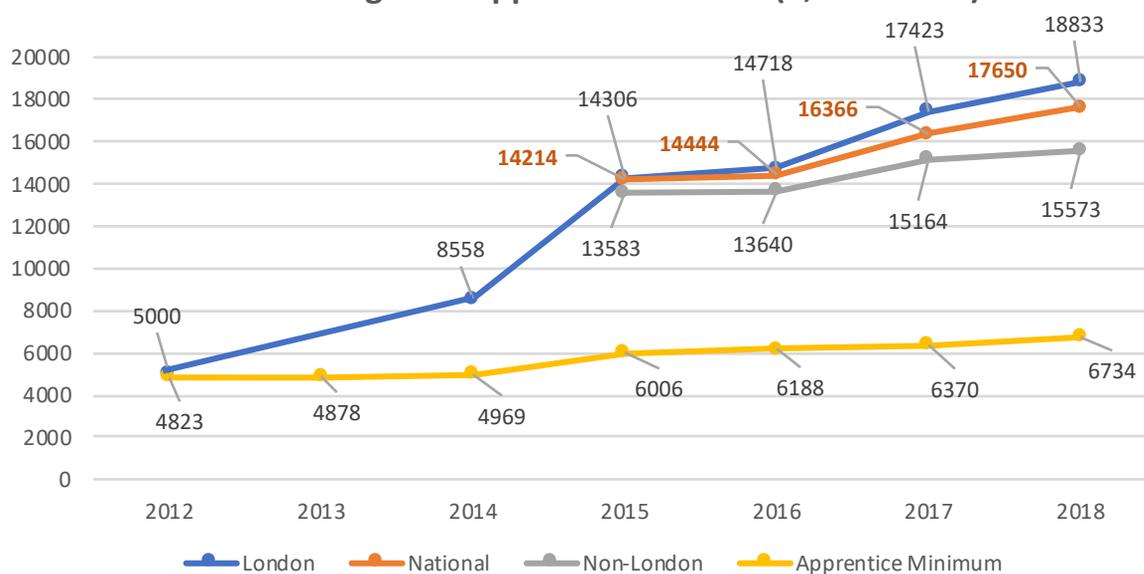
**Employability is a big part of what we do – but the goal is *employment*, at salaries that reflect the value of the role.**

Wages and social mobility are inextricably linked. When money is important *today*, it's easier to take a higher-paid job that goes nowhere than to invest in your future by taking a lower-paid job with better prospects. And with Age and Apprenticeship Minimum Wages, it's even harder. There aren't under-21 or under-18 groceries, phone bills, or rent. It presupposes a family's ability to financially support someone through this period, and disadvantages further the already disadvantaged.

Nothing typifies this better than the Apprenticeship Minimum Wage. As of April 2020, anyone in the first year of their apprenticeship, regardless of age, can be paid only £4.20 p/hour – so a 21-year old, who would otherwise have an £8.20 p/hour minimum, will make *almost half as much* in the hope of greater future earnings.

**These are often the sorts of wages that our young people would be earning if not for our intervention.** Yet with our continued advocacy, and the support of amazing Living Wage employers like **BDO, BKL, Capco** and **Talk Talk**, instead they are paid fairly for a job that needs doing – so they can focus on doing it well, and building the foundation for their career.

**Av. Starting LTSB Apprentice Salaries (£, 35h week)**



# 2019 Placements

**66%**  
of 2018  
intake  
**PLACED**

An average  
salary of  
**£17.6k**  
(over £10k  
more than  
apprenticeship  
minimum)

**90%**  
of placed YP  
**COMPLETED**  
their first year

“LTSB have always been there to support and develop me as a person. Before, I wasn’t the most confident! I would be the kid at the back of the classroom hoping I wouldn’t get chosen, but with LTSB’s help I am now giving presentations and leading meetings with my team at **RSA**. This shows how influential LTSB have been, and how far I have come in such a small amount of time with their help.”

**Adam Hodgkiess, Manchester**

“LTSB readied us for the working world. They provided fantastic preparation and support with interview and CV workshops, enabling us to give more professional, high quality interviews - it was just down to us to impress. Thanks to LTSB, I’m a member of the audit team for **BDO LLP** and have just passed my probation!”

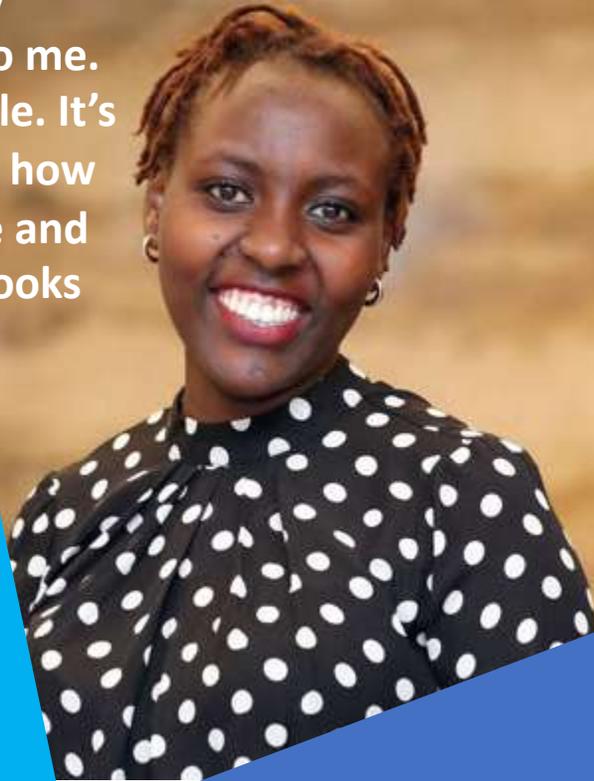
**Josef Eaves, Liverpool**



LTSB CEO Caroline Adair, Josef Eaves  
and Chris Oliver, Liverpool CDM

“This opportunity means so much to me. To us young people. It’s unreal to think of how far we have come and what the future looks like.”

Agnes Thiong’o



# Our Core Purpose

Since 2012, LTSB has transformed the lives of hundreds from disadvantaged backgrounds, opening up opportunities they deserve. Agnes’s story shows why our work is essential.

In partnership with:





“Everyone at RSM has been so supportive – it’s been a great environment to work, and my team is *so nice!*”

**Agnes Thiong’o** knows this is a valuable opportunity, and a rare career path: “I was a care worker when I joined LTSB, supporting the vulnerable to provide physical care, like bathing, toileting, dressing and feeding, and teaching daily living skills like budgeting, shopping and claiming benefits.”

This is vital work, demanding responsibility, integrity and compassion, but it’s fair to say that very few care workers become Technology and Management Consulting analysts in a major business advisory firm.

Luckily, **RSM** are committed supporters of LTSB – not just hosting and volunteering, but also *hiring* 20 young people in London, Birmingham and Manchester since 2015.

Too many young people from disadvantaged backgrounds become defined by what they’re doing out of necessity. It can be hard to get the right people to hear what else you can do. It can be hard to believe that things can change, because here too change represents a risk.

“I always say that LTSB gave me wings,” Agnes explains. “Having the charity behind me, telling me I could do it, that made a big difference. And it wasn’t just belief – as well as preparing me and giving me access to these environments, I got to meet someone who could see me for who I am and make a decision.”

“We’re proud of our long-standing partnership with LTSB,” says **Caroline McCague, Senior Manager of HR Operations at RSM UK**. “It just really ties in with our values, but is also a central part of our recruitment strategy. Recognising and celebrating our diverse employees helps us to recruit and retain talent, and drives better business performance. Great employees like Agnes really make the business case that goes with the moral case, and here at RSM we’re happy to champion initiatives that increase equality of opportunity.”

A woman with dark hair pulled back, wearing glasses with a red and white patterned frame, is speaking. She is wearing a dark purple top. The background is a blurred purple and white pattern, possibly a conference backdrop. The image is overlaid with a large blue diagonal graphic that contains the text.

**“They  
became**

# **Networking Whirlwinds”**

**Career Development Managers are the front line of our work, and the relationships they develop with young people are vital.**

**Danya Defraytus**, our Birmingham CDM, brings 20 years of teaching and youth work experience to LTSB. She is passionate about our purpose: “We are the bridge between fantastic and talented young people, and the elite firms that can offer them the opportunity to demonstrate their abilities and pursue their aspirations.” Without LTSB, we know that many won’t get the shot they deserve.

We’re there for the whole journey, and get the privilege of seeing incredible change. “Bringing the cohort to London for the **Women in Leadership** event was a great illustration of their development. They were really nervous about networking, and so we practiced and practiced – and when the moment came, their resilience kicked in and they became networking whirlwinds! Their confidence, independence and ambition shone through, and they made such a positive impression on the delegates. I was so proud for them and for LTSB.”

To Danya, the difference we make is clear: “Not every young person has the same beginning in life. Without additional support to increase their knowledge, skills and confidence, many bright and motivated young people can find themselves trapped in underemployment. LTSB is that support, and that’s why we are so important.”



Our relationships with YP mean we can make vital interventions at critical times – often for young women. As this support is more important than ever, we know how to...

Nathan Agyekum,  
London CDM



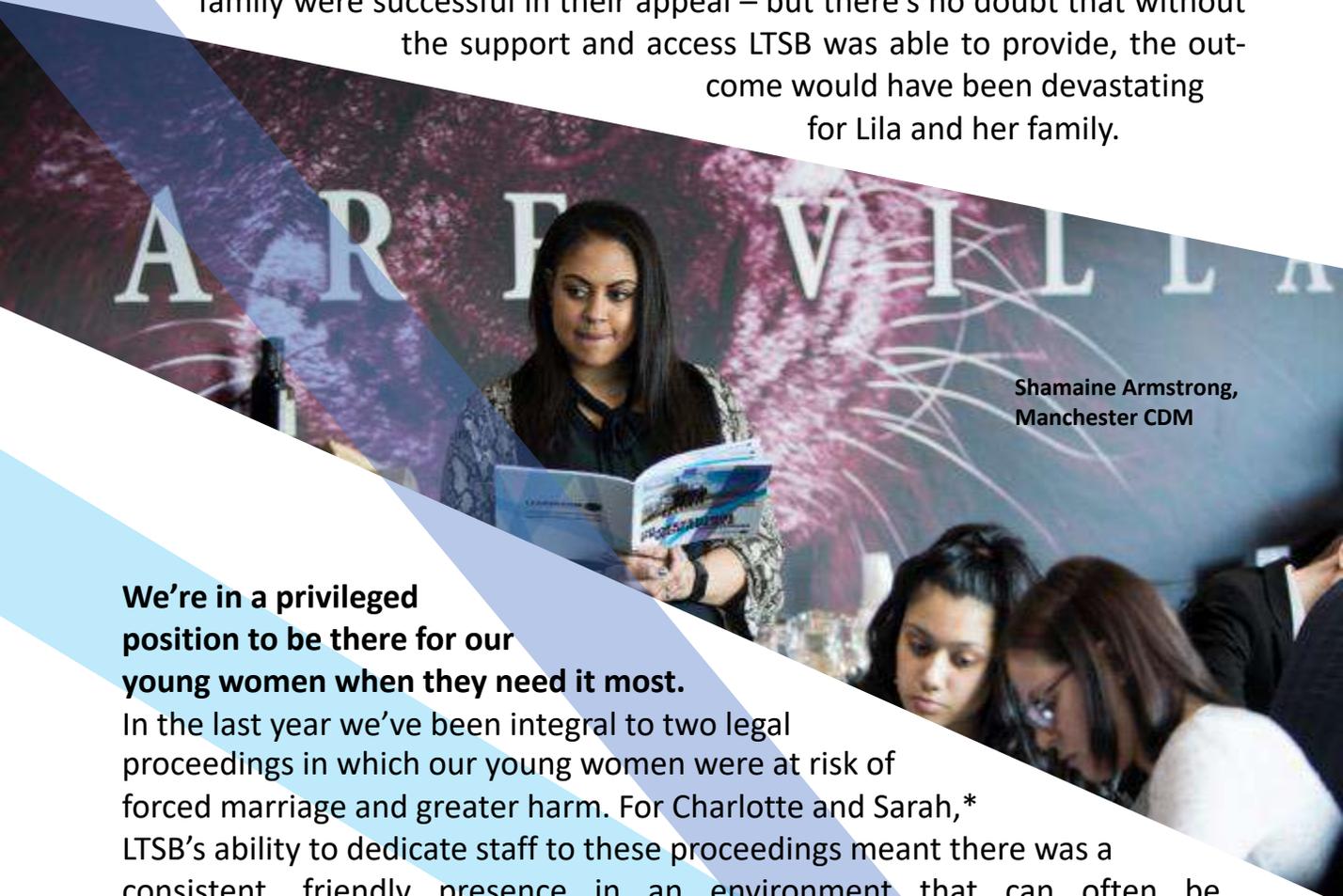
# Make A Difference

**Sometimes the support required is really practical.** Alexis\* had a very difficult home life, with instability and extreme poverty, as well as periods of homelessness that left her sleeping in her car. She had so much ability, but was finding it hard to plan for the future when day-to-day necessities like groceries or even sanitary products were scarce. So we set up and paid for a scheduled grocery delivery to ensure that she had the basics, and could focus on her studies and employment. That (and personal mentoring) was enough - she flew through her studies and was one of the first in her cohort placed.

*"I'm so thankful! This charity really does help people, and I can't put it into words how amazing it is. What LTSB does is genuinely life-changing and inspiring. I'm so happy I joined!"*

**Alexis**

**Sometimes the support required is far more complicated, requiring multi-agency partnership and a huge time commitment.** When Lila's\* family was made homeless, she was overwhelmed. LTSB helped her navigate the complex process, coordinating legal and other charity support to appeal against the council's decision – a decision that would have split the family, and taken young siblings into care. We know that in times of family crisis, it is often young women's careers that are expected to be sacrificed. In order to allow her to focus on her job, we used our relationship with **Centrepoint** to apply for a flat in their Apprenticeship House, and also asked Lila's employer to raise her salary to London Living Wage. She is now living independently, still working hard, and her family were successful in their appeal – but there's no doubt that without the support and access LTSB was able to provide, the outcome would have been devastating for Lila and her family.



Shamaine Armstrong,  
Manchester CDM

**We're in a privileged position to be there for our young women when they need it most.**

In the last year we've been integral to two legal proceedings in which our young women were at risk of forced marriage and greater harm. For Charlotte and Sarah,\* LTSB's ability to dedicate staff to these proceedings meant there was a consistent, friendly presence in an environment that can often be overwhelming and intimidating. And our contributions were valued by the other agencies too. In Sarah's case, the presiding judge expressed the court's gratitude to LTSB, describing it as "exactly what we would want charities to do", and ordering that this appreciation be recorded officially.

*"The relentless work from everyone from LTSB and their passion to better young peoples' lives is amazing. LTSB has always been ready to support me on the days when I probably needed it the most and I thank everyone for everything they have done for me. I consider myself very lucky to be part of LTSB."*

**Charlotte**



Macquarie  
volunteers with  
2018 North  
London cohort

# The of Value Volunteering

To prepare our young people, physical experience of corporate environments and interacting with future colleagues is vital.

Supporters including AAT, Bower Talent, Duke CE, Goldman Sachs, Hays, ICE Futures, Macquarie, Redington, Sackers, Salesforce and White and Case host Bootcamp delivery and speed interview sessions. Their staff directly engage through insight days, business games and networking opportunities – which enables young people to thrive in the business world.

**In 2019:**

**223**

volunteers  
gave over

**2100**

hours



MACQUARIE

staff were

**43%**

of London  
volunteers  
(and hosted  
eight events)

**& 79**

volunteers  
will give over

**1700**  
hours as

**LEADERSHIP**  
CAREERS CLUB



**mentors**



*Supported by The Progress Foundation*

## **Our Leadership Careers Club mentor programme connects volunteers from business with young people just starting out.**

Mentors are a valuable part of the ongoing support LTSB offers our YP for the first year of their career. We give full training to our volunteers, and support the process throughout. Apprentices get a knowledgeable advisor and guide, and the volunteers get early-career insights and the chance to have a genuine impact.



“I have to say that the mentor programme is great, and it’s something I’m glad to have. My mentor is one of the best parts of everything LTSB has done. He has helped me so much, and is genuinely interested. We meet for breakfast, set goals, and he understands what I’m going through.”

**Ehsan Fida, Apprentice,  
HW Fisher, London**



“In my professional life, I am responsible for mentoring and developing staff, but they typically have existing work experience and a traditional (and privileged) academic route. My mentee helped me appreciate the kinds of challenges faced, and working together over time allowed us both to learn new skills to overcome them.”

**Kathryn Swan, Associate  
Director, Morgan McKinley**



“I wouldn’t be working at Mazars if it wasn’t for LTSB, so I really wanted to give something back. Being a mentor means I can use my experience to advise, support and encourage someone who will be going through the same thing, as well as developing my leadership skills.”

**Ellie Garratty, LTSB Alumni,  
Mazars**

# 2019 Women in Leadership Conference



Supported by



AAT, Kaplan & Redington

Hosted by Macquarie, our Women In Leadership Conference has been a flagship event since 2016.

Developed with our alumni, the 2019 conference had the theme **HER: Heard, Empowered, Ready**, and featured inspirational women from across the finance and digital sectors. Our young leaders were very much in charge, designing activities, facilitating table discussions and leading on-stage sessions for the 95 delegates.



Keynote Speaker  
Diana Brightmore-  
Armour, CEO of ANZ  
(above), and Host  
Joanna Abeyie, MBE  
(right)



Partnership is a key LTSB principle. Here are some of the great schemes we have supported in 2019...

SHE CAN

Be↑



LTSB collaborated for the second year in a row on the **The Lord Mayor's Appeal *She Can Be...*** event, which brings young women from underrepresented backgrounds into the City to inform and inspire them about potential career paths. 40 LTSB Young Leaders volunteered as 'Real Models', facilitating table activities and discussions with over 400 attendees, including school pupils and City professionals.

**#TechSheCan**

The **Tech She Can Charter**, lead by **PwC**, is a commitment by organisations to work together to increase the number of women working in technology roles in the UK. It aims to tackle the root cause of the problem at a societal level by inspiring and educating young girls and women to get into tech careers and sharing best practice across the organisations involved.

With our new Digital programme, LTSB has a particular focus on inspiring and empowering young women to skill up and launch their careers through digital and technology apprenticeships – so this is an important initiative and one we're proud to support.



# The Next Generation

**In 2019, NatWest Ventures pioneered a truly socially mobile programme to help tackle a lack of diversity in the digital and technology sector, and provide career-making opportunities to young people from disadvantaged backgrounds.**

With endorsement from RBS CEO, Alison Rose, and led by the Head of NatWest Ventures Andy Ellis, the bank partnered with LTSB to recruit and prepare a cohort of aspiring digital professionals for a 4-year Digital & Innovation degree apprenticeship.

Ten young people were selected for roles with the Ventures, and the results have been astonishing – so much that NatWest has decided to expand the programme with us, **opening up 300 digital and technology apprenticeships over the next 3 years in London, Manchester and Edinburgh.**



“It was an amazing experience and so supportive having the LTSB team there, and it has honestly helped me improve my employability skills. I would 100% recommend this programme as it has built such an amazing for-life support network! Thank you to the LTSB team for their extensive efforts in launching this programme and making it happen.”

Justina Blair



“This programme has changed my life completely. I have no regrets and I am glad to have the LTSB team to guide and support me. Because of this success my relationship with my mum has been phenomenal. I have never seen her so proud of me!”

Iyi Adesan

**100%  
Strongly  
Agree  
Or Agree**

“After the NatWest Bootcamp...”

- I feel more employable
- I feel more confident
- I would recommend this Bootcamp to other young people like me



# The **Inclusive** Workplace

**Preparing young people for work... and work for young people.**

**Our employers are committed to social mobility – which is why they work with us. They know it isn't enough to be diverse, they need to be inclusive too, and integrate talents from all backgrounds to get the best for business.**

Our **Inclusive Workplace** training draws on years of experience working with young people from disadvantaged backgrounds, to give managers context and confidence.

We break down the structural inequalities that our young people have faced, and give insight into why metrics like grades or degrees aren't the best measure of worth without an understanding of background. The training uses case studies from LTSB's hundreds of successful placements in major firms, and our team's direct experience of working with young people from their worst moment to greatest achievement.

And vitally, you get to hear from young people themselves: how they were made to feel welcome, where the pinch points were in integration and how unintended consequences can have a lasting effect.

This day-long course can be booked as individual places or for whole teams. For more information about details and costs, contact **Employment Director, Debs Barlow** – [debs@leadershipthroughsport.org](mailto:debs@leadershipthroughsport.org)

# A Better Future



We are currently responding to the challenges of isolation and lockdown by working with our young people to create online alternatives to our programmes. This may be a recurring feature of society for some time to come. Our wonderful corporate mentors and individual volunteers have already transitioned to supporting young people online. We have just launched our **Virtual Skills Clinic** for our 2019 cohorts who are not currently placed in apprenticeships, and our team is working on virtual and hybrid versions of our transformational Bootcamps.

We will continue to represent brilliant young people and do all that we can to ensure we find opportunities for those whose talent may otherwise be lost to our economy and society.

The NatWest partnership is extraordinarily prescient. Their leadership is committed to supporting the evolving needs of their customers and the communities in which they work. NatWest champions a diverse workforce and the original thought and approach that comes with it. This is what the country needs. I therefore hope that other organizations will embrace the opportunity to create a diverse pipeline of talent through our bespoke **Bootcamp to Employment** programmes as part of their plans for economic recovery.

What differentiates LTSB from other organisations is our passion for social mobility and the huge amount of care and support we provide our young people. LTSB is well placed to work in collaboration with government, businesses and young people to develop solutions for our society and economy. Please invite us to be part of your conversations.

I would like to take this opportunity to thank Caroline Adair for her enormous energy, drive, intellect and leadership, which has enabled LTSB to achieve so much over the past 7 years. We look forward to benefiting from her continued focus on developing partnerships with key employers.

I would also like to welcome our new CEO, Paul Evans, who has joined us at an unprecedented time. Paul has already demonstrated his ability to lead in a crisis and he will no doubt draw on his extensive Third Sector and business experience to develop LTSB during the coming years.

A handwritten signature in black ink, appearing to read 'David Pinchin'. The signature is fluid and cursive, with a large initial 'D'.

**David Pinchin**  
Chairman, LTSB Board of Trustees



# How You Can Help

## 1 - Employ Great Talent

If you're committed to advancing equality, open up opportunities for young people from low income and marginalised backgrounds in the UK. Whether through a bespoke programme or recruiting from our annual cohorts, we can provide a pipeline of diverse talent for roles in digital, finance or accountancy.

**Contact Employment Director, Debs Barlow** – [debs@leadershipthroughsport.org](mailto:debs@leadershipthroughsport.org)

## 2 - Strategic Funding

Developing a strategic funding partnership would enable us to expand our work across the UK. Your support will not only transform the lives of many more young people and their families, but start to move the needle to create a fairer society.

**Contact Head of Fundraising, Emily Gilmore** – [emily@leadershipthroughsport.org](mailto:emily@leadershipthroughsport.org)

## 3 - Pro Bono Support

Pro bono support is essential for our work. Right now we're looking for virtual mentors or ad hoc volunteering online with young people – e.g. a mock video interview just before the real one for maximum impact. You could even provide access to some of your internal training and leadership programmes.

When offices re-open we need space to deliver employability sessions, staff engagement in sessions, insight days and work experience opportunities – every experience of the corporate environment makes all the difference.

**Contact Partnerships Manager, Nana Dekyi** – [nana@leadershipthroughsport.org](mailto:nana@leadershipthroughsport.org)

# Thanks to all our partners and supporters!

## SPORT PARTNERS



## EDUCATION PARTNERS



## EMPLOYERS



## CORPORATE AND INSTITUTIONAL FUNDERS



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