



Impact Insights

Highlights 2020-2022





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The Chair's Welcome

The three years 2020-2022 were by far the most rewarding so far for LTSB.

Not only did we positively impact and transform many more young lives than ever before but we did so when the need was especially great due to the covid pandemic and a weak economy.

Our staff are to be commended for their extraordinary efforts at a time when life was often difficult for them too.

The pandemic was a moment when employers could show true leadership. A commitment to hiring the best of all backgrounds was an expression of strength and stability. Many of our employer and funding partners responded to the crisis by sticking to their values and demonstrating their commitment to social mobility regardless of a climate of uncertainty.

NatWest, MAPP, Fever-Tree, RSM, BDO, BKL and Faethm are just a few of the employers who hired LTSB apprentices during the pandemic. NatWest Group in particular ensured social mobility was at the heart of their recruitment and have continued to expand their work with us in scale and scope – not just more apprentices, but apprentices in new areas of the business too.

As a social mobility charity, it's our mission to be ready when employers recognise the need to change the way they recruit, and to find great opportunities for great young people. We are immensely grateful to all our employers and funders who make our important work possible.

However, my greatest appreciation goes to the young people themselves. They grasped opportunities and worked hard and hung on, often under unimaginably difficult domestic circumstances. Although they had our help and support, they had to do the really heavy lifting. I applaud their determination and commitment. I believe these bright resilient young people will be the leaders of the future that our communities and organisations so desperately need.

David Pinchin



Why We're Needed

We are a social mobility charity that works with bright young people from disadvantaged backgrounds. We ensure companies get positive, effective school leavers who can make a difference, and young people find meaningful careers in **Business & Finance, Customer Service, Digital, Legal** and **Marketing**.

We're needed because the UK suffers from deep and persistent inequalities, and current conditions are increasing the gap between the disadvantaged and their more advantaged peers. As the **Social Mobility Commission** report, 'nearly one in three children in the UK now live in poverty, around 4.3 million', and the circumstances of birth continue to be the defining factor in future success: 'children growing up in poverty will suffer worse health, education and life outcomes – and their chances for social mobility will be severely constrained.'

At critical moments in young lives, vital interventions can ensure that talent finds preparation and support to access meaningful careers, equal to their ambition and ability. As **Impetus** have found, 'disadvantaged young people are twice as likely to be NEET [Not in Education, Employment or Training] as their better-off peers' and failure to support young people in these periods can lead to long-term, life-changing consequences.

More often, though, the young people LTSB supports are at risk of *underemployment*. Jobs, rather than careers. Stuck in fast food, rather than soaring in finance. In a word, trapped, as described by the **Carnegie UK Trust**: 'It continues to be extremely difficult to progress out of low paid work – five in every six people in low-paid work fail to escape low pay over 10 years.'

For some, society considers any job good enough, regardless of what they could contribute, what they could earn.

Whether it's the stable, secure lives that they'll create, or even just the economic value of higher taxable and disposable income over the course of a lifetime, losing this ability to the workforce isn't just unfair, it's *wasteful*. When our apprentices get the chance, they thrive – because this is a two-way benefit. Our young people don't just need careers with major companies: major companies also need the diversity of experience and thought that our young people can offer.



What We Do

LTSB's 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 young people
- **Placing** candidates in careers, stewarding and contextualising their application
- **Pastoral care** – an additional support network for the first year of their career.

Eligibility is based on qualification for **Free School Meals (FSM)** in secondary education; residence in bottom 30% areas of the **Index of Multiple Deprivation (IMD)**; and **Other Personal Disadvantage**, e.g. victims of crime, asylum seekers or carers. But we also have to believe they are capable of the level of personal and professional development necessary for corporate work and workplaces. Our intensive recruitment process, conducted by knowledgeable youth workers is personal, detailed, hopeful, but *realistic*. We don't want to make false promises.

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

Theory of Change

Need: Young People (YP) from disadvantaged backgrounds face barriers to careers

Recruitment:

We find talent that is often overlooked through community outreach and networks, giving YP the language to describe their future.

Preparation:

Our programme personally and professionally develops our candidates, helping them be effective from the first day.

Employment:

We place them in meaningful careers with major firms, with progression opportunities and pay equal to their ambition and ability.

Support:

But then we stay on, providing continuous support for the first year of their career, as well as training and support for line-managers too.

Outcome: Stable careers with major companies, at Living Wage levels

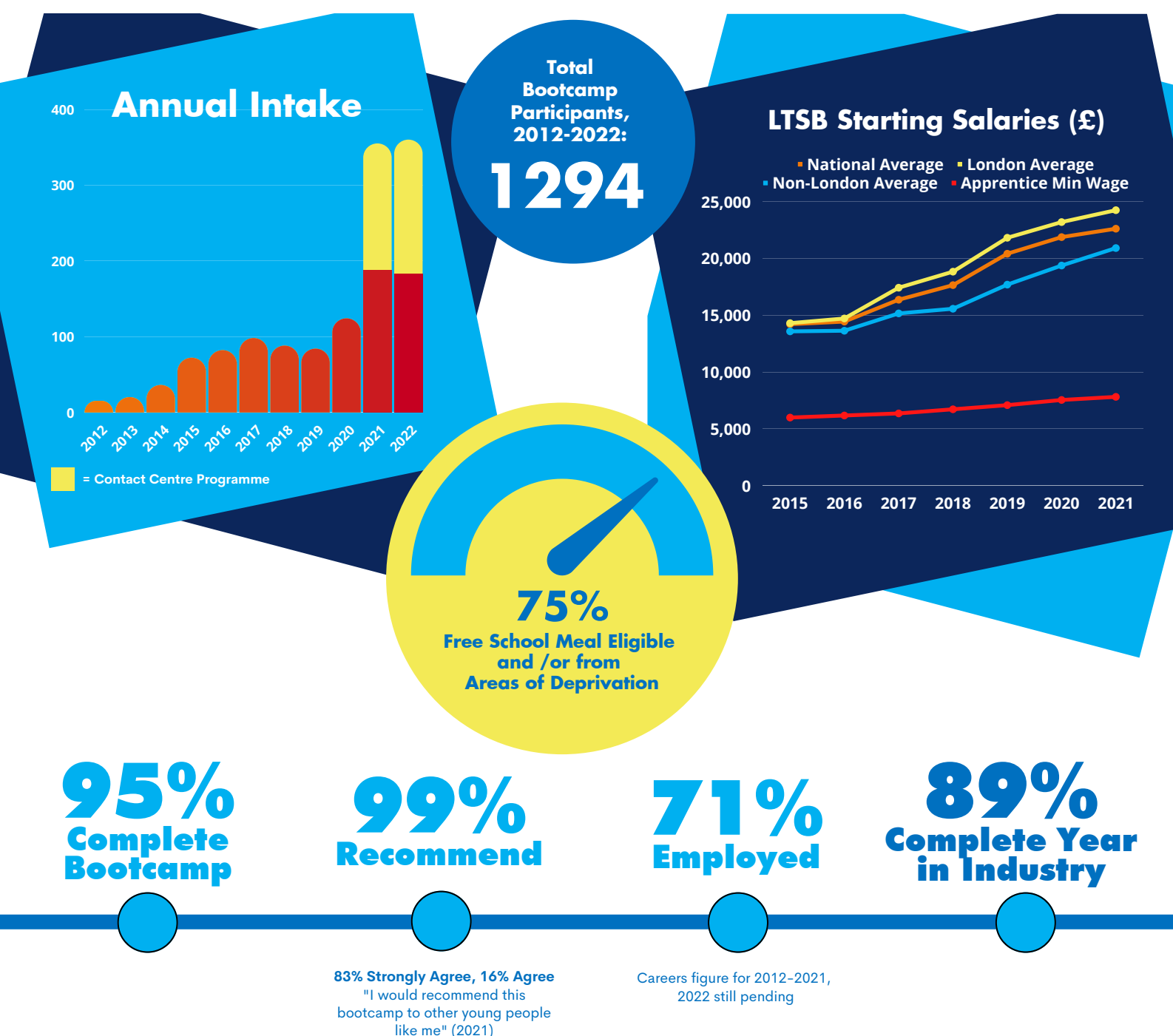
Impact: Long-term career, increased lifetime earnings, social mobility

Over 10 Years of Impact

Since 2012, **LTSB** has helped young people start meaningful careers at major companies like **NatWest Group, RSM, ICAP** and **MAPP**. We work from the principle that our apprentices make a real contribution. These are jobs they deserve - they just need preparation and support.

We know we've made a difference. Nearly **1300** young people on our bootcamps. **Rising salaries** show the market value of positive and effective apprentices. And **89% retention rates** are testament to the long-term support we offer.

Help transform lives, and transform the workplace. **Be part of our next ten years.**





Our COVID Response

As the reality of the pandemic became clear, every organisation considered how it could respond. At LTSB, in-person activity had always been essential.

We prepared young people for work, in work environments, often with future colleagues. Our bootcamps began with sports coaching – cited as a vital experience by our beneficiaries. But the offices we ran our sessions in were shut. Our football club foundation partners were unable to deliver at all.

Meanwhile, young people still looked to us for support. Many were in employment, and all faced an uncertain future. In the first week of lockdown, LTSB staff made **14 hours of calls and 600 texts**. We wrote to our working apprentices, explaining what this may mean for them and how they can respond professionally to the instability ahead. We let them know we were still a voice in their corner. Like many organisations, we did whatever we could.

While we adapted to online delivery, we also had to consider the other side of our work. LTSB is an employment charity: we get young people careers. These outcomes were at real risk as organisations paused recruitment across the board, and it was clear from the start that the pandemic would disproportionately impact the marginalised and vulnerable. Entry-level opportunities for those that need it most would be at a premium, and especially for young school leavers, as employers considered the demands and expectations of remote working.

**Meanwhile, young people still looked to us for support.
Like many organisations, we did whatever we could.**

So it's a great testament to our Employment team that we consistently placed apprentices, working with HR departments to arrange online interviews and managing the process. Of the 62 waiting for work in April 2020, 44 were placed by LTSB at companies like **Salesforce, Grant Thornton, Duff and Phelps, RSM, BDO** and **Faethm** (with another six finding positions and crediting our programme).

We made sure our young people were considered primarily in terms of what they could do, rather than what they couldn't control. And with a national average salary of £19,800, a non-London average of £17,950, and a London average of £21,000, these placements represented critical income for families most affected by the pandemic.



Employer Focus: NatWest

We're proud that LTSB's employers responded to the COVID crisis by sticking to their values. They proved their commitment to the best from all backgrounds and continued to hire apprentices throughout the pandemic.

The support of **NatWest Group** in particular was critical, and their decision to proceed with a national **Digital and Customer Service** cohort during lockdown was a real recognition of the value that both LTSB and our young people bring.

We know that those from disadvantaged backgrounds can become defined by the jobs they take out of necessity. The pandemic will undoubtedly result in many living less fully – with talents unexplored or unexpressed – because they did what they had to, rather than what they'd dreamed. However, for the **137 apprentices hired in 2020 and 2021**, the opportunity to start a career at NatWest came at a critical time – and their Living Wages made a material difference for many families, too.

In 2020, the average non-London salary for LTSB apprentices hired by NatWest was over £19,200, and the average salary in London nearly £25,400 – far more than the socially-immobile Apprenticeship Minimum Wage. This money has been vital to struggling families. With salaries like these and continued support from LTSB, young people can focus on their work and studies, rather than worrying and subsidising poor pay with additional shifts elsewhere.

As a result, by the end of the first year of their career, only two apprentices had left the NatWest 2020 intake – **a 97% retention rate, despite the pressures of pandemic and remote working.** ([Click for 2022 Digital and Customer Service stats.](#))

If someone had told me a year ago that I'd be in a boot camp applying for an apprenticeship for NatWest I wouldn't have believed them. LTSB has taught me that no matter where you are in life they still would like to champion your potential, often potential that you don't even see in yourself. My only wish is that I had found out about LTSB [sooner].

Raes, 2021 Digital

A photograph of three young people (two men and one woman) standing in front of a purple banner with the NatWest logo. The banner also has the word 'NatWest' written on it. The image is partially covered by a blue overlay containing the text 'Employer Focus: NatWest'.

Employer Focus: NatWest

Having successfully delivered Digital and Customer Service bootcamps remotely, in October 2020 NatWest asked us to expand our delivery, recruiting and preparing young people for apprenticeships at **Contact Centres** in Belfast, Bolton, Edinburgh, Greenock, Liverpool, and Southend.

Contact Centre roles are different from those for which we have historically prepared young people, yet the positions still provide the requirements for social mobility: a real job, not a short-term contract; meaningful qualifications; living wage – and opportunity to progress your career. Considering the possible continued impact of coronavirus, it was an obvious opportunity to help young people at greater risk of long-term unemployment.

Expanding to accommodate this extra demand was not without challenges, but we're delighted with the outcome. 2021 saw:

- fourteen virtual bootcamps with two days of in-real-life work experience in six locations
- over 200 young people personally and professionally developed
- 128 employed by NatWest on over £18,000
- and a contract to continue delivering this programme into 2022! ([Click for 2022 Contact Centre stats.](#))

NatWest is proud to be partnering with LTSB to bring promising new talent from all backgrounds into the bank. We've worked with LTSB to design and develop our social mobility apprenticeship programmes to help young people with fewer advantages get the training, support and employment opportunities they need to launch their careers.

LTSB offers invaluable practical, hands-on support through the recruitment process and beyond so that applicants are set up for success. At NatWest, we're delighted to be working with LTSB to hire 400 young people into jobs of the future, including in digital, data, software development and customer service roles.

Alison Rose, NatWest Group CEO





Funder Focus : Salesforce

We didn't just increase the volume of delivery during the pandemic. Thanks to Salesforce, we also expanded into brand new sectors too!

Salesforce have funded a three-year initiative to get 70 young people legal and marketing apprenticeships – areas of focus chosen because of the recognised barriers to recruitment and retention for those from under-represented backgrounds.

In a study of leading law firms, the **Bridge Group** found 'those from lower socio-economic backgrounds and those who are female and/or do not identify as White progress less quickly to partner than White males from higher socio-economic backgrounds.' **Marketing Week** describes 'an entrenched lack of ethnic, socio-economic and gender diversity among the highest echelons'.

As a result, both sectors have taken steps to change, especially by creating apprenticeship (non-degree) routes into careers with the explicit intent of increasing representation – and LTSB will be preparing great candidates in Birmingham, Leeds, London and Manchester.

Early feedback shows we're providing a necessary bridge: "The programme is absolutely essential for people struggling to find the right path into law, especially if you are being hindered by UCAS points," said **Joss**, 19, from Birmingham. "LTSB take care of every individual, as if you are their top priority and are such kind, enthusiastic people – which is just what I needed to help me along." **Henna**, 22, from London, has found work with law firm **Gateley Legal**: "Without the LTSB bootcamp and support I don't think I would have been in this position at all, and for that I am so grateful. Before applying for the program, I didn't feel like I had a strong enough chance to enter the legal profession – but from day one I was equipped with invaluable skills and insights which I know will stick with me forever and have helped me so much in the application process."

We are excited to start a partnership with LTSB to develop and pilot bootcamps for young adults to access apprenticeships in legal and marketing careers. They will be able to offer these young people an excellent pathway for a meaningful career.

Ron Smith, Vice President of Philanthropy, Salesforce



Locations:

Birmingham
Bristol
Edinburgh
Glasgow
London
Manchester

Digital & Customer Service 2022

LEADERSHIP
IN THE 21ST CENTURY



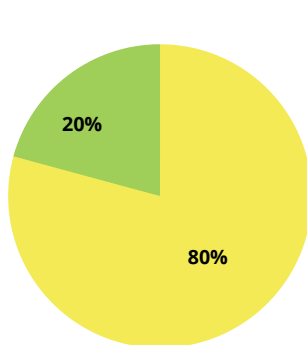
100 of 114 Completed Bootcamps

88%

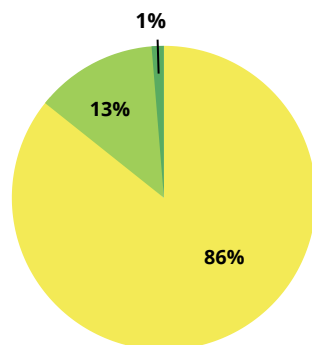
43 of 76 Placed (Digital)

56%

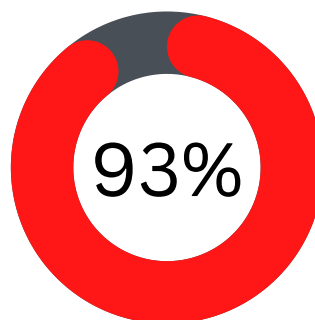
(As of Oct - placements continuing)



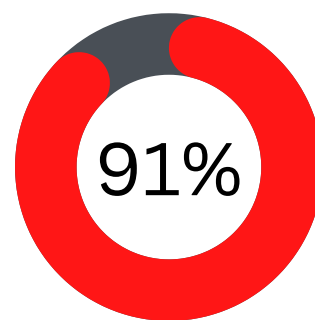
The support from the LTSB team has been important to my development



I would recommend this bootcamp to other young people like me



of hired Digital candidates were FSM / IMD eligible



of hired Customer Service candidates were FSM / IMD eligible

Key:



Response options range:
Strongly Agree to Strongly Disagree

Total Survey Respondents: 77

77%

of Bootcamp Completions

“

This bootcamp has been very helpful for me to expand my horizons in both my thinking and my work process. I certainly wouldn't have managed my job search as well without it.

Erin, Edinburgh

I was someone who joined this bootcamp with no background in any software engineering but at the end I left with the knowledge and confidence I needed to get out into the working world.

Mahzeb, Edinburgh

I would highly recommend LTSB to any young individual trying to get a foot into work, as this bootcamp has given me more of an insight and boosted my communication skills.

Darryl, London

”

Locations:

Belfast
Edinburgh
Greenock
Liverpool
Southend

Contact Centres 2022

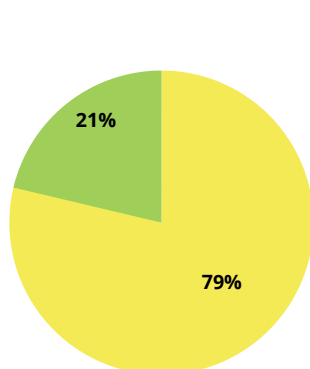


122 of 135 Completed Bootcamps

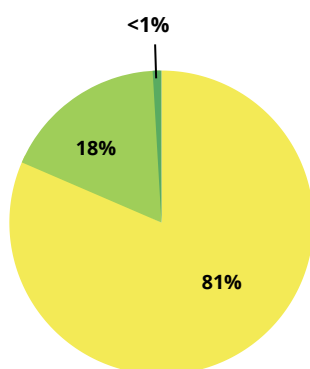
90%

89 of 122 Placed

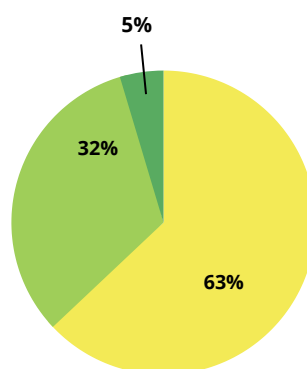
73%



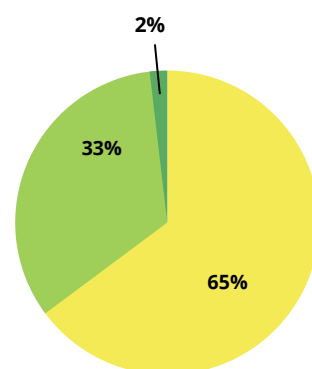
The support from the LTSB team has been important to my development



I would recommend this bootcamp to other young people like me



I feel my communication skills have improved



I feel more employable

Key:

Strongly Agree

Agree

Neither Agree or Disagree

Response options range: Strongly Agree to Strongly Disagree

Total Survey Respondents: 108

89%
of Bootcamp
Completions

“

There is nothing better that could have been done on the bootcamp with Lynsey - she was amazing and kept everyone going for 2 weeks.

Adam, Liverpool

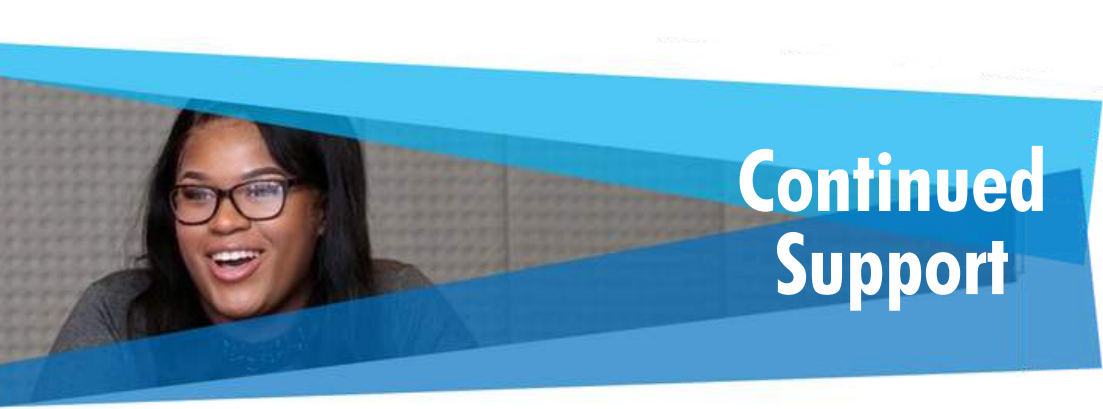
The bootcamp was a great success and I learned a lot of new skills and qualities. Ciaran delivered everything perfectly and helped us understand what we need to be successful.

Aydon, Greenock

[On suggested improvements:] I loved every bit of the bootcamp and don't feel like anything should change.

Rama, Edinburgh

”



Continued Support

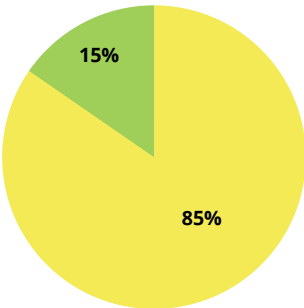
Key:



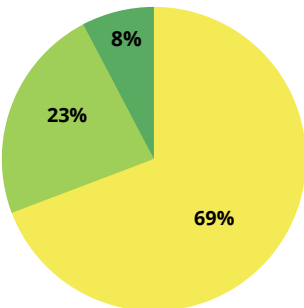
Response options range: Strongly Agree to Strongly Disagree

Getting a job can be hard - but keeping a job can be hard too. That's why we offer continued support for our apprentices for the first year of their career, acting as intermediaries for both employee and employer where required. It's a level of support we know our young people really value - which is why they often stay in touch long after the year is up!

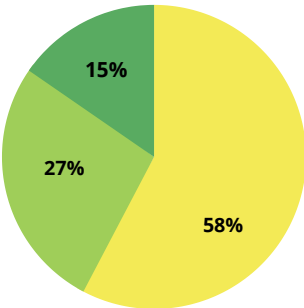
After One Year*:



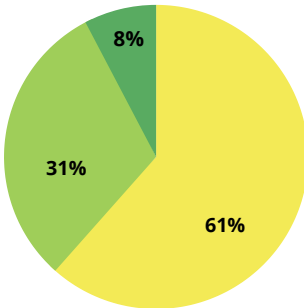
I always knew I could ask LTSB staff for help.



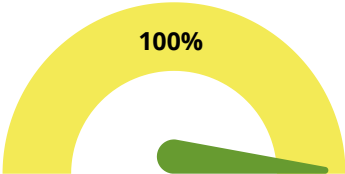
In general, LTSB staff provided practical support or advice that helped me succeed



There was at least one specific incident where practical support or advice provided by LTSB staff helped me succeed



Support from LTSB staff made me better able to communicate any feelings or issues at work



of respondents said that the level of support was "about right"

“

LTSB give young people like me an opportunity to compete and show others and myself that I am more than I have been labelled my whole life. They support in the way that school, college, and university couldn't.

Ankita, Edinburgh

LTSB will see the potential in you that you may not see yourself. I had next to no qualifications, had only worked in bars and kitchens. Now I am a valued member of a Fraud Prevention team, with responsibilities equal to my colleagues.

Lowrie, Edinburgh

110% recommended going through LTSB to get an apprenticeship. They have played a huge part in changing my life for the better. I am more confident, resilient and most importantly I'm very happy.

Tyrell, Oldham

”

*Responses taken from the 2020-2021 Digital and Customer Service cohorts



Shakti's Story

Shakti Singh had a clear sense of the work he could do and the type of company he wanted to work for - but feared he'd never get out of his retail job.

He joined our 2019 Digital bootcamp looking to improve his confidence, but also for an experience he could go through with a group of peers. Though he performed well on the bootcamp, Shakti wasn't selected after the first round, and found it hard to recover: "I was gutted. I had plans to leave Tesco, save up, get a mortgage. I just thought, 'That's going to be impossible now'. But when LTSB said they were going to keep helping, it was a weight off my shoulders and made me much more motivated."

Even with LTSB's support, the disappointment continued to affect his performance in interviews. When an IT department position at **Sackers LLP** arose, he almost pulled out. "I was nervous because my interviews didn't feel like they were going well, and on top of that my brother wanted me to pick him up at the airport at the same time! I nearly didn't go in, but at the last minute I thought: 'I've got to give this a go!'"

Persevering changed his life. "The interview went really well! When I found out I'd been offered the job, I was so excited. I told my mom, told my dad, told people back home. We made plans to buy proper professional clothes for the office – and then the pandemic hit."

"When LTSB said they were going to keep helping, it was a weight off my shoulders and made me much more motivated."

Shakti had to start his dream career, completely remotely – in a house of six people all fighting for wifi. "It was so weird. It's harder because they can't teach you everything when you're at home – it would be quicker when you're with people at work. And in the beginning I was really intimidated. I thought it was going to be like the tv show *Suits* – angry people shouting at me! But everyone at Sackers has been super nice, super supportive."

"Without LTSB, I wouldn't be doing what I'm doing now. I really recommend it," Shakti says. And for future apprentices, nervous about the world they're entering, he has the following advice: "Listen to how you can improve yourself. People are going to help, but you need to put the work in. It's normal to be scared – regardless of what job you have – but keep a smile on your face, stay positive, and it will eventually pay off!"



Charity Focus: Terminology

Like every organisation working to address issues of inequality and representation, at LTSB we want to make sure the words we use balance practicality with sensitivity, and best reflect our intent.

We convened a working group of representatives from throughout the charity to discuss the following questions, among others:

- What, if anything, is useful about the term BAME? What aspects of it would we retain?
- What is the difference between "Black, Asian and Minority Ethnic" and "BAME"? (i.e. to what extent is 'becoming an acronym' part of the problem?)
- What gap is justified between our language for industry, partners etc and the language of our direct work with young people?

All agreed the value in principle of collecting ethnicity data from our beneficiaries. There are measurable barriers to people from Black, Asian or Minority Ethnic backgrounds, and we can use this information to improve and communicate our work. It is efficient: it succinctly expresses some aspects of non-white experience powerfully, and the acronym makes it 'easier' to read, and write, about this issue.

Yet throughout our conversation we kept coming back to the idea of "easier who whom?" 'BAME' as block reporting is undetailed, concealing, and unreflective of the way people describe and think of themselves. There is an unavoidable loss of humanity when people become a cluster of letters. This cost seemed to us greater than the benefits.

So we made a number of commitments:

- We will no longer report 'BAME' outcomes, and will instead represent the full spectrum of heritage / ethnicity in our reporting, based on ONS guidance.
- We commit to the long way round, removing the acronym and using the full words in our reporting and messaging about our work.
- We also agreed that nothing about discussions or decisions today would be true for ever.

This final point is worth stressing, in a conversation that was often about the expression and fluidity of identity: these terms are something to constantly review and discuss, and there's merit in showing our working. So finally, we commit to transparency of process, championing best practice – and getting it right in public, not in secret.



How You Can Help

Employ

If you want different people, you need to look in different places, and for different things. Partnership working with LTSB develops procedures and pipelines that build on our expertise, without creating them from scratch.

[Click to Contact](#)

Fund

A strategic funding partnership enables us to continue to grow. Your support will not only transform the lives of many more young people and their families, but also start to move the needle to create a fairer society.

[Click to Contact](#)

Engage

Pro bono support is essential for our work. Whether it's volunteering with young people, hosting our events and employability sessions, or delivering industry insight days – every experience of the corporate environment makes all the difference.

[Click to Contact](#)

Satisfied Partners

"We're proud of our long-standing partnership with LTSB. 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 our apprentice 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."