Generation
UNITED KINGDOM

BREAKING BARRIERS

THE SOCIAL IMPACT CASE FOR BOOTCAMPS

Four years of Generation in the UK

WELCOME FROM THE UK CEO

"**There is widespread need in the UK.** There are over 1 million unemployed people. But this challenge is not spread equally – some groups face distinctly more barriers to employment. At the same time, the cost of living is soaring and social mobility has stagnated for years.

Yet there is also widespread opportunity: There are over 1 million vacancies, often for great careers. Many employers are innovating, increasingly focussing on diverse recruitment. Government policy is developing too, including recent Department for Education pledges of £1.5bn for skills bootcamps.

Generation is a charity committed to solving these challenges by supporting those facing barriers to employment into life-changing, otherwise inaccessible, work through a unique model of bootcamp training with extensive wrap-around support.

Since launch in 2019 we've grown to become **the UK's leading charity delivering in this way** – supporting more than 2,000 people. We're part of a global Generation network that has supported over 90,000 people, delivering broad, deep and durable social impact.

On this journey we've put learners and data at the **centre:** data has driven our decision making, enabled continuous improvement, and provided insights and rigour on our social impact. Our learners are **twice as likely** to find work than without our support. Moreover, the jobs we help them secure are their first step on life-changing careers, offering a step-change in earnings immediately and thereafter, creating an ability to save, and establishing a foundation to thrive. **That's real socioeconomic mobility, enabled by skills bootcamps**.

We invite you to read on, celebrate our impact, interrogate our model and conclusions, but more importantly reflect on how Generation and the UK's skilling ecosystem can take our learnings forward.

There is a clear and deep need in the years ahead, but also a huge opportunity through Skills Bootcamps that now have a funding platform to support hundreds of thousands of people across the UK. This could and should be used to advance social mobility, unlocking the potential of so many people to the benefit of all."

MICHAEL HOULIHAN
CEO, Generation:
You Employed, UK

WELCOME FROM THE GLOBAL CEO

"**We believe in the power of employment to change lives. Too many people face systemic challenges to securing careers that drive economic mobility for them and their families. Across the Generation network, our mission is to change this reality.**

Our approach delivers impact which is broad, deep, and durable. Since 2015 more than 90,000 people across 17 countries have graduated from our programs. Nearly 90% of graduates are placed in jobs within six months. Collectively they have earned $890 million in salaries to date. Two to five years after graduation, 70% of our global graduates continue to meet their daily needs and 40% are saving for the future, investing in things like housing, education, and healthcare.

Data is at the centre of our work as a network and this report presents compelling evidence of our impact, showing how the Generation model meets the unique labour market and regional needs of the UK – and how we can tackle socioeconomic inequality and immobility at scale.

We truly do go further together. Thank you to everyone who has supported Generation in the UK, and we welcome everyone to join us in this mission."

MONA MOURSHED
CEO, Generation: You Employed, Inc. ('Generation Global')

OUR IMPACT IN NUMBERS

Since our launch, we've delivered impact that is...

BROAD

Supporting a rapidly growing number of beneficiaries...

2,350+
learners enrolled

5
regions

100+
bootcamps

600+
hiring employers

DEEP

...facing barriers to employment, for whom we achieve life-changing employment outcomes...

1,200+
job placements

2x
more likely to find work

£24k+
a year average starting salary

70%
job placement for courses completed over 6 months ago

DURABLE

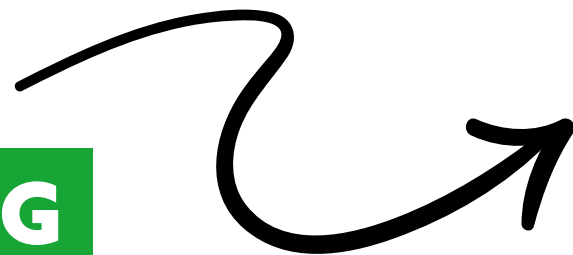...with ongoing benefits to their wellbeing and economic mobility.

£20k+
more income over 5 years per learner

90%
retention at one year

Figures are approximate, rounded to the nearest percentage point.

THE NEED WE'RE ADDRESSING

THERE ARE ALMOST 3 MILLION PEOPLE IN THE UK WHO WOULD LIKE WORK.

Using ONS statistics, this includes 1 million 'unemployed' and a further 1.7 million people who are economically 'inactive' but 'want a job' yet are challenged by, for example, caring for family, disabilities, and short-term health problems.

These challenges fall disproportionately on certain groups, such as young people, ethnic minorities, those with disabilities or those without degrees.

These groups are at least twice as likely to be and/or remain unemployed.

We're addressing a mismatch in the UK. Every day new, exciting, well-paid jobs are created in growth sectors – there's enough opportunity for everyone. With persistent skill gaps, critically in the tech, health and green sectors, traditional hiring routes favour particular groups and **under-representation persists**.
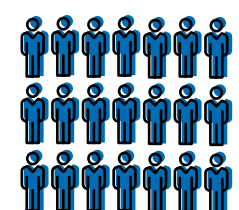
THERE ARE
1 MILLION+ UNEMPLOYED
PEOPLE IN THE UK

BUT THERE ARE
1 MILLION+ VACANCIES
IN THE UK
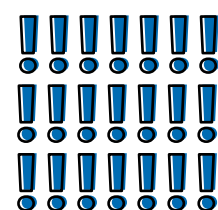
SKILL GAPS
in the **TECH, HEALTH AND GREEN SECTORS** make it consistently difficult for businesses with vacancies

ONLY 20%
of workers within the tech sector are **WOMEN**

1 IN 8
people that do work are in **IN-WORK POVERTY** and often in jobs that are **LOW-SKILLED WITH LIMITED PROGRESSION**

MAINSTREAM SKILLING INITIATIVES

Sadly, mainstream skilling initiatives are proving consistently **insufficient to address these challenges at scale**. Despite significant investment, there are consistently low outcomes.

The Government's ESF and Restart initiatives – typically programmes with 1:1 coaching support for those facing barriers – are delivering only 10-30% job outcomes.

The wider Further Education system, including colleges with BTECs, traineeships and part-time courses are **delivering less than 50% job outcomes for tech programmes**; this is just 33% for those claiming universal credit. Apprenticeship take-ups are declining.

There are only approximately 9,000 starts for tech roles each year, of which many are for people already in work, with systemic challenges for businesses large and small to access them and resulting sizeable unspent levies.

SKILLS BOOTCAMPS HOWEVER HAVE HUGE POTENTIAL

The UK government's £1.5bn, six-year commitment to scale Skills Bootcamps is a seminal moment. This represents an enormous opportunity to help people out of unemployment into in-demand jobs. However, results published to date show that the majority of funding is being spent on people who are already employed, and only 10-20% of funded places so far resulted in people moving out of unemployment into work.

Generation's results show skills bootcamps can support people out of unemployment into work with high efficacy and we believe that should be a core focus of the funding.

The need for rapidly scalable skilling initiatives, with consistent outcomes for those facing barriers is clear.

OUR ANSWER

We launched Generation in the UK in 2019 as a charity with the mission to support diverse groups of people facing barriers to employment into life-changing careers with a unique, award-winning, holistic model of education-employment support.

IN SHORT, WE:

FIND AND NURTURE
unemployed and under-employed people, who have been referred by one of our partners, met us at an event, or read about us online.

SELECT DIVERSE GROUPS
of learners who are motivated to seek life-changing work, yet facing barriers they are struggling to overcome.

DELIVER
1-3 month, full-time, profession-specific, 'bootcamps' with experts teaching key skills, mindsets, behaviours and employability needed to thrive in entry-level roles.

SUPPORT
learners with extensive wrap-around pastoral mentorship and employability coaching support across 1:1s and group sessions, during programmes and for six months after.

MATCHMAKE
learners to interviews with our employer partners who are looking to hire diverse talent for given professions.

TRACK
our activity and learners' progress into roles and through time in their careers, to understand our impact and highlight where we can improve.

Generation's work in the UK builds on and forms part of a network of Generation affiliates operating across 17 countries, founded in 2015 following an extensive review of education-employment initiatives worldwide. Together we have now supported more than 90,000 people globally with 80% job outcomes, and were consequently named one of the top 100 global organisations for social good.

In the UK we have become the leading national charity delivering bootcamps nationally by results and scale, been recognised twice as being amongst the top UK 100 social enterprises and received support from multiple local governments.

OUR LEARNERS

Our learners are at the heart of our work. Their individual stories of paths to otherwise-inaccessible careers inspire us.

We aim to support diverse groups of people facing a variety of barriers to employment, found through:
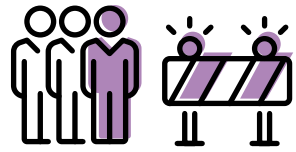
CAREFUL APPLICATION PROCESSES

that look to positively select for barriers to employment

WIDE OUTREACH

with 'referral partners' – including hundreds of jobcentres and peer charities, digital marketing and word-of mouth recommendations

DESIRABLE PROGRAMMES

offered, with life-changing careers at the end

BYRON'S STORY

Byron, a learner from one of our first Cloud programmes, is now four years into a career in tech. After the bootcamp he began work for Infinity Works, part of Accenture, and recently moved to a new role at OpenCredo. He works as a tech consultant, supporting clients with complicated, transformative value-adding platform and cloud engineering challenges, building, testing and maintaining software tools and environments. He's not only using technical tools he learnt on the programme, but also the behaviours and mindset taught.

Byron's life is very different to early 2019. Without a degree or A levels, Byron was looking after his mother and sister, making ends meet with benefits. He was looking for tech roles via apprenticeships, teaching himself bits of coding using online courses and going to tech meetups. But without experience or hard tech skills, he struggled with interviews and was unemployed for over a year.

66 *Generation... changed my life. [It was] a trampoline to a career in the tech worlds. I hope many people find as much success with Generation as I did.* 99
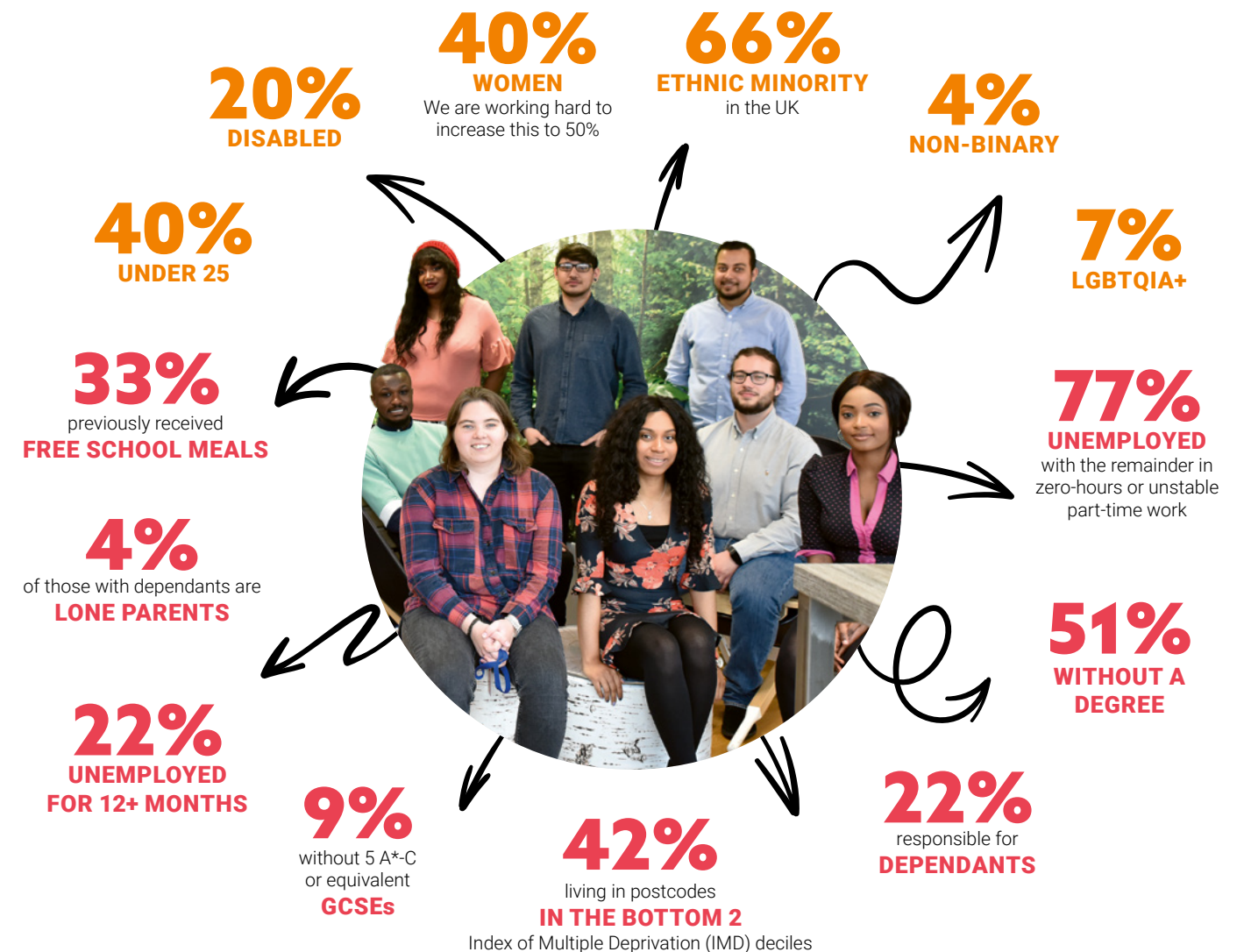
PEMISOLA'S STORY

Pemisola arrived in the UK from Nigeria with her husband and two baby boys. Despite impressive job credentials from work in Nigeria, she had to start again in the UK especially as she wanted a new career in tech. Generation supported Pemisola through a Cloud bootcamp in Leeds and covered the cost of nursery childcare for her programme.

Despite her self-confidence lagging behind her skills, she thrived and secured a role with Leeds City Council afterwards, later being voted a finalist for the IT & Digital Award – Bootcamp Learner of the Year, run by the British Computer Society.

Her family are moving into a larger house, which Pemisola says this is only possible because of her new job and salary. Generation changed her life.

Our 2,350+ learners, each facing an average of four different specific situational or demographic barriers to work, have been:

20% DISABLED

40% WOMEN
We are working hard to increase this to 50%

66% ETHNIC MINORITY
in the UK

4% NON-BINARY

40% UNDER 25

7% LGBTQIA+

33% previously received FREE SCHOOL MEALS

77% UNEMPLOYED
with the remainder in zero-hours or unstable part-time work

4% of those with dependants are LONE PARENTS

51% WITHOUT A DEGREE

22% UNEMPLOYED FOR 12+ MONTHS

9% without 5 A*-C or equivalent GCSEs

42% living in postcodes IN THE BOTTOM 2
Index of Multiple Deprivation (IMD) deciles

22% responsible for DEPENDANTS

● Protected characteristics   ● Individual situation   Figures are approximate, rounded to the nearest percentage point.

LONDON HUB

We're also delighted to be the lead partner for the London Digital Jobs and Skills Hub as part of the London Mayor's Academies programme. The Hub, bringing together multiple tech training providers, has now reached over 4,000 London jobseekers through fairs, engaging live events, online webinars, meet-ups and drop-ins.

OUR BOOTCAMPS

We've developed a wide portfolio of profession-specific training programmes, each offering our learners a life-changing career in a skills-shortage role in the tech, green or health sector.

We're **careful and deliberate in our programme selection**. Before launching every programme, we:

- **Conduct dozens of employer interviews** (more than 150 for the Retrofit Advisor programme!) to understand specific career paths and hiring pain points (skills shortage, diversity, etc).
- **Review skilling plans of local authorities** where we operate.
- **Carry out extensive vacancy analysis** using jobs board aggregators like Gartner's Talent Neuron to estimate annual entry-level vacancies and confirm a sizeable target market.
- **Survey and hold focus groups** with potential learners to gauge their interest.
- **Speak with local Government and partners** to ensure our provision is additive to existing initiatives.

Each programme is then built with employers in a process we call **activity mapping**:

1 **REVIEW OF REAL JOB DESCRIPTIONS IN THE OPEN MARKET**

2 **HUNDREDS OF HOURS OF MANAGER, RECRUITER AND JUNIOR EMPLOYEE INTERVIEWS**

3 **REVIEW AND ITERATION OF COURSE CONTENT WITH EMPLOYERS**

OUR BOOTCAMPS ARE NOT LIKE ANY NORMAL TRAINING PROGRAMMES
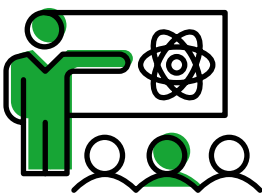
THEY'RE RUTHLESSLY PROFESSION-SPECIFIC

training for jobs. Our courses are heavily practice-based, including real examples and real case studies from employer engagement, and they're intense with 150-400 hours of learning.

THEY'RE SUPPORTIVE

with all learners having regular 1:1s with mentors on-programme, and post-programme with employability coaches and placement managers. In the 'placement phase' learners are matched to live opportunities with our employer partners, and guided to apply to other open vacancies.

THEY'RE AS ACCESSIBLE AS POSSIBLE

For each cohort, we lend out around 9 laptops and pay for roughly 5 internet connections, to allow learners to access the training. For any learners with disabilities or SEND, our mentors make personalised action plans with clear reviews.

These are all crucial elements in ensuring we achieve our consistent **90% attendance rates and 90% course completion rates**, with drop-out by exception. We're proud of these levels, which stand out in the sector.

In 2023 we ran seven different profession-specific programmes:

PROGRAMME	LENGTH	EXAMPLE JOB ROLES	EXAMPLE EMPLOYERS	JOB OUTCOMES
IT SUPPORT WITH CYBERSECURITY	9 weeks	IT service desk analyst, IT helpdesk, IT technician, 1st line IT support	methods (AN ALTEN COMPANY), ancoris, clevermed	190+
AWS CLOUD	12 weeks	Junior devops engineer, Junior systems/infrastructure engineer, Junior cloud consultant, Junior cloud platform engineer	tcs TATA CONSULTANCY SERVICES, Ten10, netcompany	380+
GOOGLE CLOUD	12 weeks	Junior devops engineer, Junior systems/infrastructure engineer, Junior cloud consultant, Junior cloud platform engineer	cts, KPMG, REPLY GO	10+
DATA ENGINEERING	12 weeks	Junior data engineer, Junior ETL engineer	comparethemarket, Hastings DIRECT, MACQUARIE	220+
DATA ANALYST	11 weeks	Data analyst, BI analyst, Information analyst	Hastings DIRECT, CGA, Digitas	120+
HEALTHCARE ASSISTANT	4 weeks	Healthcare support worker, Care assistant (Typically L2 apprenticeship)	Cygnet, NHS The Leeds Teaching Hospitals NHS Trust, NHS University College London Hospitals NHS Foundation Trust	150+
RETROFIT ADVISOR	10 weeks	Retrofit advisor, Energy efficiency advisor, Retrofit administrator, Green doctor	AgilityEco, EQUANS, GROUNDWORK CHANGING PLACES CHANGING LIVES	35+

For 2024 we're actively investigating adding two more programmes to our portfolio.

NOT ONLY DOES OUR DATA SHOW THAT OUR BOOTCAMPS ARE EFFECTIVE, BUT OUR LEARNERS THINK SO TOO.

With over 3,100 survey responses from our start, middle and end bootcamp surveys, **consistently 90-95% agree**:

They are **SATISFIED** with our mentorship and **MENTORS ARE HELPFUL**

That instructors **CLEARLY EXPLAIN** concepts and are **KNOWLEDGEABLE**

On bootcamp graduation they feel **MORE PREPARED FOR THE WORLD OF WORK** and more **CONFIDENT IN THEIR FUTURE!**

Asking our learners how likely they would be to recommend Generation to others, we're delighted with a **NET PROMOTER SCORE OF 64!** This is **WELL ABOVE THE AVERAGE** education provider score of 40-50.

OUR OUTCOMES & GROWTH

Good training only matters to us if our learners secure jobs. We've now **supported more than 1,200 of our learners into work**. That's around **70% of learners** who completed our courses over six months ago and finished our support. That's head and shoulders above the comparable initiatives.

However, we're not just in the market for any jobs, but for **good, life-changing jobs**. We're looking to place learners in careers that they keep and in which they thrive and progress.

Across these **1,200+ placements, the average salary has been £24.3k/year**. That's approximately a **3x uplift** from the average income of our learners pre-programme. (Typically universal credit, with some learners having some part-time income from low hours jobs.)

There is however some **notable cross-programme variation**. For Data Engineering we're pushing £30k/year. However, for Healthcare (our shortest programme serving our most disconnected and disadvantaged learners) it's closer to £20k/year. Learners on this course start in jobs on lower salaries, but embark on a pathway (mainly via apprenticeships) to life-changing careers in the NHS and care sector, which were previously out of their reach.

Average placement annual salary

Cloud - Google	**£33k**
Data Engineering	**£28k**
Cloud - AWS	**£27k**
Retrofit Advisor	**£26k**
Data Analytics	**£25k**
IT Support	**£21k**
Healthcare Support	**£20k**

With extensive effort surveying and calling our alumni, we've evidenced an approximate **95% retention rate after six months** and approximately **90% retention after 1 year** in the role. (With sample sizes of 645 at 62% completion and 400 at 51% completion respectively).

95% of our learners are **RETAINING THEIR JOBS** after 6 months of employment

Turnover rates are typically estimated at 30-40% a year in the wider economy, so this stands out. It shows the inherent commitment and quality of our learners, equipped by Generation with the skills and mindsets they need to thrive.

JUST 60-70% of people in the wider economy are **RETAINING THEIR JOBS** long term

The effects of job outcomes like this are **totally different lives**.

Surveying our alumni after graduation revealed over 40% of those less than 2 years out from programmes (n=410) and over 60% of those more than 2 years out (n=67) have enough income to save, compared to just 20% of our learners when they join a programme.
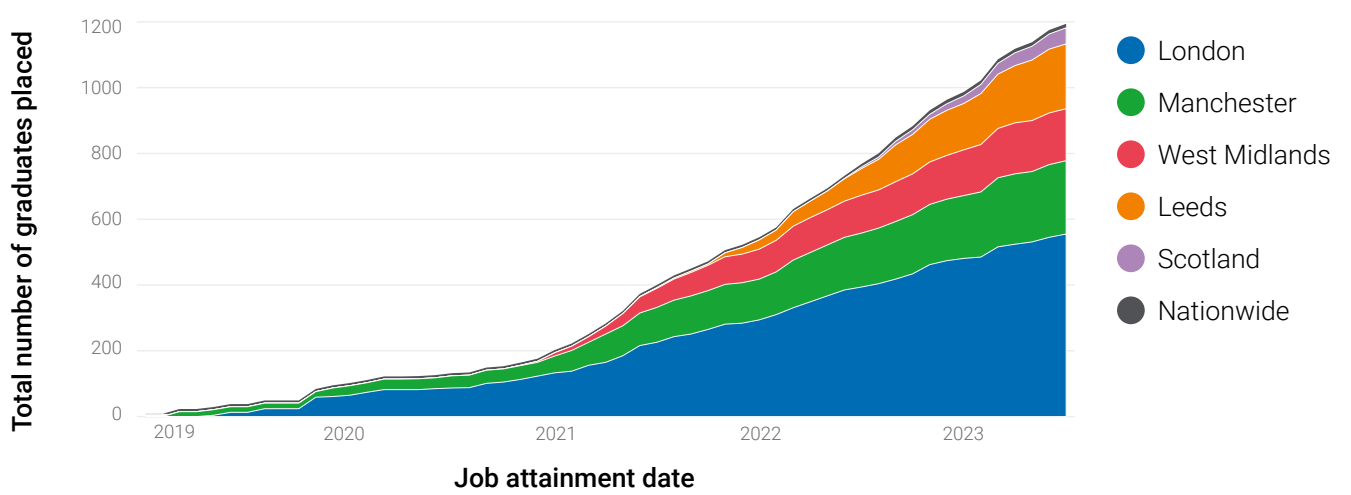
OVER 60% of our alumni that are more than 2 years out, **HAVE ENOUGH MONEY TO SAVE**

This is real social mobility, with our learners' and their families' lives transformed.
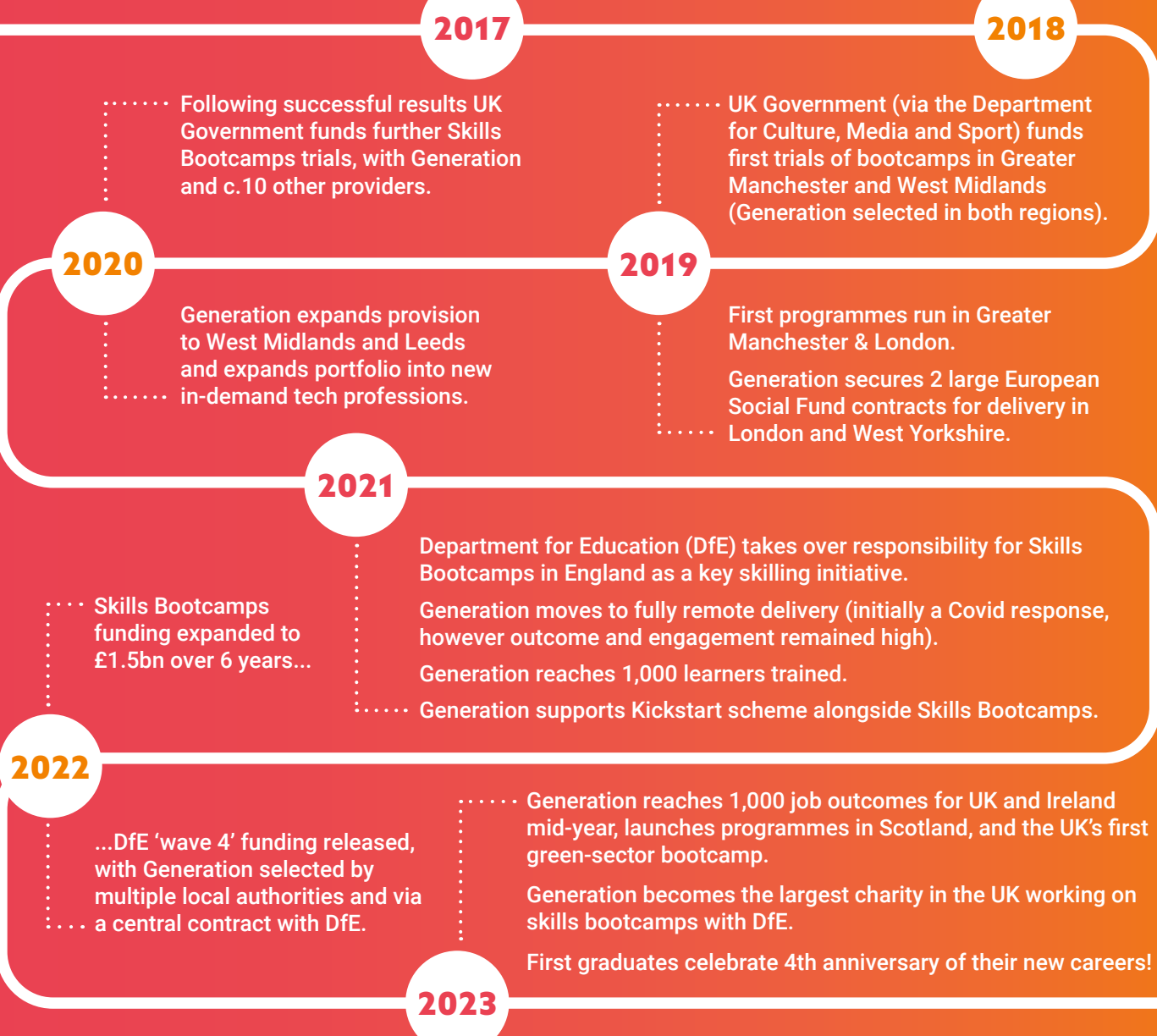
Beyond the data, we have countless stories of learners now multiple years into flourishing careers. We've shared some in this report, but you can find more on our YouTube channel:

www.youtube.com/@GenerationUK-I/videos

TOTAL STUDENTS PLACED INTO EMPLOYMENT

Legend: London, Manchester, West Midlands, Leeds, Scotland, Nationwide
Y-axis: Total number of graduates placed (0–1200)
X-axis: Job attainment date (2019–2023)

IN JUST FOUR SHORT YEARS OF DELIVERY, THIS IS WHAT WE'VE ACHIEVED:

2017
- Generation UK incorporated.
- Following successful results UK Government funds further Skills Bootcamps trials, with Generation and c.10 other providers.

2018
- First programmes designed in collaboration with NHS and AWS.
- UK Government (via the Department for Culture, Media and Sport) funds first trials of bootcamps in Greater Manchester and West Midlands (Generation selected in both regions).

2019
- First programmes run in Greater Manchester & London.
- Generation secures 2 large European Social Fund contracts for delivery in London and West Yorkshire.

2020
- Generation expands provision to West Midlands and Leeds and expands portfolio into new in-demand tech professions.

2021
- Department for Education (DfE) takes over responsibility for Skills Bootcamps in England as a key skilling initiative.
- Generation moves to fully remote delivery (initially a Covid response, however outcome and engagement remained high).
- Generation reaches 1,000 learners trained.
- Generation supports Kickstart scheme alongside Skills Bootcamps.
- Skills Bootcamps funding expanded to £1.5bn over 6 years...

2022
- ...DfE 'wave 4' funding released, with Generation selected by multiple local authorities and via a central contract with DfE.
- Generation reaches 1,000 job outcomes for UK and Ireland mid-year, launches programmes in Scotland, and the UK's first green-sector bootcamp.
- Generation becomes the largest charity in the UK working on skills bootcamps with DfE.
- First graduates celebrate 4th anniversary of their new careers!

2023

OUR EMPLOYMENT PARTNERS

We've now placed Generation learners with more than 600 employers across the UK.

It's not surprising so many have made the choice, given the technical skills, drive and passion of our learners. However, we're still inspired by and grateful to every employer who has hired a Generation graduate.

Each of our employers have taken an active step to improve representation within their organisation and society at large by hiring from a bootcamp, a "non-traditional" hiring channel.

We've also been particularly impressed to see employer partners adopt **more inclusive hiring practices** including skills-based hiring, anonymous CV review, and employer insight days.

We're excited to have built partnerships with many of these organisations, often built around repeat hiring of multiple Generation graduates. In 2023 we launched our **Employer Advisory Board**, inviting six inaugural members to shape our work.

So, what does hiring Generation learners bring to an organisation?

Hastings DIRECT

NHS The Leeds Teaching Hospitals
NHS Trust

comparethe**market**™

Hastings Direct, a leading insurance company, have hired five Data Analyst and five Data Engineering learners for entry-level jobs, and recently spoke at our annual staff offsite about how hiring Generation learners had changed their perspective on diversity and the value they have seen!

" Generation is doing something fantastic to drive real diversity with employers. It's supporting and developing individuals who may otherwise be overlooked by traditional employment practises and giving them a boost in entering the working world. "

Leeds Teaching Hospital have hired over 20 learners into their apprenticeships for healthcare support workers.

" Generation offers Leeds Teaching Hospital NHS Trust a reliable pipeline of talent that's ready quickly. Through their bootcamp style training, candidates are prepared for the recruitment process and to work within our sector of health and care... ensuring the process is as smooth and supportive as it can be. "

Compare the Market have now hired nine of our learners with multiple from their cohort in 2021 already promoted. They've described Generation learners as:

" Ready to put into practice what they'd learnt... well-equipped and enthusiastic to get started. High quality and great standard of applicants who are then super successful. "

OUR SOCIAL IMPACT

We've been proud of our delivery and outcomes, and how they compare to benchmarks, however, we can go deeper than we've presented so far.

And this year we've asked ourselves some hard questions:

- What's our actual 'social impact'?
- What difference have we made to our learners through our programmes and support that wouldn't have happened anyway or without us?

These are difficult. By definition we don't know what would have happened without us.

A first step is to **look at how our outcomes vary across those facing different barriers**. If we see similar outcomes for those facing and not facing a barrier (e.g. disability, long-term unemployment) that we know has a huge impact in the normal labour market, then we're having an impact, overcoming an otherwise impeding barrier.

This is exactly what we see: **outcomes are remarkably similar across most groups**. As a Generation learner, your chance of securing the role is practically the same independent of your gender, ethnicity, length of time unemployed, free school meal eligibility, or age. There's still some variation for those with degrees placing better than those without, but the gaps are less than we would expect in the wider market where unemployment rates vary by roughly 2x.

A second, more detailed step, is to **look at and create 'counterfactuals'**, as specific estimates of what would have happened without Generation. This year we've looked at two – near misses and the wider labour force – each with their pros and cons. We're looking to further improve on these with an independent evaluation by DWP's Employment Data Labs team next year.

Due early 2024

	NEAR MISSES	THE WIDER LABOUR FORCE	EMPLOYMENT DATA LABS
SAMPLE	Small sample (n= c.200) of people who applied to our bootcamps, but didn't end up on a course.	Huge sample, based on Generation commissioned analysis, (n=100k/quarter) of people from the ONS labour force survey giving the chance split by several demographic variables of someone unemployed of finding work next quarter (then converted by Generation to look at 6 months or two quarters).	Large sample of a comparison group specifically created to be similar to our learners using 'propensity score matching'.
PROS	Detailed information on their background and situation. Very similar in 'unobservables' to our learners given they progressed through the same application process. Detailed information on job outcomes and prospects.	Big dataset, reflective of wider population.	Technique creates a sample for comparison that is by design very similar to our learners. Independent evaluation.
CONS	Small dataset. Some selection issues - they didn't end up on a Generation course so they're different in some way to our learners.	No detail on type of job or income secured. Majority of Gen jobs are retained, at a good wage. Sample only includes people who have worked before unlike 10% of Generation learners.	There will still be unobservable, variables driving variation (e.g. mindset). No detail on type of job or income secured.

**Using these comparisons we get some 'stop you in your tracks' results...**

1 GENERATION LEARNERS ARE MORE LIKELY TO FIND WORK

We see a roughly 2x uplift for Generation learners in the chance of finding work within six months relative to the near misses sample – the sample we believe is most directly comparable, comprising those who applied to our bootcamps but didn't end up on a course.

There's a lesser, but still valid and clear, difference to the Office for National Statistics (ONS) sample, however this includes only people who have worked before (vs. approximately 10% of Generation learners who have never worked) and both these samples are counting a range of different job outcomes including low paid work.
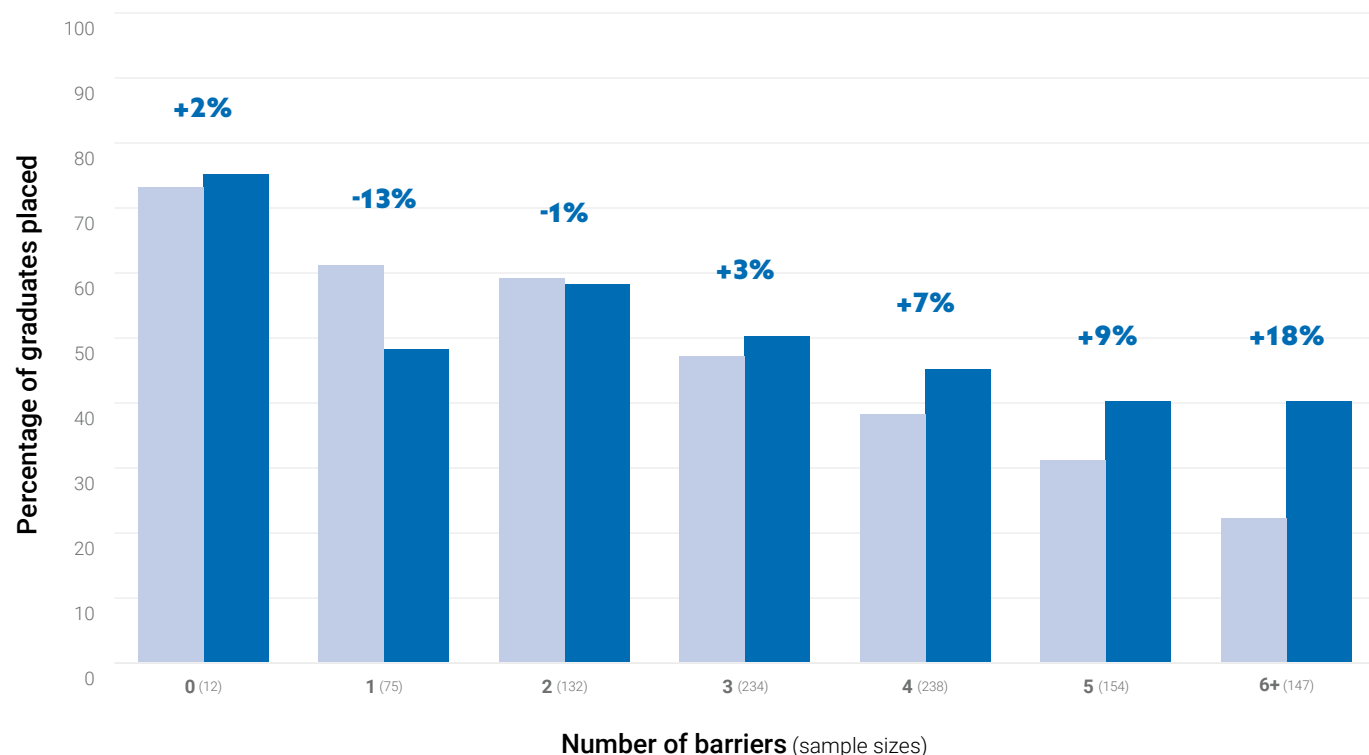
We can also see this effect when we disaggregate by barriers to employment. The graph below compares the six-month placement rate for Generation learners with the ONS estimate for learners facing different numbers of barriers and their chance of finding work.

This is a stark picture. The gap between the two bars grows as you go right, suggesting **Generation bootcamps are more valuable and impactful** the more barriers to employment you have.

2x

30% Near Misses
47% ONS
60% Generation
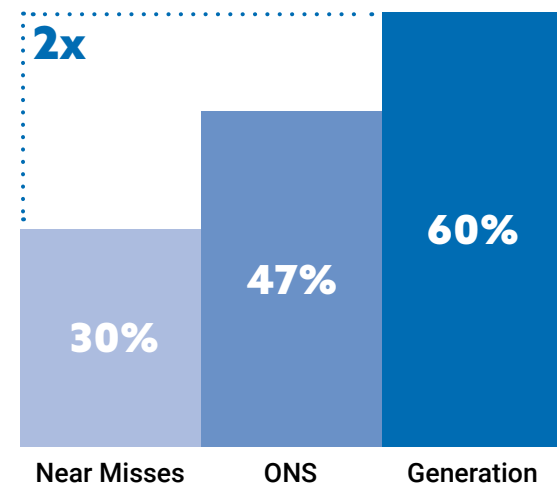
Employment after 180 days.
N = 1,400 for Generation
N = 200 for Near Misses
ONS = population average weighted by Generation learner profile

BY NUMBER OF BARRIERS:
what percentage of learners get employed, compared to their underlying probability?

+2% | -13% | -1% | +3% | +7% | +9% | +18%

Percentage of graduates placed

Number of barriers (sample sizes)
0 (12) | 1 (75) | 2 (132) | 3 (234) | 4 (238) | 5 (154) | 6+ (147)

● ONS Estimated chance of finding work   ● Generation placement rates

2 GENERATION LEARNERS ACCESS LIFE CHANGING JOB OPPORTUNITIES

The analysis on previous pages just looks at jobs – any jobs. However, comparing to our near misses sample, Generation learners are:

3x MORE LIKELY to be working within their **TARGET PROFESSION**

2x+ MORE LIKELY to be working **FULL-TIME**

20% MORE LIKELY to **RETAIN THEIR JOB** after 1 year and be **PROMOTED**

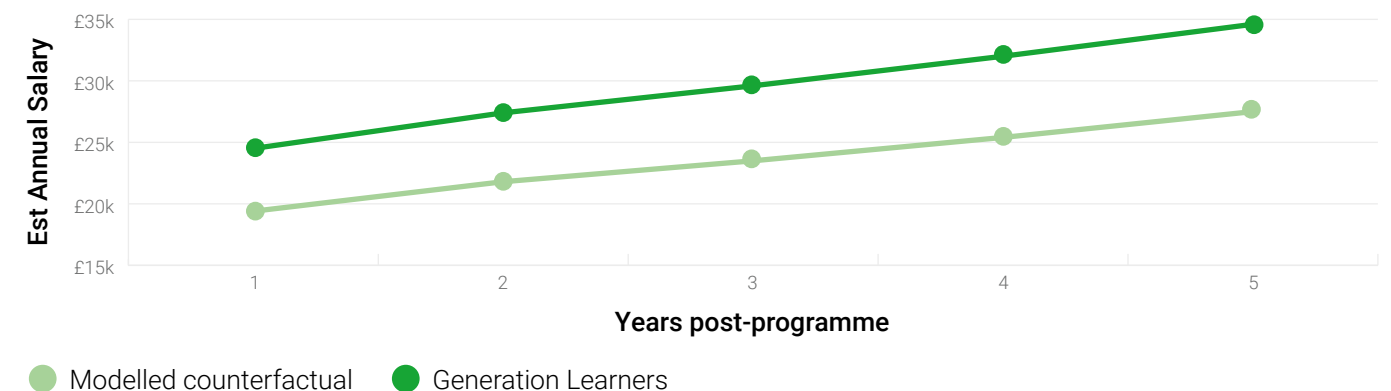The result is a drastically different starting salary:

£25k A YEAR **GENERATION LEARNERS**

£20k A YEAR **NEAR-MISS LEARNERS**

And this is a gap that – due to higher wage growth in target industries (9% vs. 5%), higher promotion and higher retention rates – grows through time!

Even conservatively not accounting for variable promotion and retention, and comparing against the more conservative ONS counterfactual placement rate, we estimate an employed Generation learner will be earning approximately **£8k more per year** after five years than without Generation.

Averaging across Generation learners, placed and not placed, **we estimate an average of £22k more income over five years with Generation than without**.

Est Annual Salary
£35k | £30k | £25k | £20k | £15k
Years post-programme
1 | 2 | 3 | 4 | 5

● Modelled counterfactual   ● Generation Learners

3 GENERATION CREATES RETURNS FOR THE GOVERNMENT & TAXPAYER
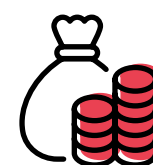
It cost us approximately, £4-5k to train a Generation learner. **The return to the learner of £22k more income** is four times that, over five years!

But there's also a return to the public purse, as **Generation learners move from being benefit claimants to taxpayers**.

For a learner previously on benefits we support into work we estimate a **potential saving of over £6k to the government**. The absolute return in benefits saved and taxes paid is more likely £20k+ per learner, however we're specifically comparing to the 'counterfactual' here, against what might have happened anyway.

This calculation also probably understates the return, as we're ignoring the wider costs of the jobcentre network and the wider benefits to society, communities and their dependents and family members of an individual finding work.

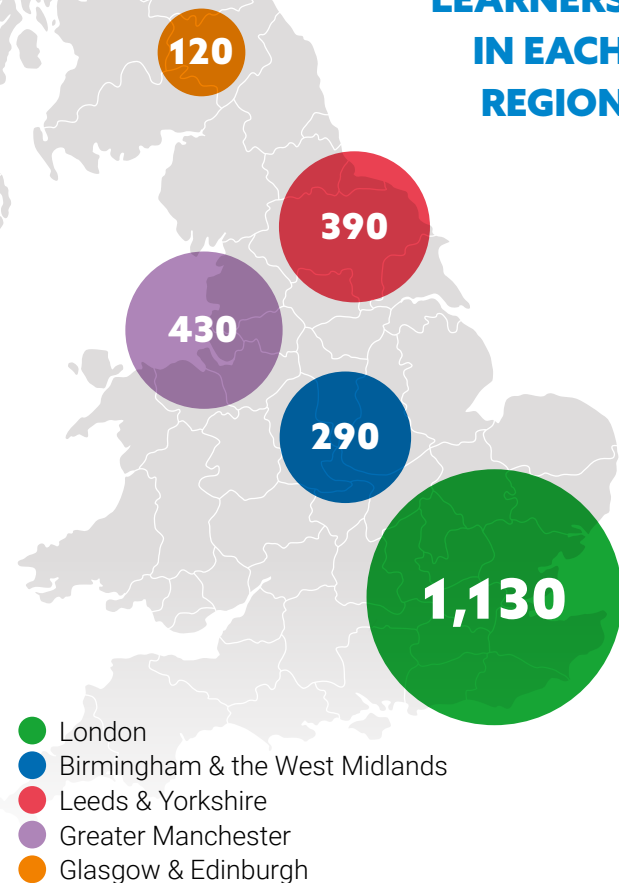**The economic case for investment in skills bootcamps is compelling.**

£6k+ **RETURN ON INVESTMENT FOR THE GOVERNMENT** per learner previously on benefits, supported into work.
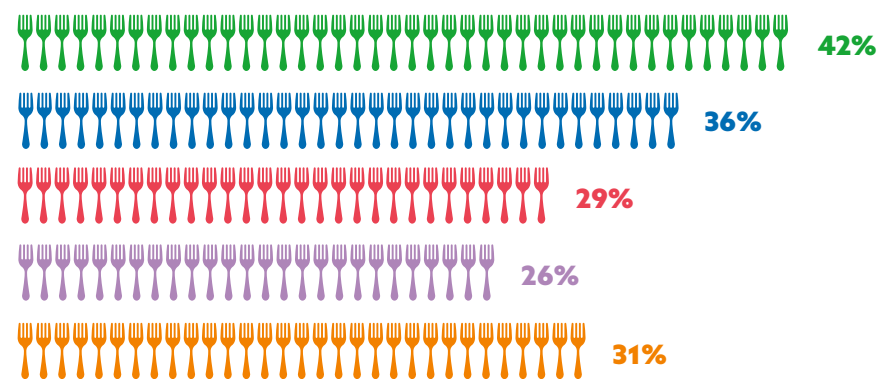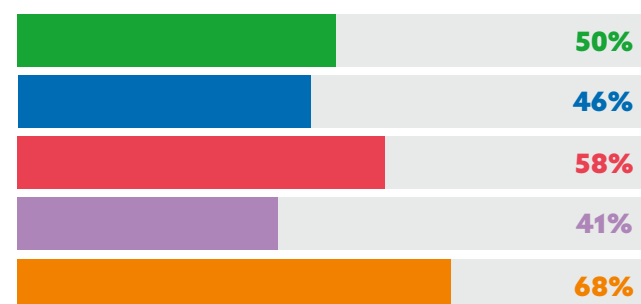
Figures are approximate, rounded to the nearest percentage point.
Figures are approximate, rounded to the nearest percentage point.

THE REGIONS

LEARNERS IN EACH REGION

- 120
- 390
- 430
- 290
- 1,130

- 🟢 London
- 🔵 Birmingham & the West Midlands
- 🔴 Leeds & Yorkshire
- 🟣 Greater Manchester
- 🟠 Glasgow & Edinburgh

Since 2019, we have become a truly national charity, with our programmes now accessible to around 50% of unemployed people in the UK.

We've established delivery in several key regions – each selected in our early stages of growth for their combination of:

- Opportunity, particularly in the digital economy
- Need, with areas with high inequality and areas of particular socioeconomic disadvantage
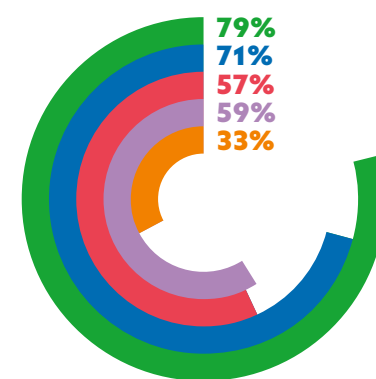- Potential for Generation to add value to existing provision

In each of those regions we've developed **deep and long-standing partnerships with local government** (combined authorities and city councils) driving forward local skills strategies, referral partners, and charities working with local communities and anchor regional employers.

Across the regions we've seen variations in:

- The labour markets and vacancy numbers, influencing the scale of different programmes we run
- The learner profile, reflecting both our local partnerships and underlying demographics
- The average starting salaries, reflecting both variation for the same professions and a different programme mix (e.g. more of our healthcare programmes in Yorkshire)

Yet across the regions, we've delivered a similar overall model with **consistent overall impact**.

Learners who were previously eligible for free school meals

- 42%
- 36%
- 29%
- 26%
- 31%

Learners from ethnic minorities

- 79%
- 71%
- 57%
- 59%
- 33%

Learners without a degree

- 50%
- 46%
- 58%
- 41%
- 68%

Average starting salary for placed learners

- £28,000
- £23,000
- £21,000
- £24,000
- £21,000

Figures are approximate, rounded to the nearest percentage point.

OUR OWN LEARNING CURVE

Each of our learners goes on a life-changing journey through the bootcamp, learning key hard and soft skills for a better future. We're also on a journey at Generation – we are committed to continuous improvement through rigorous data/KPI analysis, and by listening as closely as possible to our learners.

We seek out the voice of our learners through two main channels, each consistently driving change:

SURVEYS

Since early 2022 we have collected around 3000 responses to our start-middle-end point surveys.

Responses are reviewed live by the instructor and mentor team. Feedback allows us to pivot and adapt live, including more class time on a specific topic or specific learner interventions.

Responses are also aggregated as a key input for individual cohort and quarterly programme-wide reviews.

Recent initiatives inspired by feedback include bringing in the hands-on use of cloud platforms earlier in bootcamps, extending the Data Analytics course to address content density, and introducing CV and interview skills sessions earlier.

ALUMNI ADVISORY BOARD (AAB)

The AAB is a key part of our calendar. Every quarter, an annually-rotating panel of 15 alumni meet to input on our goals and key initiatives.

Recently, the group has refined our message to applicants, advised us to increase our presence on YouTube and TikTok (along with the content and messages that would most appeal to our learner profile) and spearheaded the launch of an alumni referral programme.

They are currently helping us define our learner profile strategy and groups we should target.

Current members have also formed working groups, including Women in Tech, Generation Ambassadors, and Content Creation groups, who meet with different Generation functional teams.

In response to our recent findings, we have:

- Reduced the content and difficulty of our Retrofit Advisor course, as we initially observed higher levels of drop-out due to the course being too challenging
- Included clearer messaging on the expectations and schedule of all bootcamps to avoid drop-out due to absenteeism and personal commitments
- Trialled a paid model of on-course childcare support for parents who we couldn't onboard in the first place.

❝ It has been a privilege to shape Generation's strategic priorities and direction as a member of the AAB.

I can speak on behalf of all members by stating that every session has been an outstanding demonstration of inclusion and that the voices of young people (us!) are heard, acknowledged and valued, and instrumental to Generation's continuous improvement. ❞

JARED | 2023 AAB Chair

OUR NEXT STEPS

We're proud of our work and success. In just a few years we've placed well over a thousand people facing significant barriers to employment into work. We've delivered impact that's been broad, deep and durable.

With rigorous data, comparison to benchmarks and peer provision, we've shown counterfactual estimates of our 'social impact', along with countless learner stories that prove our model of profession-specific training with wrap-around and placement support is **effective, impactful and offers value for money**.

Over the next few years, we aim to:

TRIPLE OUR SCALE TO 3,000 LEARNERS PER YEAR

LAUNCH NEW PROGRAMMES

WIDEN OUR GEOGRAPHIC REACH

IMPROVE QUALITY OF DELIVERY

As we continue to grow, we will be uncompromising in our mission: prioritising job outcomes into life-changing jobs for those facing barriers to employment above all.

We hope our peers, funders and partners will note our report's findings and our impact. We hope that you can appreciate the impact potential of our model for those excluded from good opportunities.

We think the data presented here speaks for itself. Scaling our model of support has a unique chance to tackle social immobility at this crucial time for the UK economy and population, and we're determined to do just that.

Are you an unemployed person looking for work? An employer looking for talent? A peer provider supporting people into work? A policymaker in the field? Interested to find out more… reach out to Hugh at hugh.chatfield@generation.org

OUR THANK YOUS

On this journey, we're grateful to have benefitted from generous funding, strategic and operational support from a range of partners, including:

PRIVATE SECTOR FUNDERS

BlackRock. BANK OF AMERICA BARCLAYS

Impetus enable works LSEG FOUNDATION Linked in

octopus energy generation POWER UP verizon Microsoft

JPMorgan Chase & Co. workday. MACQUARIE The Growth Company

PUBLIC SECTOR FUNDERS

GMCA GREATER MANCHESTER COMBINED AUTHORITY West Midlands Combined Authority

Department for Education GREATERLONDONAUTHORITY

European Union European Social Fund CAPITAL CITY PARTNERSHIP

COLLABORATORS

aws re/start accenture

wework Google

REFERENCES

If you would like further information or sources for any of the statistics throughout, please reach out to Hugh Chatfield at hugh.chatfield@generation.org

The figures stated within this publication are approximate and have been rounded to the nearest whole number or percentage point. Data correct as of 1st July 2023.

This Report was prepared by Hugh Chatfield (Director of Growth, Data and Operations), Kelsey Flynn (Head of Strategy and Planning for the Learning Team), Max Scarr (Senior Data and Ops Manager) and Michael Houlihan (CEO), with the help of Adept Design and limitless inspiration from the wider 80+ team and more than 2,300 learners!

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