

Generation



# GENERATION: YOU EMPLOYED, UK



**SOCIAL IMPACT  
REPORT 2024**

# WELCOME FROM THE CEO

Since we started running programmes in 2019, a lot has changed.

**At the same time, the core underlying societal challenge, the opportunity to do more, and our drive to create positive change, have all persisted and strengthened.**

To underscore the two core challenges that we see, and that have persisted:

- 1. There are millions of people who face significant challenges in accessing fulfilling, rewarding, well paid careers.** Those challenges are far more pronounced for people who face any of the specific barriers to employment that we track and seek to address, including low educational attainment, people with disabilities, and under-represented groups. The statistics on this, in terms of employment rates for example, or likely earnings, are stark. But, we know these barriers can be addressed and overcome with the right support.
- 2. Skills gaps are holding back economic growth across the UK, and economic social mobility by extension.** These are particularly prominent in tech or digital careers (across all sectors), in health and care, and in green skills. These skills gaps represent opportunities for the millions of people across the UK who are currently not working, but they need the right support.

At the same time, there has been significant change over the past few years, with a change in government, and industry shifts. Moreover, we expect further changes, and indeed the pace of change will increase.

On industry shifts, the specifics of skills gaps that employers face will continue to change. Across some key sectors, such as health and care, and the green economy, there has been significant growth in the volume of entry-level roles required. For technology and digital roles, it has been a turbulent picture since early 2023, with a reduction in the number of entry-level roles overall. However, at the same time, a large number of companies have been growing their revenues and team sizes rapidly. The nature of skills gaps has also evolved, with the emergence of GenAI, the evolution of cloud infrastructure, and the ever-growing importance of data roles.

It is paramount that providers that seek to connect people to careers stay close to these industry changes. New programmes need to be developed and launched. Existing programmes need to be evolved. The package of support available needs to adjust to reality of the situation people face. That is a significant challenge, but one we strive to meet.

In addition to industry shifts, the public sector landscape and approach to adult skilling is evolving. The Department for Education's skills bootcamp programme reached significant scale since launch in 2019. In 2024 it was used to support over 30,000 people across England, more people than apprenticeships for tech/IT careers. It is clear that the adult skills funding will become more and more devolved, and we see huge value in this approach. We believe it will create even more impact.

Generation has been delivering programmes across the key English regions we serve for 4 years or more, alongside Scotland where we have now been delivering for 3 years. We look forward to working closely with our partners in each region, orientating our provision around the specific needs of local communities, and local employers. The huge variation in approaches, and results across providers that we see in the Skills Bootcamp programme highlights the importance of a tailored approach.

For our part, we have consistently been focussed on creating economic and social mobility through effective education-to-employment programmes. We are committed to continuing to support people that are unemployed, or under-employed, and look forward to working with our partners across both the private and public sectors to do so.

Finally, taking a moment to look back. 2024 included a number of important milestones for Generation in the UK. We were delighted to receive an Ofsted Outstanding rating. We were equally delighted to see the results of review from the DWP Datalabs team published, showing how our provision massively reduces unemployment for our client group, and increasing employment rates correspondingly. Critically, the vast majority of people that we support into jobs, stay in those jobs a year later.

We seek to create broad, deep and durable impact, and we are delighted that has now been tracked and evidenced with the government's own data. We look forward to building on this work and I can't thank our wonderful team enough for all the fantastic effort and care they put in every day in support of our learners.



**MICHAEL HOULIHAN**  
CEO

# OUR IMPACT IN NUMBERS

Since 2019 we have delivered impact that is...

## BROAD

Supporting a rapidly growing number of beneficiaries...



**~3500** Learners enrolled across 5 regions

**>970** in 2024



**1,500** hiring employers

**20%** hiring Generation learners for the first time in 2024

## DEEP

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



**~1,700** job placements

**457** placements in 2024



**£24-25k** average starting salary



**65%** job placement rate for courses completed over 6 months ago

## DURABLE

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



**83%** job retention at one year



**>£20k** estimated more income over 5 years than without our support

**90%** of learners more confident in their future on course completion

## OUTSTANDING

...in all areas according to our Ofsted inspection in summer 2024



1 See 2023 report for details on the calculation

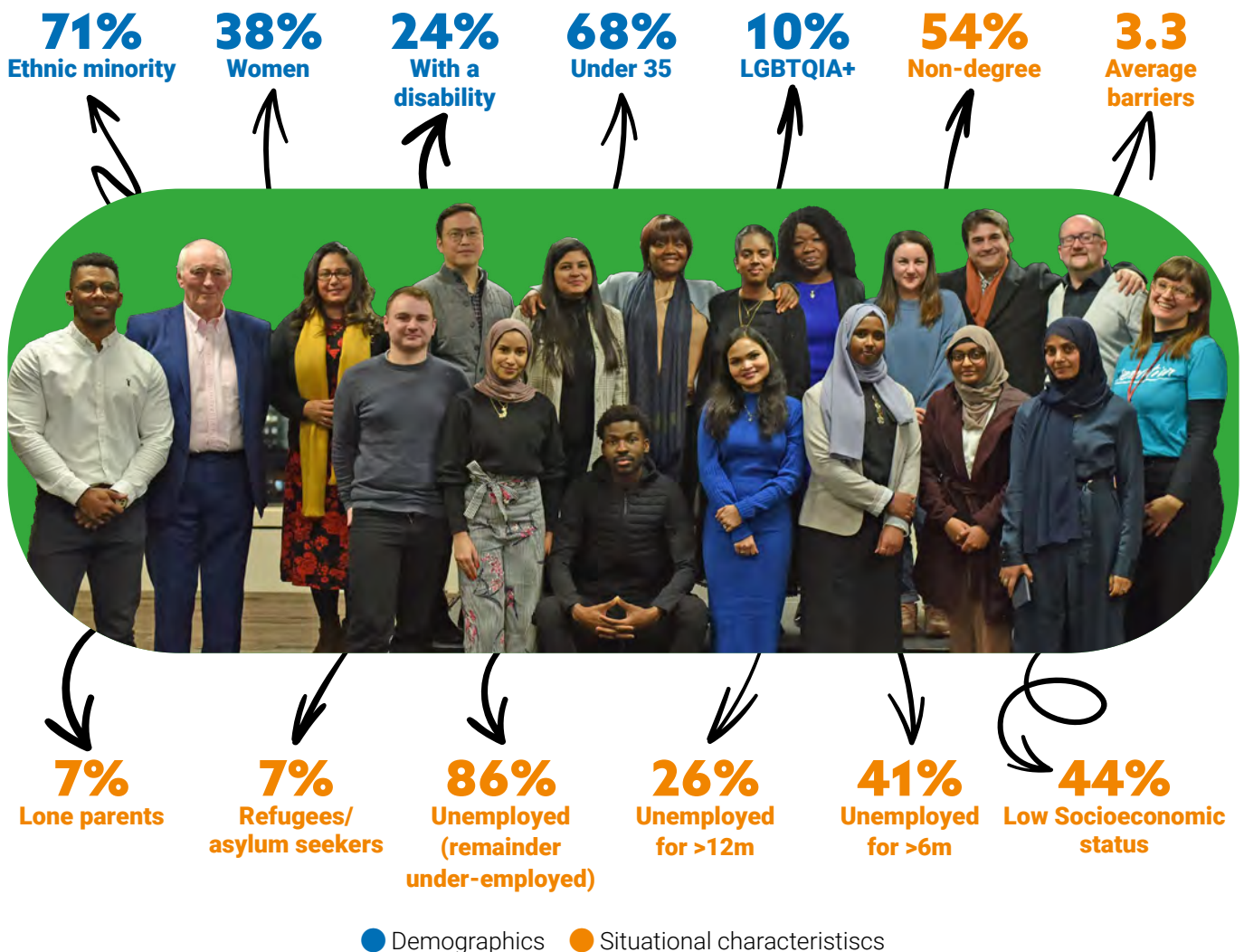
# OUR LEARNERS

**Our learners have always been and will always be the heart of our work. Their individual journeys to otherwise inaccessible careers inspire us. We aim to support diverse groups of people facing a variety of barriers to employment, found through wide outreach, guided through supportive application processes, and attracted to exciting programmes propelling them towards life-changing careers.**

This year in particular, to ensure our work supports those who it would most benefit, we introduced new eligibility criteria including that eligible learners cannot have had the target job before (including in other countries), cannot have earned a 'high' salary in recent years, and the requirement to have at least one barrier to employment,<sup>1</sup> and at least 3 in the small number of cases where applicants have a masters degree.

We also introduced better data tracking during learner selection processes allowing us to prioritise our support to learners facing more barriers, who don't have degrees and are younger, knowing these situations and characteristics significantly worsen job prospects in the open market. Furthermore, we launched successful pilots to specifically reach more learners without degrees in the first place, including significant changes in promotional messaging and targeted referral partners.

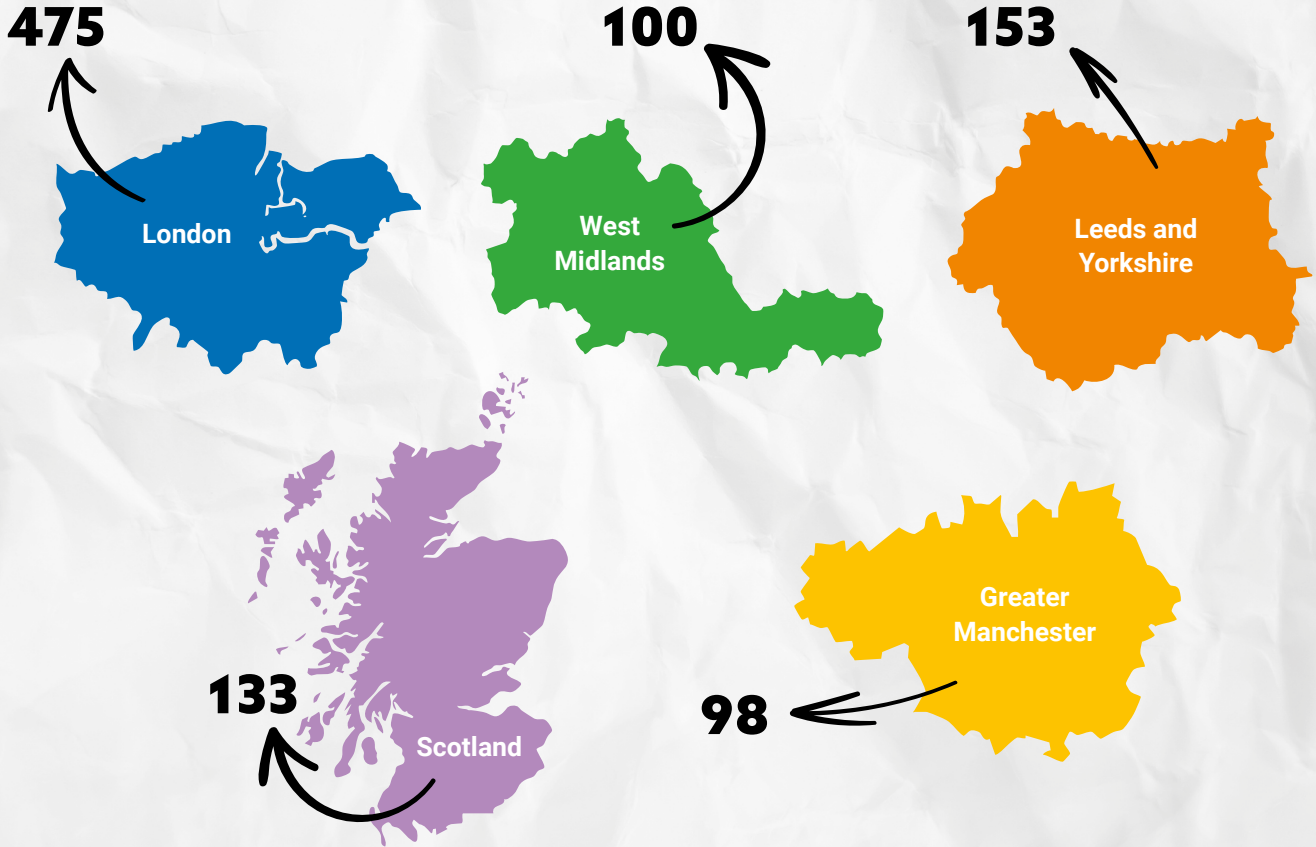
## OUR 2024 LEARNER PROFILE



<sup>1</sup> From a list of demographic and situational barriers we have identified as addressable by our programmes

# OUR REGIONS

Our learners have come from across the UK, with our programmes accessible to over half of the UK's unemployed.



## jobcentreplus

A key partner and source of referred learners for programmes continues to be the Department for Work and Pensions (DWP)'s Job Centre Plus (JCP) network across the UK. We had 59 learners start from this source in 2024. We've developed our model to offer different integrations and ways of working with each JCP in each region, depending on how they operate with their customers with activities mixing across desk bookings, group sessions and work coach briefing sessions. We have also deepened our regional DWP relationships at senior and mid-senior level to support the above.



# OUR STORIES

Beyond the statistics we're really here for the countless individual learner stories our work creates. Highlights this year including not one, but two, alumni jangling their new house keys at an event in Leeds, as well as the following stories...

## KEEZA

Keeza took part in Generation's Data Analytics bootcamp in 2024. Before Generation, Keeza was struggling to get a career in data without strong educational results or training in the field, and found unstructured self-learning challenging due to having ADHD. During the bootcamp Keeza developed her data skills and gained the hands-on experience she was looking for, and upon graduation secured a job as a Risk Pricing Analyst with one of Generation's employer partners, Hastings Direct.



*"The financial stability I have now has greatly improved my quality of life, I am also able to support my family better than I could before which is very rewarding. I have a vision of the next 10 years of my life now, and goals which keep me motivated and excited."*

## ASIA

Asia took part in Generation's Healthcare bootcamp in 2023. Before Generation, Asia had recently moved to the UK and was struggling to get a role in healthcare due to a lack of UK-based experience and found applying and interviewing for jobs challenging with English as her second language. The Generation bootcamp helped Asia to develop her skills specifically for the UK healthcare system and prepared her for the workplace. Upon graduation, Asia secured a band 2 healthcare assistant role at University College London Hospital, and has since progressed to a band 3 role.



*"Gaining employment has significantly improved my financial stability and given me the ability to not to worry about my day-to-day expenditures as I plan for the future. Being able to support my family and contribute to our wellbeing has brought me great happiness."*

## EMPLOYER STORIES

## TIA



CHECK OUT THESE VIDEOS AND MORE ON YOUTUBE



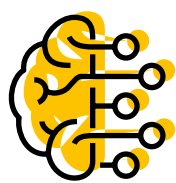
# OUR BOOTCAMPS

**We continue to develop a wide portfolio of profession-specific training programmes. Each offers our learners a route towards life-changing career in a skills-shortage role in the tech, green or health sector.**

Our programmes, continue to be...

- built and refined with employers to target real skills gaps;
- full-time to mimic and normalise the world of work;
- accessible with extensive laptop/wifi provision; and
- complemented with wide needs-based, 1:1 pastoral support.

## SOME KEY CHANGES THIS YEAR HAVE INCLUDED...



### AI

Responding to the rapid growth of generative AI, and following surveying our Alumni Advisory Board to inform our provision, we've added 'intro to AI' modules to all our courses, profession-specific modules to some (with more planned), and embedded AI career-coaching tools to allow learners to challenge themselves post-programme outside of live sessions.



### INDIVIDUALISATION

Taking learnings from the 'traditional' further education sector we introduced, as one of many curriculum changes, more thorough initial individual learner assessments pre-bootcamp allowing instructors to increasingly personalise activities and feedback for learners.



### PLACEMENT PHASE DOUBLE-DOWN

Responding to the increased difficulty of jobsearch in 2024 relative to previous years, in particular in the tech sector, we added significantly more structure, timelines and scheduled activities to post-bootcamp activities we call 'the placement phase' ensuring learner engagement is maximised through job search.

**The results are clear that learners think our bootcamps are very effective. In 2024 across 361 survey responses, we recorded**

**65%**

Net promoter score

**91%**

Strongly agreeing they felt more confident in their future on course completion

**92%**

Strongly agree the mentorship / coaching support was effective

**Our careful programme design and learner support means we also consistently see...**

**90%**

Daily attendance

**90%**

Course completion

## IN 2024 WE RAN EIGHT DIFFERENT PROFESSION-SPECIFIC PROGRAMMES...

	Programme
Tech	IT support with Cybersecurity
	AWS cloud
	Google Cloud
	Azure Cloud
	Data Engineering
	Data Analyst
Health	Healthcare Assistant
Green	Retrofit Advisor
	Solar PV Installer

### New Programme for 2024

The solar PV installer programme was a new addition to the portfolio in 2024. It responds to the growing skills shortages in 'green professions' and followed detailed work with c.10 employers (including Energy Efficient Solutions, Octopus, Optisol Services, Greenstorm). The pilot, launched at the end of 2024, has been exciting with a new delivery partnership with Activate Trade Training and a notably different unemployed learner profile to our other programmes. With the first job outcomes coming at time of the report, we're excited to expand the programme!

# OUR OUTCOMES

**Good training only matters however if our learners secure jobs. We've now supported 1,700 of our learners into work, with over >450 placements in 2024.**

We've placed around 65% of learners who completed our courses over six months ago and finished our support. That's head and shoulders above the comparable initiatives. Although it's a little lower than our target of 70-80%, we're still proud of the impact in a year where tech vacancies (covering our focus professions) were and continue to be down c.40% vs. post-Covid levels.

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 placements this year the average starting salary was £24-25k/year, c.2-3x average income of pre-programme (most commonly universal credit).

## LOOKING LONGER TERM...

Not only do learners keep their jobs, but they retain them on a drastically different economic path to what they could have expected otherwise. We see an >90% retention rate after 6 months and a >80% rate after about a year - with about half of learners (a % we're trying actively to grow) keeping us informed of their journey.

Beyond this, a recent survey of our alumni more than 2 years since programme (n= c.150) showed...



1

### HIGH RETENTION

>85% were in paid work (>90% full-time!) and only 13% had an involuntary period of unemployment more than 30 days long



2

### SIGNIFICANT PROGRESSION

66% had been promoted in the most recent year into their current role and 70% were in a job beyond entry level. On average they were earning >£30.6k per year implying they are earning c.50% more than their initial placement salary.



3

### LIVES CHANGED FINANCIALLY

>70% are earning enough to save money (Vs. <20% pre-programme)



4

### WELLBEING

>85% felt optimistic about their future and >90% of those in work were satisfied with their job



## This is real social mobility... And this is great data.

However, it's not enough. This year we set a new 'gold standard' metric to record and track to capture our social impact that we hope captures our full mission to change lives, and in time will allow benchmarking with other initiatives. We call this tracking our **'Long-Term outcomes'**.

We have been able to clearly evidence that 24% of graduates worked for at least 10 out of 12 months at a salary level above living wage (or a proportion of this level for our healthcare and IT support programmes).

This is amazing, but still based on a data completion rate of c.36%. Extrapolating from our sample, this implies c.70% of learners achieved this goal, however we don't have all the evidence. Through emailing, texting, calling and chasing we are now trying to boost our data significantly.



# OUR EMPLOYERS

## The following stories highlight the impact we've had with some of our partners


Beyond our impact on learners, we're aiming to support our employer partners to build more diverse workforces and achieve their social value ambitions.

We've now placed learners with c.1,500 employers with c.20% of those hiring "Generation" learners for the first time in 2024.


Hastings Direct is a fast growing, agile, digitally focused general insurance provider. Data and pricing capability are core to their market proposition, and the effectiveness of their operation. Over 3 years Hastings Direct have now hired over 21 people through Generation bootcamps into Junior Data Engineering and Junior Data Analyst roles across Underwriting Services, Claims and Technology. *"We're excited that some of our Generation colleagues have now been promoted to Data Engineer and Data Analyst roles!"*



Royal Ballet and Opera have worked with Generation to fill a number of roles in our Service Desk team to positive feedback. *"Generation have helped connect us with talent who might not have considered a career in an arts organisation and who bring a range of diverse skills to us."*



The Dot Collective is a next-generation consultancy focused on engineering excellence and empowering individuals to make a meaningful impact. One of their key successes is the ability to get individuals from Generation's bootcamps, client-facing and billable within just 4 months - a crucial element for the consultancy's growth. The Dot Collective has worked with Generation to build a bespoke 6-week mini academy to refine the individuals consulting and technical skills and gain valuable experience by shadowing lead engineers for the initial period of training. The Dot Collective is looking to continue their strong partnership with Generation in 2025.



...read more about our work with employers on our website - <https://uk.generation.org/employers-2024/>

# OUR SOCIAL IMPACT

**Statistics, as we have calculated and shared above, are great. However, at Generation we are committed to evidencing and understanding our impact with not just our own data, but also with comparisons to ‘counterfactuals’ and external validation.**

In last year’s report we compared the employment outcomes for our learners to what we would expect for people of their demographic and situational profile without our support. And we found that...



**... OUR LEARNERS WERE C.15-30% MORE LIKELY TO FIND WORK IN 6 MONTHS,** with an increased impact for those with more barriers



**... OUR LEARNERS WERE MORE LIKELY TO ACCESS LIFE-CHANGING OPPORTUNITIES,** much more likely to work in target professions and work full-time, meaning they would earn >£20k more over 5 years



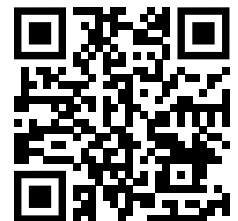
**... EACH LEARNER TRAINED CREATED AN ESTIMATED £6K RETURN TO THE PUBLIC PURSE** from tax receipts and reduced benefit payouts

More detail on the method work is presented in [that report](#).

This year we built on this with two external evaluations from “Ofsted” and the DWP Employment Datalab Team”.

## OFSTED

**As the leading charity** delivering under the Department for Education’s Skills Bootcamp programme nationally, we were eligible for and received an Ofsted inspection in summer 2024.



We were delighted to receive a coveted **Outstanding in all areas** result, unique for a bootcamp provider working with the groups we do. With more detail in the [report itself](#), the inspection called out:

*Learners justly recognise the transformational effect that studying at Generation has on many of their lives.*

*Trustees, leaders and staff are highly aspirational for their learners, who all face multiple challenges to entering the workplace.*

*While at Generation, learners grow in confidence rapidly, acquiring a new sense of purpose and self-belief.*

*Instructors are industry experts. They provide learners with a wide range of highquality, engaging and challenging activities, such as video clips, role plays and smallgroup tasks.*

## DWP'S EMPLOYMENT DATA LAB



Department for Work & Pensions



This DWP team assesses employment support initiatives to understand their impact, corroborating or challenging internal data with government managed education and tax databases. They share what they learn publicly on gov.uk to boost understanding of 'what works'.

The team analysed the employment trajectories of c.1,500 Generation learners (supported 2019-2022) and conducted an experimental analysis comparing these to a matched sample of people we did not support ... i.e. a counterfactual, to estimate the impact above what would have happened without us. Although there were fair and clear caveats to the experimental analysis stating that it might not be able to control for all possible selection effects.

The work evidenced, with much more in the [report](#)



### ...A HIGH LEVEL OF JOB OUTCOMES

(84% within a year!) higher than we have collected ourselves



### ...A HIGH LEVEL OF JOB RETENTION

with 73-80% of learners by subsample in work 2 years after completing bootcamps



### ...A HIGH AND GROWING LEVEL OF INCOME

for learners who were earning on average > >£25.6k/year 18 months after starting the bootcamp - higher than annualised national (and London) living wages



### ...A SIGNIFICANTLY HIGHER CHANCE FOR LEARNERS TO BE IN WORK

with 20% higher likelihood to be in work after a year compared to a matched counterfactual

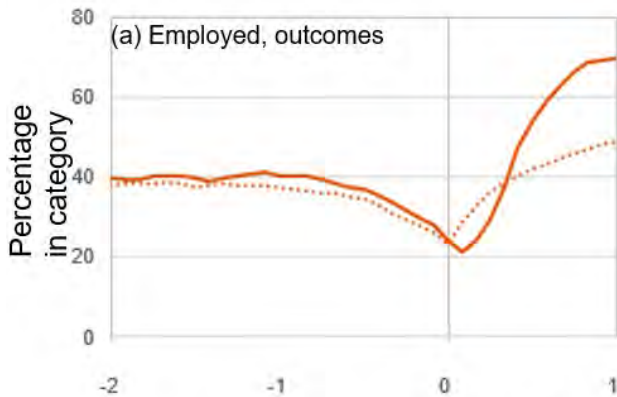


### ...A SIGNIFICANT POTENTIAL RETURN TO THE PUBLIC PURSE

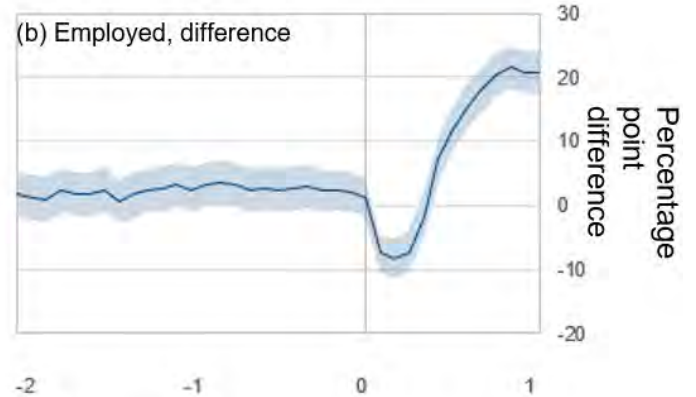
(>=£0.5m per 100 learners!) with a change from c.60% on benefits pre programme to c.14% 2 years after. The largest gap of any analysis published by the team to date!

## EXCERPT FROM THE EMPLOYMENT DATA LAB REPORT

### Outcomes



### Impacts



..... Comparison    — Generation Participant    — Impact

# OUR RESEARCH

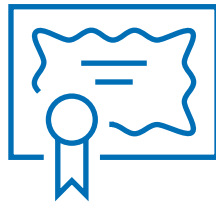
**In 2024, with JPMorganChase, we commissioned Learning and Work Institute to research the need for and relative effectiveness of the major different interventions - degrees, bootcamps, apprenticeships - in supporting people facing barriers to employment into careers in tech in the UK.**

The research combined an extensive literature review with polls of c.500 businesses and c.2000 working adults, highlighting...



## ONGOING NEED

Half of employers (49%) are unable to recruit workers with the digital/tech skills that they need, costing the economy an estimated £63 billion a year.



## INEQUITY

7 in 10 workers in tech occupations have a HE qualification... Compared to 4 in 10 of those in non-tech roles... With the tech sector consistently overlooking specific profiles.



## OPPORTUNITY

Almost all employers (95%) think it's important for the government to increase investment in non-traditional routes into jobs that require digital/tech skills.

The report highlighted the advantages and challenges of different provision in detail and synthesised specific recommendations for policymakers including changes to tender frameworks and reform of the apprenticeship levy to support the progress of people facing barriers to employment into shortage areas in tech in the UK.

You can read more [here](#):



## OUR DELIVERY IN PARTNERSHIP

In late 2024, we launched an in-person, pilot cohort in partnership with Capital City College Group.

The cohort has supported 20 learners - 70% without a degree! - in a real, physical classroom for our first time since 2020. The learners will be on track to new jobs in IT support in early 2025.

The partnership is our first attempt to share our bootcamp model wider than our own team and operations - combining our sector-leading impactful delivery model with the clear assets of colleges like CCCG with deep local connections to communities and employers, expert delivery staff and modern campuses.

We're looking forward to scaling this type of delivery with CCCG and new partners in 2025 and beyond.



## OUR WORK WITH THE GLA

In 2024 we continued our work with the Greater London Authority as the lead partner in the **London Digital Jobs and Skills Hub**. The Hub is a collaboration between 12 providers to boost awareness of non-traditional, non-degree routes into tech jobs including bootcamps, coaching programmes and apprenticeships. It does this through an exciting set of events, an always-on website and career coaching.

In 2024 the Hub reached 1200 across 23 events and spoke with 2300 people at career fairs. A real needle-mover!



# OUR NEXT STEPS

In late 2024, we finalised our 3-year strategy to guide us through to 2027.

We aim to grow the breadth of our impact on a path to supporting c.1500 learners per year, up from c.1000 this year in 2024.

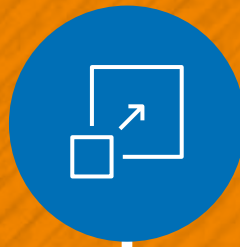
However, we will only grow breadth, if depth and durability grow too - and our job outcomes for those facing barriers are not diluted.

To achieve this we've focused on strategic initiatives to...



## DRIVE IMPACT FOR LEARNERS

- Redesign and develop approach to learner attraction to ensure we reach our targets
- Diversify our portfolio of programmes and professions to be increase the contribution of green and health
- Continuously improve a redesigned placement phase (post-bootcamp) to ensure swift progress into jobs
- Improve our long-term outcome data capture allowing long-term impact estimates to inform our choices



## INVEST FOR FUTURE SCALE

- Evaluate and where successful, scale partnership delivery, expanding our bootcamp model beyond our direct footprint
- Grow income from 'traditional' trusts and foundations as a new private sector income source



## BUILD A THRIVING TEAM

- Continue to invest in our people to be a healthy, inclusive, high-performing organisation
- Significantly consolidate our operational tools and processes to for efficiency, job satisfaction, and impact

**WE'RE NOW EXCITED TO MAKE THIS STRATEGY REAL.**

# OUR THANK YOUS

## OUR AAB

**In 2024 our 'Alumni Advisory Board' of past beneficiaries met 4 times. This year they advised us on, among many other areas,...**

...our application process initiative, giving live feedback on proposed changes to the application portal

...our outreach strategy and approach, influencing the where we spend our time

...a refined alumni referral scheme to become real in 2025

...and how to better collect data from our alumni

Their suggestions and insight make and have made real changes to our work.

Alongside this, several members were outstanding ambassador for our work, speaking confidently at events including our 5th birthday party.

## OUR FUNDERS AND PARTNERS

None of our work would be possible without the ongoing support of multiple organisations who share our mission to supporting people against the odds into life-changing work.

The following organisations have helped us deliver our work, build new programmes, and improve our ways of working. We would be unrecognisable without them.



- Accenture
- Admiral Group Plc
- AWS
- Bank of America Foundation
- Barclays
- BlackRock
- Capital City Partnership
- City Bridge Foundation
- Clayton, Dubilier & Rice (CD&R) Foundation
- Cognizant
- Cyber Scotland Glasgow City Council
- Greater London Authority
- Impetus
- Indeed
- J. & H. Peters Fund
- JP Morgan Chase
- Keith Howard Foundation
- KKR
- LinkedIn
- London Stock Exchange Group Foundation
- Macquarie Group Foundation
- Microsoft
- Octopus Renewables Infrastructure Trust
- Power UP / Good Things Foundation
- Rigby Foundation
- Shell
- UK Government's Department for Education
- West Midlands Combined Authority
- West Yorkshire Combined Authority

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](mailto:hugh.chatfield@generation.org)

*Generation*

UK

