

Generation

**GENERATION:
YOU EMPLOYED, UK**



**2025 SOCIAL
IMPACT REPORT**



WELCOME FROM THE CEO

In 2025, the context in which we work has become more complex and more urgent.

Unemployment is rising again across the UK — particularly among young people and older workers displaced from changing industries. Those facing barriers — whether through long-term unemployment, disability, under-representation, caring responsibilities or socio-economic background — continue to face the steepest climb back into work.

At the same time, the jobs market itself is shifting. Vacancies are down year-on-year. The types of roles available are evolving. Technological change — particularly the accelerating adoption of AI — is reshaping skills requirements at a pace few institutions are built to match. Access to the skills needed for emerging roles is already socially unequal. Without deliberate intervention, technological change risks entrenching — and accelerating — existing disadvantage.

This is precisely why Generation's mission matters.

In 2025 we launched our three-year strategy. Its ambitions feel more relevant than ever: to deepen our impact, remain agile to employer demand, invest in our people, and build the foundations for future scale.

Prioritising impact.

We aim to be sector-leading in the breadth, depth and durability of our impact. This year, with similar learner volumes, we achieved 20% more job outcomes than in 2024. We want to go further still — helping people not only secure work, but land roles faster and with greater confidence.

Durability matters just as much as initial placement. In 2025 we published new long-term research showing that over the past five years our alumni have experienced average year-on-year salary increases of 15% or more. This progression reflects the quality of careers we target and the extraordinary work of our teams in preparing learners for sustained success, not just first jobs.

Remaining agile to employer need.

Employer demand is changing faster than ever. In 2026 we will update between 20–30% of programme content and continue refining our portfolio in line with labour market data. New technologies are creating new roles, reshaping others, and raising the bar for digital fluency and critical thinking. The need to adapt quickly presents real operational challenges for delivery organisations — but we are determined to meet them.

Investing in our team.

2025 was not without headwinds. Funding cycles tightened. Labour markets shifted. Policy landscapes evolved. Through all of this, our team showed resilience, creativity and an unwavering commitment to learners. We will continue investing in our culture, capability and leadership — because long-term impact depends on organisational strength.

Investing in future scale and evidence.

We believe deeply in robust data — to learn, to improve, and to demonstrate what works. This year we commissioned longitudinal research into alumni salary progression. Next year, we will go further still, launching a Randomised Controlled Trial in partnership with Youth Futures Foundation. Trials of this kind represent the gold standard of impact evidence. We hope the results will not only strengthen our own provision, but influence wider policy and funding decisions across the sector.

Across all of this work, one truth remains constant: talent is everywhere; opportunity is not. Our role is not to lower the bar, but to widen the gate — equipping diverse people facing barriers with the skills, networks and confidence to access life-changing careers.

To our learners, alumni, employer partners, funders and supporters: thank you. Your belief, collaboration and ambition make this work possible.

The challenges facing the labour market are significant. But so too is the opportunity — if we act with urgency, evidence and partnership.

The pace of change will not slow. Our commitment to widening opportunity will not slow either.

We look forward to continuing this work — together.



MICHAEL HOULIHAN
CEO

WELCOME FROM THE ALUMNI ADVISORY BOARD

We believe the people we serve should have a central and direct role in shaping our provision, in representing Generation, and in shaping our charitable mission. One way we achieve this is through our Alumni Advisory Board or AAB. This group of alumni, changing year on year, meets quarterly to tackle key questions on Generation's impact and operating model, leading special projects outside of these forums. In 2025, they have represented Generation at outreach events, shaped the evolution of our placement and jobsearch support for learners, developed how we collect data from alumni, and intensively reviewed every step in our outreach and selection flows.

"I joined the Generation Alumni Advisory Board as Co-Chair because I've lived the early stages of the challenge we're facing now, and I want to help ensure that people without opportunity are no longer locked out of it. As industries evolve faster than our traditional measures of qualification and skill, barriers for young and non-traditional talent are becoming insurmountable... making Generation's work to widen the gate, not lower the bar, more critical than ever. I hope you enjoy reading about Generation's work in this report and are inspired to continue or start working with us to tackle this critical challenge."

**Bruce Devlin, Co-chair,
IT Support Programme Graduate, Scotland**



"It has been an honour to serve as Co-Chair of the Alumni Advisory Board alongside Bruce, working with a passionate community committed to expanding opportunity for others. I've especially enjoyed leading the Alumni in Action outreach and marketing initiative - centred on "real stories, real impact" - to amplify alumni voices and inspire future learners.

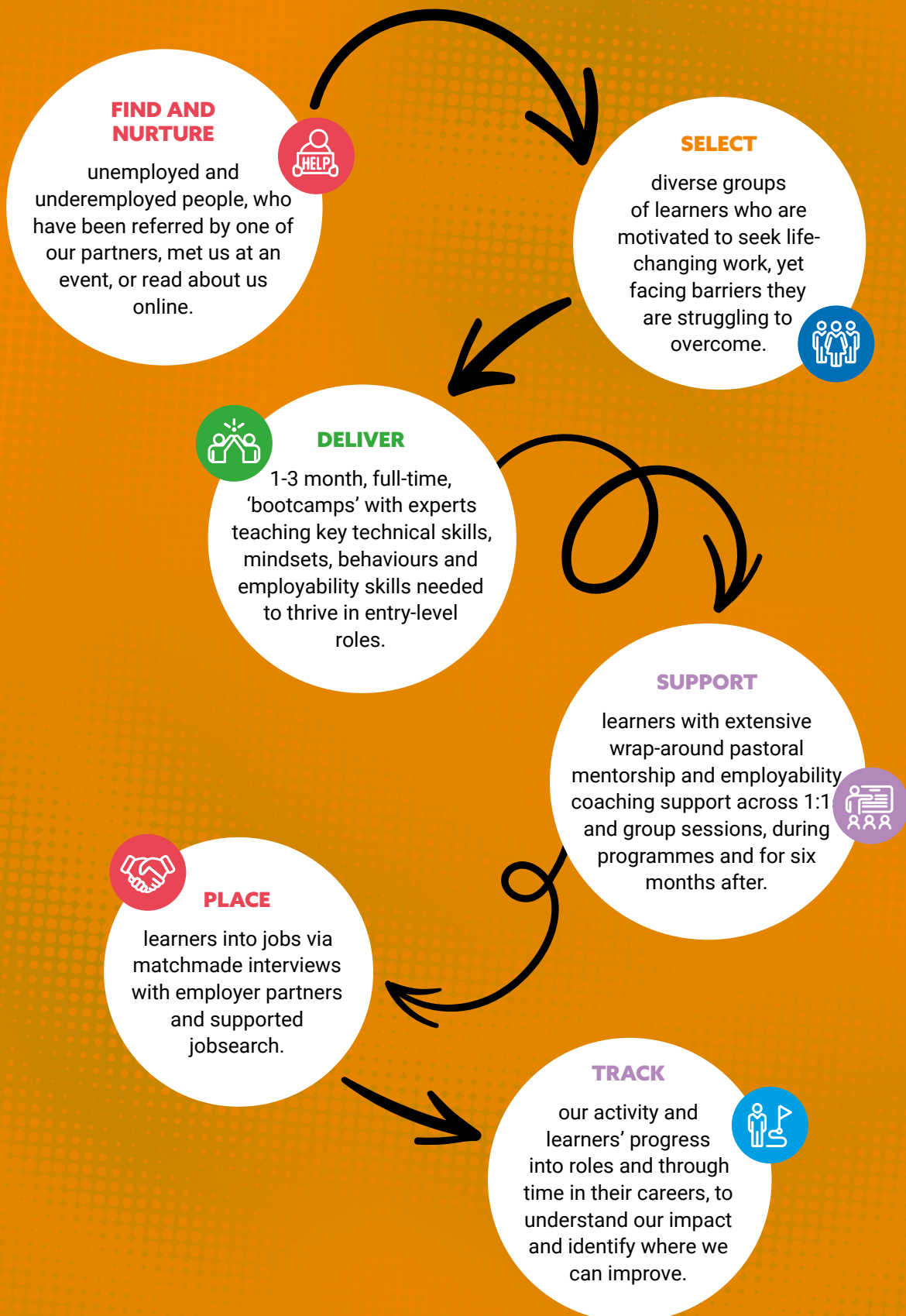
Over the past year, I led outreach efforts that strengthened alumni engagement and visibility, including speaking at events and promoting Generation's programmes through authentic storytelling. I'm particularly proud of helping establish a community partnership between Generation UK & Ireland and my employer, Energy Saving Trust - creating new pathways for inclusive recruitment and social impact."

**Faisa Omar,
Sustainability Programme Officer Graduate, London**



OUR MODEL

To achieve our mission we operate with the same model we have since launching.



OUR IMPACT

Since 2019 we have delivered impact that is...

BROAD

Supporting a rapidly growing number of beneficiaries...



~4K Learners across the UK
~800 of those in 2025



~1,500 hiring employers
19% for the first time in 2025

DEEP

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



2.3K job placements
556 placements in 2025
(20% more than in 2024)



25.5K average starting salary in 2025



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

DURABLE

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



84% job retention at one year
92% feel more confident in their future on course completion



>2x income uplift on average when compared to pre-programme earnings

OUTSTANDING

...with a delivery model that is Ofsted Outstanding

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



1 See 2023 report for details on the calculation

OUR LEARNERS

Learners remain central to everything we do. Their determination to access otherwise out-of-reach careers motivates us to do our best work. In 2025, we continued to focus on engaging people from a wide range of backgrounds who encounter different barriers to employment.

Learning as we went, this year we...

...embedded clearer communication on throughout the admissions process, including more practical information on our application portals and a Programme Prospectus for each programme...

...refined our application assessment through a new framework focused on openness and commitment to target roles.

...and significantly expanded in-person outreach through live meetings, presentations, and sessions with referral partners.

The result was diverse learners with the following profile...

77% facing 3 or more barriers to employment

35% with a disability

45% women

47% unemployed for more than 6 months

71% from the ethnic minorities in the UK



Our learners have also been from across the UK...

54%



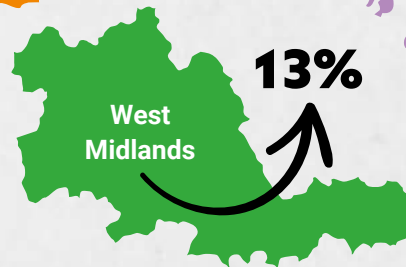
London

13%



Leeds and
Yorkshire

13%



West
Midlands

13%



Scotland

7%



Greater
Manchester

OUR STORIES

AMONGST OUR LEARNERS, SOME STORIES THAT INSPIRED US THIS YEAR INCLUDED...

DYLAN

Dylan took part in Generation's IT Support bootcamp this year. Dylan had struggled with mental health challenges and dropped out of a couple of university courses. Dylan had picked up some work in hospitality and retail but was struggling to build his career and move forward.

During the bootcamp, Dylan built practical IT support skills alongside confidence, communication, and workplace readiness. After graduating, he secured a role as a **Junior Trade Floor Support Engineer** with Square Global Markets, marking the start of a stable and sustainable career in tech.



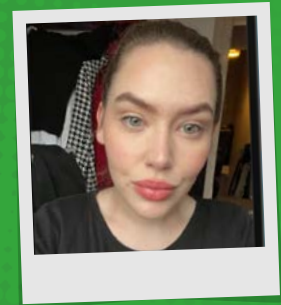
"Gaining employment has given me financial stability and a sense of direction. I now feel confident about my future and proud to be building a career in tech."

CODIE

Codie took part in Generation's Sustainability Project Officer bootcamp in Manchester in 2025 after struggling to enter the sustainability sector without formal qualifications, even as she balanced parenthood and part-time work.

During the programme she gained employer-led technical skills, strengthened her professional identity, and benefitted from tailored support that improved her confidence and employability.

Upon graduating, Codie secured a role as a **Trainee Retrofit Assessor** with Green Grant Installs, conducting energy efficiency assessments in homes across Manchester and training towards an Energy Assessor qualification.



"Financially, it's been life-changing. I wake up excited every day – I finally feel like I'm building something for myself and my child."

THIS YEAR WE WERE ALSO DELIGHTED TO HAVE OUR LEARNERS FEATURE IN THE TIMES



...AND ON THE BBC TOO



OUR PROGRAMMES AND OUR EMPLOYERS

At Generation, we run programmes designed around employer needs and targeting roles in high-demand with skillsets employers struggle to find consistently. This allows us to provide a clear pathway to jobs. We are consistently reviewing this portfolio against labour market vacancy data and collecting input from employers to ensure these programmes are the right choices.



Moving into 2026, we are narrowing our portfolio and pausing programmes where labour market demand is down and relatively prioritising those where it is stronger. This focus has allowed us to further improve the programmes we do run; in 2025 we have introduced a further refined placement phase with a tightly scheduled structure of workshops, coaching and feedback sessions in the first, crucial months post-programme to drive job outcomes.

	Portfolio at end 2025
Tech	IT support with Cybersecurity
	Data Engineering
	Data Analyst
Health	Healthcare Assistant
Green	Retrofit Advisor

We've now placed learners across ~1,500 employers, with about 20 hiring for the first time in 2026.

Some partnerships to call out from 2025 include...

The Wise Group "Generation has been a brilliant partner, their Retrofit Bootcamp has created a strong pipeline of job-ready talent with the right values and customer focus. Bringing programme graduates into our Home Energy Advice Team has strengthened our capacity and capability and it's helping us deliver more consistent, high-quality support to households managing rising energy costs. It's a great example of creating meaningful career pathways while improving the support available to people at risk of fuel poverty."



Stephanie Hanlon, Relational Employer Engagement Executive

Huntswood partnered with Generation UK to broaden access to motivated, diverse, work ready talent for customer service roles in a highly competitive recruitment market. Since beginning the collaboration, Huntswood has welcomed more than 31 Generation graduates into permanent roles and observed stronger interview attendance, improved candidate engagement, and smoother onboarding compared with other recruitment channels.



"Generation candidates want to build a career and not just a job. That's the biggest thing for us. When we meet people with that drive, it's clear why this partnership works—and why we'll continue it."

Chris Anderson, Recruitment Manager

Civica We previously worked with Civica's Data Engineering team, where one of our graduates, Zoltan, joined the business and has since been promoted twice, thriving in his role. Building on this early success, we formalised our partnership with Civica in 2025. The partnership initially focused on employee volunteering, with Civica supporting Generation learners through mock interviews. This engagement later progressed into hiring, with Civica subsequently recruiting two Analysts from Generation programmes. Looking ahead, Civica is keen to expand the partnership further in 2026, continuing to deepen their engagement and increase their impact.



OUR LONG-TERM IMPACT

Building on our work in previous years comparing our learners' outcomes to counterfactuals, in 2025 we invested in understanding our **long-term impact**.

We are always interested in understanding not just whether our learners get jobs, but whether they achieve good jobs that they retain. We're aware from experience that this data is notoriously difficult to track. So we made some big plays, collected some superb data and learnt things that will shape our approach.

IMPACTED REPORT

We worked with ImpactEd to survey our alumni who we supported 2, 3 and even up to 5 years ago - collecting more than 500 responses. We designed a short, sharp survey razor-focused on employment journeys and salary levels and complemented this with live interviews with a diverse set of learners.

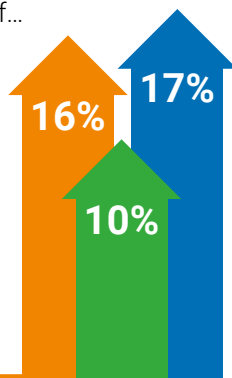
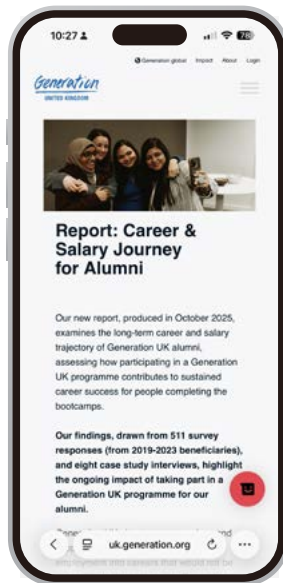
The work found that our alumni were experiencing significant career and salary progression in role.

In detail the report evidenced that alumni had positive average year-to-year salary increase of...

17% FOR IT RELATED PROGRAMMES,

16% FOR THE HEALTHCARE ASSISTANT PROGRAMME,

AND 10% FOR THE SUSTAINABILITY PROJECT OFFICER PROGRAMME.



Alumni widely identified Generation UK's

HOLISTIC SUPPORT

as the crucial "first-step" in their career journeys, from technical skills development through to job search assistance.



OUR OWN DATA COLLECTION

We have always surveyed our alumni to understand what happens to them in role. In our theory of change, we target a long-term outcome for our learners that they are in work for at least 10 out of 12 months after they complete our placement support in a role paying at least a target salary.*

However, our processes and surveys at the start of 2025 were getting responses from only **30% OF OUR ALUMNI.**



Acting on this, we engaged our Alumni Advisory Board and on their advice introduced a systematic process of email chasers, texts, whatsapps and calls.

THIS PROCESS HAS INCREASED RESPONSE RATES TO 70-80%
(reaching over 90% in some cases)

WE NOW HAVE DATA ON ~60% of our alumni who completed programmes more than 18 months ago.



We're excited to increase these rates further not only as they demonstrate our impact but also as bigger sample sizes will allow us to take a long-term impact lens on analyzing our programme portfolio going forward.

*This is the real living wage for most programmes, but a ratio of this for a couple of programmes where standard entry level salaries are below this.

OUR PLANS

2026 is the second year of our three-year strategy. The strategy involves a focus on the depth of our impact and the quality of the job outcomes we're achieving for the learners we support, whilst laying the foundations for future scaling.

THIS YEAR, HOWEVER, WE'RE PARTICULARLY EXCITED ABOUT THREE PROJECTS...



... RANDOMISED CONTROL TRIAL

We plan to launch an 'RCT' investigating our impact on young people's employment outcomes. Trials like this are the gold standard for impact analysis allowing a comparison of the outcomes for our learners against a tightly matched group randomly chosen to not receive our support.

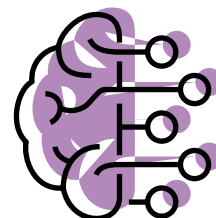
RCTs are the most robust evidence type on which to base policy. We hope results here will influence design choices in the sector, future funding structures and policy, and give us highly granular information to help improve our provision across programmes and/or for certain groups.



... DELIVERY IN PARTNERSHIP

We plan to scale our work delivering programmes with colleges. This work aims to embed Generation's sector-leading delivery model within the further education sector deepening impact by working with these institutions' close community ties, excellent staff and premises. We hope to drive a higher level of job outcomes in the sector and open-up future routes to scaling our model less dependent on Generation's direct footprint.

In 2025, we supported 36 learners, 75% facing more than 3 barriers to employment, working with Capital City College. To date, we have placed 21 into work with many still in jobsearch and placement rates notably higher than the college's usual provision. Funding from the GLA has allowed us to scale this work as we aim to bring in new regions and partners this year.



... AI AND OTHER PROGRAMME DEVELOPMENTS

It's crucial that our programmes reflect changing employer needs. In 2026, we're launching revised versions of our curricula for key programmes built on recent rounds of employer feedback to ensure the technical and soft skills taught are those for 2026's needs.

Importantly, this work across programmes includes updating and refreshing our modules and sessions on the use of Generative AI for the latest tooling and based on feedback we've heard from employers on the importance of critical thinking in the use of AI. This includes revising our sessions on how to use AI in general, how to use tools in specific roles (e.g. as a Data Analyst), and in jobsearch to perfect CVs and practice application questions.



OUR FUNDERS AND PARTNERS

All of this work would not be possible without support from our supporters, funders and partners:

- Accenture
- Admiral Group Plc
- Amex
- Bank of America
- Barclays
- Birmingham City Council
- Capital City Partnership
- City Bridge Foundation
- Clayton, Dubilier & Rice (CD&R)
- Cognizant
- Department for Education
- East Head Impact
- Enable
- East Renfrewshire Council
- Garfield Weston
- Glasgow City Council
- Gosling Foundation
- Greater London Authority (GLA)
- Hiscox Foundation
- Impetus Private Equity Foundation
- Indeed
- JPMorganChase
- The Peters' Fund
- JRF (Joseph Rowntree Foundation)
- Keith Howard Foundation
- KKR
- The King's Trust
- Kyndryl Foundation
- LinkedIn
- London Stock Exchange Group
- Lucille Foundation
- Macquarie Group Foundation
- Microsoft
- Good Things Foundation
- Nathoo Family Trust
- Octopus Renewables Infrastructure Trust
- Optum Group
- Q Charitable Trust (Ludlow)
- Rakuten
- Renfrewshire Council
- The Rigby Foundation
- Scottish Government
- St James's Place
- The Fyrish Foundation
- The Hugh Fraser Foundation
- The Turing Trust
- UBS Optimus Foundation

If you would like further information or sources for any of the statistics throughout, please reach out to Michael Houlihan our CEO at MichaelH@generation.org