



# Better working futures

EY Foundation 2018 Impact Report

# The Impact Journey:

## Our transition pathway

The EY Foundation is an independent charity that helps young people overcome barriers to gaining fulfilling employment and supports social entrepreneurs grow their businesses. Central to our innovative approach are the close relationships we have built with employers. They provide opportunities in the workplace and supply thousands of volunteers to help deliver our programmes.

We build the skills and experience of young people through programmes that sit on a 'transition pathway'. At the start we will increasingly work with primary school children because choices made at this age can impact future job options.

Our two most intensive programmes are Smart Futures and Our Future. Smart Futures is a ten-month programme targeting 16-17 year olds eligible for free school meals. Our Future runs for six-months and is aimed at 16-19 year olds facing multiple barriers to employment.

The pathway doesn't end after getting a job, with support provided once young people have entered the workplace. This is also the stage when we support social entrepreneurs through our Accelerate programme.

2

Employability workshops

Age  
11 - 16

Half-day workshops

Students meet a range of businesses and take part in interactive employability skills sessions

1

Primary pilot

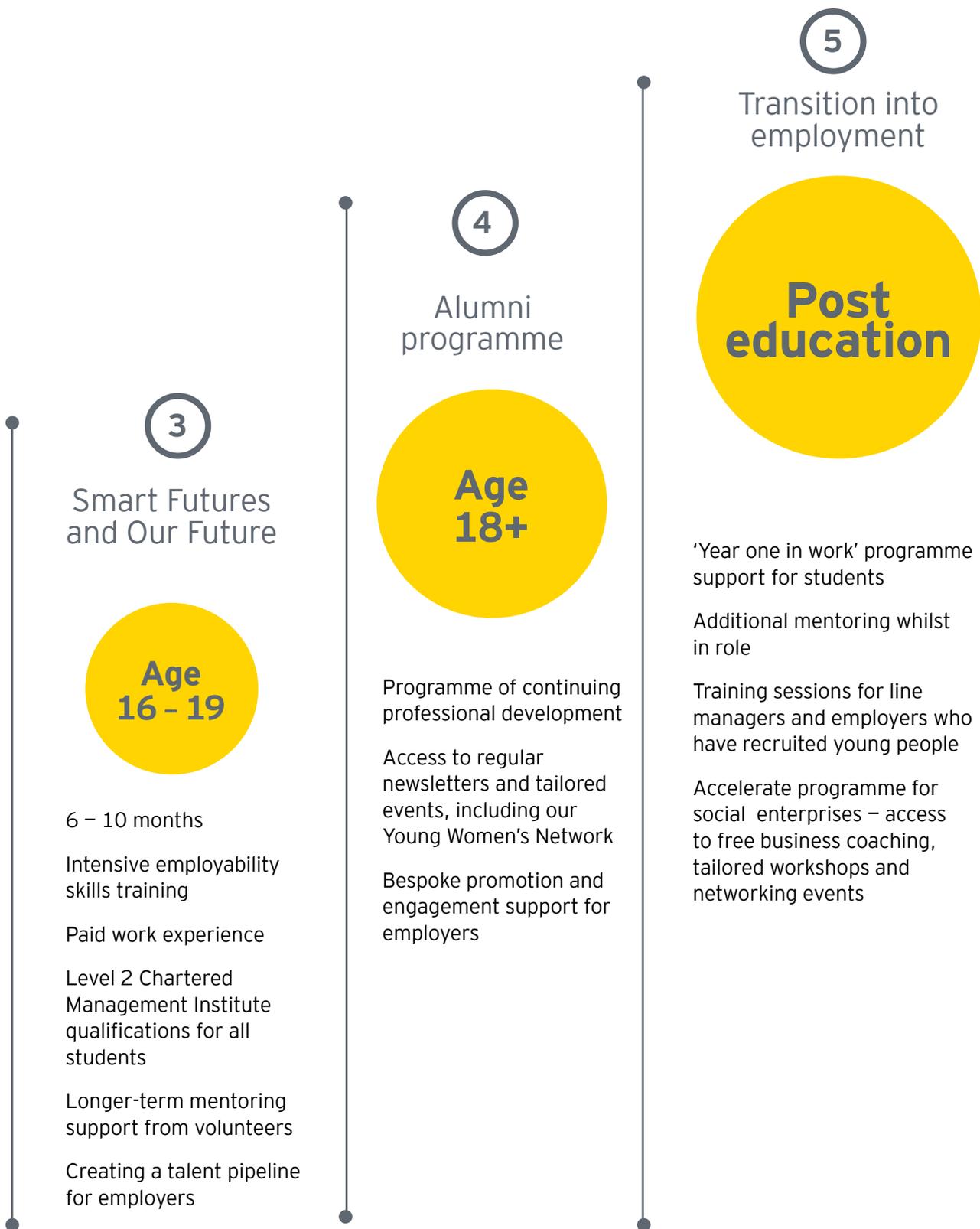
Age  
5 - 11

Primary school project to develop career enabling benchmarks

Smart Futures London 2018, Summer

Watch: [Employability workshops](#)





**Watch: Danny's Story**

	1. Primary Pilot	2. Employability workshops	3. Smart Futures and Our Future	4. Alumni	5. Transition into employment
<b>Our partnership with employers</b>	Explain how skills link to future roles in the workplace	Volunteers showcase the range of opportunities available	Smart Futures and Our Future paid work experience and mentoring support	Promote employment opportunities	Employ young people Social enterprises provide work experience and employment opportunities

# Our story in numbers

We have worked with 2,764 young people since 2014. In the financial year (FY) 2018 (July 2017 to June 2018)<sup>1</sup>, we significantly increased the reach of our programmes and the impact we had on young people and social entrepreneurs.

In 2018, we worked with:

1,593

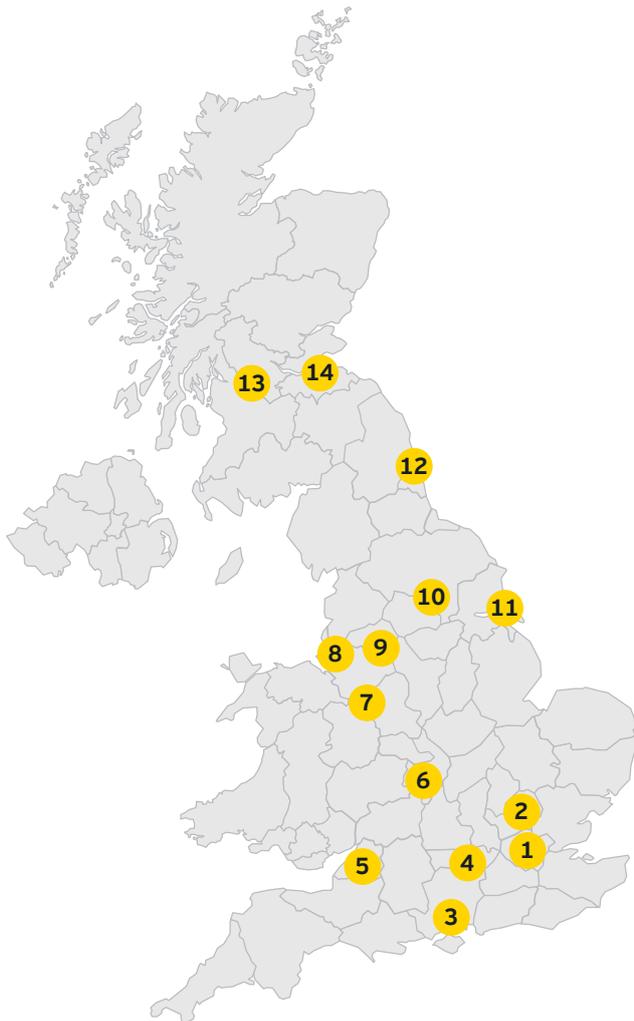
young people and social entrepreneurs

254

employers

3,211

volunteers



## A charity with national reach

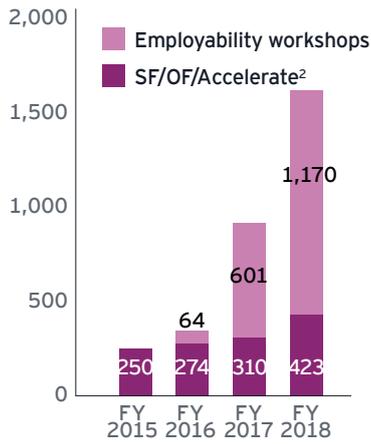
### Delivery locations

- |    |                |
|----|----------------|
| 1  | London         |
| 2  | Luton          |
| 3  | Southampton    |
| 4  | Reading        |
| 5  | Bristol        |
| 6  | Birmingham     |
| 7  | Stoke-on-Trent |
| 8  | Liverpool      |
| 9  | Manchester     |
| 10 | Leeds          |
| 11 | Hull           |
| 12 | Newcastle      |
| 13 | Glasgow        |
| 14 | Edinburgh      |

<sup>1</sup> Unless stated otherwise, all statistics in this document relate to FY 2018

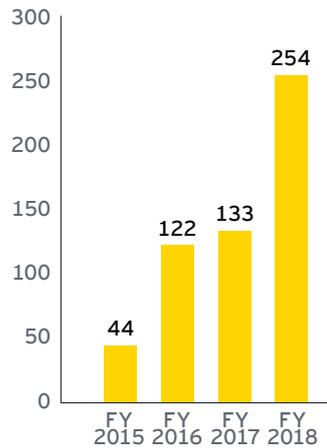
## Year on year growth

### Young people & social entrepreneurs



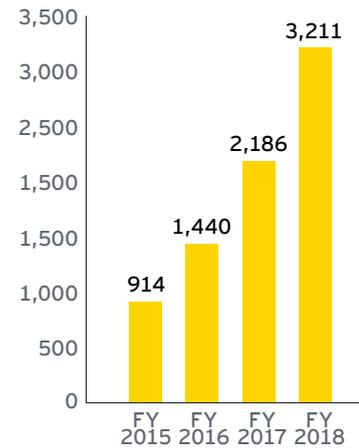
Average growth rate per year since FY 2015: **+75%**

### Employers



Average growth rate per year since FY 2015: **+91%**

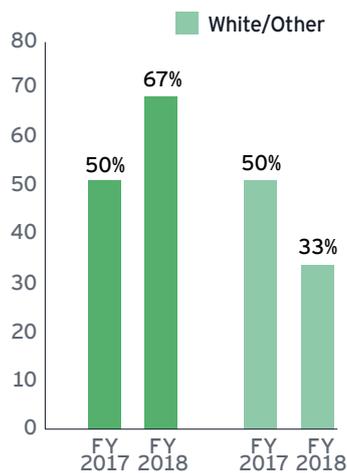
### Volunteers



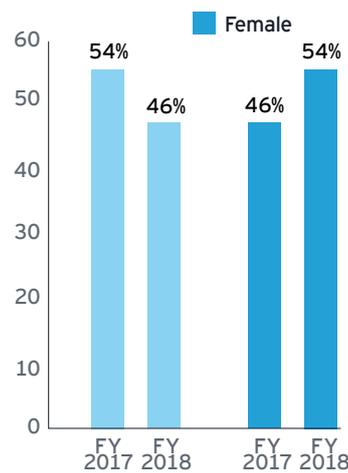
Average growth rate per year since FY 2015: **+52%**

## Diverse range of young people on our programmes

### Ethnicity



### Gender



## Supported young people facing barriers to unlocking their potential

# 94%

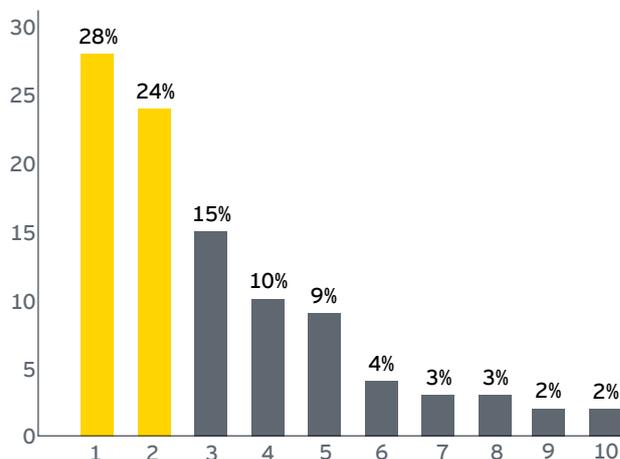
of young people taking part in the Smart Futures and Our Future programmes qualified for free school meals in the last six years.

# 52%

of Smart Futures and Our Future participants came from the bottom 20% most deprived postcodes across the UK. This is a 7% increase on the previous year.

### Number of young people by postcode deprivation

(10 being the least and 1 is the most deprived deciles)



<sup>2</sup> SF: Smart Futures; OF: Our Future

# Transforming the lives of young people

**92%** of young people on Smart Futures and Our Future received an adult level 2 Team Leading Qualification from the Chartered Management Institute

## Smart Futures<sup>3</sup> Short-term outcomes

**100%** of participants felt "fairly" or "very confident" that the support they received will help them get a job after they finish education.



increase in participants who felt "very confident" about talking to people they don't know in a business/work environment.

The percentage of participants who thought their presentation skills had improved increased from

**23%**

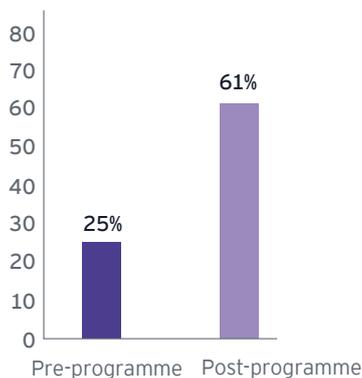
at the beginning of the programme to

**65%**

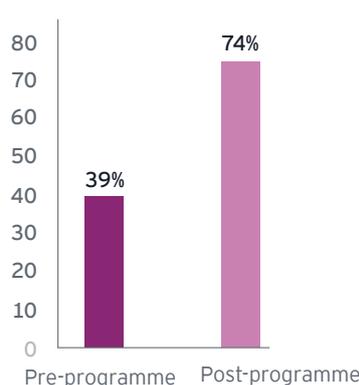
at the end.

## Our Future<sup>4</sup> Short-term outcomes

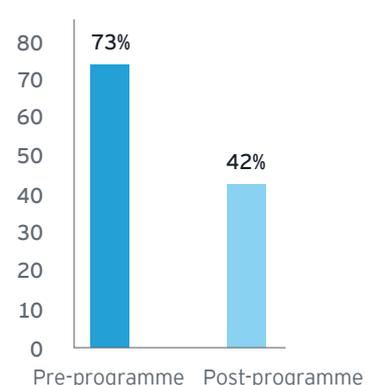
% of participants that could think of several different ways to solve a problem.



% who felt very confident that they will be able to get a job after they finish education.



% who struggled to share their ideas in a group reduced by 31%



## Smart Futures<sup>3</sup>

Medium-term outcomes

**74%** went on to study at university after completing college/sixth form,

**17%** more than in FY2017

## Smart Futures & Our Future<sup>4</sup>

Long-term outcomes

Young people were asked:

To what extent has the programme influenced their career choices?

**90%** said that it had positively influenced their choices

## Accelerate<sup>5</sup> Short-term outcomes

**100%** of participants improved their networks through Accelerate, with

**94%** saying these contacts have been useful for developing their business.



of Accelerate entrepreneurs agreed or strongly agreed that they better understood which skills they needed to develop and/or improve for the benefit of growing their enterprise.

We asked entrepreneurs:

How would you rate the impact that the Accelerate programme has had on you and your enterprise?

**89%** said that it had a positive effect on their enterprise.

## Employability workshops<sup>6</sup> Short-term outcomes



of workshop participants felt that they improved their understanding of why team work is important.



said "yes", they believed that the workshop improved their knowledge of what employers are looking for when they recruit new people.



of participants said they felt more confident networking with people from businesses as a result of the workshop.

<sup>3</sup> EY Foundation: pre/post survey respondents: FY18: 358/104; FY17: 275/265; FY16: 216/192

<sup>4</sup> EY Foundation survey respondents: FY18: 18; FY17: 18

<sup>5</sup> EY Foundation Accelerate post survey respondents: FY17: 18

<sup>6</sup> EY Foundation employability workshop survey respondents: FY18: 181

# The challenge we tackle

# Terri's story

“

When I joined the Smart Futures programme in 2014, I never imagined that five years on I would be the Chair of the EY Foundation's Youth Panel and a trustee of the charity.



Back in 2014 I quickly realised many more young people would benefit from the EY Foundation's support. Five years on, this remains the case. Government data shows that in 2018 (October-December) almost 12%<sup>7</sup> of 16-24 year olds in the UK were not in employment, education or training. In addition, only 25%<sup>8</sup> of young people receiving free school meals will go on to higher education after completing school. Meanwhile, on the other side of the labour market, employers are looking for new young talent that can become the workforce of the future.

The EY Foundation tackles these challenges head on by helping young people facing barriers to employment unlock their potential in the workplace. The delivery of high impact programmes increases the skills of young people and provides paid work experience. Our model also helps employers reach new talent and develop their employees through volunteering opportunities. 2018 was a period of significant growth, a time when we worked with 71% more young people and nearly 50% more volunteers. But this report is much more

than a review of our headline numbers, it shines a light on the lives we have changed through the Smart Futures and Our Future programmes and through employability workshops. It also showcases the social entrepreneurs we have supported through the Accelerate programme.

Our growing scale and impact is made possible through our links to a widening pool of businesses and the dedication of thousands of supporters, including committed volunteers and fundraisers. By working together, we remove barriers to succeeding in the workplace.

Young people like me sit at the head and heart of everything the EY Foundation does. It is our experiences that shape programme design and development, with the Youth Panel influencing the decisions the charity takes.

In many ways my story has run in parallel with the journey taken by the EY Foundation.

My confidence and skills have grown over the years, enabling me to continually challenge myself and step outside of my comfort zone. In turn, the Foundation has also grown, increasing its reach, level of support and – most importantly – its impact on young people across the UK. We also understand the benefits social entrepreneurs can give young people and their local communities.

This impact report is a story told in two halves – in the first we introduce our programmes and celebrate the achievements of the incredible young people and social enterprises we have worked with. The second half explains how we have increased our impact and what we are doing to prepare for continued growth in the future.

## Terri Lau

Chair

EY Foundation Youth Panel



Smart Futures graduation, London, Easter 2018



Smart Futures graduation, Edinburgh, Summer 2018



Smart Futures graduation, Manchester Easter 2018

<sup>7</sup> <https://www.ons.gov.uk/employmentandlabourmarket/peoplenotinwork/unemployment/bulletins/youngpeoplenotineducationemployementortrainingneet/february2019>  
<sup>8</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/757897/WP2018-MainText.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/757897/WP2018-MainText.pdf)

# Celebrating impact

## The young people we have supported



### A different perspective

Charmaine, 18,  
Our Future 2018, Bedfordshire

“

I did my Our Future work experience at the Aldwyck Housing Group, and it was my first proper experience of work. I was in the HR Department, but I got a real insight into a lot of different departments and areas of work they do. I've always preferred working by

myself so being part of a team made me learn how to communicate clearly and confidently. I also learnt how to put together a good CV and the programme gave me an idea of what companies look for.



young people said that they were very confident of working in a team (up from 58% pre-programme)



### Gaining a qualification

Matthew, 17,  
Smart Futures 2018, London

“

I applied to Smart Futures to get the skills I need to join the police force. The programme was hard and challenging – but rewarding. My work experience placement showed me what it's like working in the real world and on my first day I shook hands with at least

ten people! It's made me more mature, confident and able to talk to senior people. Now I have my CMI qualification and my Smart Futures Certificate I am a step closer to fulfilling my dream.

**% of young people who had at least 4 or more encounters with employers or employees (a key Gatsby benchmark)**

41% Pre-programme

70% Post-programme

Rewarding and enjoyable work can transform the future of a young person by igniting hidden passion, increasing self-esteem and uncovering new skills.

For many, a good job can provide a way out of poverty, avoiding multi-generation unemployment. It can also make an impact that extends beyond the individual, changing the futures of siblings, families and wider communities.

We spoke to the young people we worked with to hear more about their progress towards achieving fulfilling employment.

## Increased confidence

Jemma, 17,  
Smart Futures 2018, Edinburgh

“

To say I felt nervous at the start of the programme was definitely an understatement. However, throughout the many induction sessions and insightful presentations, I strangely began to feel at home and I now have new insight into

different professions, such as the media. The experience has given me so much knowledge that I won't forget. I have also gained so much confidence over the short time. I know I will now be a different and better person thanks to this amazing experience.



of participants were “very confident” about knowing what employers are looking for when they recruit new people, an increase of 27% on when they first joined the programme



## New insights

Miraj, 15,  
Employability Workshop 2018, London

“

I've always wanted to be a lawyer. I had no idea how I would go about it or what it would be like to work in a big corporate building. But the workshop explained the kind of skills I'd need to fulfil my ambition. The workshop host guided us and explained the key skills

I'd need, and we heard from volunteers who talked about how they got their jobs. It was also the first time I'd ever come into a corporate building and it made me think that I'd really like to get a job in that world and that maybe I could do it.



of young people increased or partially improved their understanding of what career options and pathways there are when they finish school



# Where are they now?

As we approach our fifth birthday, it provides an important reminder that it takes time for young people to build the skills and confidence needed to find fulfilling work. We do know though, that by supporting young people over the long-term, lives are being transformed.

Since 2014 we have grown each year, working with nearly 3,000 young people and expanding our services to meet the changing needs of young people. A combination of new employability skills, paid work experience, qualifications, long-term mentoring and introductions to employers is changing young lives.

## Our long-term impact<sup>9</sup>



<sup>9</sup> Alumni survey of Smart Futures and Our Future graduates from 2014-2017 (percentages representative of more than one outcome for each participant)

<sup>10</sup> Some are at university and working part time

## Overcoming barriers

Ryan, 22,  
Smart Futures 2014, London



87% of participants said that Smart Futures contributed to helping them decide what they wanted to do next

“

Growing up I always knew that I wanted to have a job where I wore a suit, but I didn't quite know how to get there. In the area I grew up in East London, there wasn't a lot of opportunities afforded for young people, and it was very much an area full of negativity. However, Smart Futures really pushed me to do more to break down those barriers!

I feel like my biggest takeaway from the programme was the confidence and self-belief I gained. Smart Futures was a turning point in my life and since then, fortunately, good things have come my way. Had I not done the programme, I 100% don't think I'd be where I am today.

Ryan has completed a summer internship as an analyst at Barclays and is now a Treasury Analyst. He also runs two of his own enterprises – Buddy Me and AppAce and has been a fundraiser for the Foundation.



## Brighter future

Milly, 20,  
Smart Futures 2016, Reading



60% of young people surveyed said their career pathway would have been different had they not completed the programme

“

I started the Civil Service Fast-track programme last May and am at the Home Office. It's something I would never have dreamt of. I went to one of the worst schools in my area. And although my parents were hardworking, I didn't have much careers guidance or support. But after three weeks

on the Smart Futures programme I had the courage to believe an apprenticeship could be for me; it gave me the confidence to apply for a job. I am so pleased with the route I have taken and excited about my future in the Civil Service. I even help my Mum with her CV now too!

Milly has now joined the Civil Service Fast Track apprenticeship programme.



# Supporting social entrepreneurs

The Accelerate programme helps social entrepreneurs increase their impact by growing sustainably, creating more jobs for young people and making a positive difference in their community. Our specialist programme is delivered over a twelve month period, providing free access to tailored workshops, business coaching and networking events.

The last financial year was one of change. The programme now focuses on more established social enterprises which have an ambition to grow at a local, regional or national level. Supporting these businesses will help create more employment opportunities in the future.



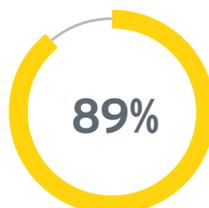
## Expert guidance

**Josh Babarinde**  
Chief Executive, Cracked It  
Accelerate, London 2017

Award-winning phone repair service staffed by young offenders.

“

Receiving support from the EY Foundation’s Accelerate programme marked a major milestone in Cracked It’s development. On top of a swathe of hack sessions with volunteers, webinars on critical issues and high-powered networking events, the highlight was receiving business support from my coach Ruth. Ruth provided a unique space for me to explore key challenges safely, honestly and constructively, and gave the accountability I needed to deliver the actions I’d committed to doing. Joining the programme was a no-brainer for Cracked It, and it’s been fantastic to continue engaging with the EY Foundation post-graduating, too.



of Accelerate participants would recommend the programme to other social enterprises and entrepreneurs



## Adding value

**Chrissie Mackay**

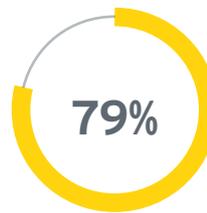
Managing Director, **Beyonder Ltd**

Accelerate, Glasgow 2018

Bespoke manufacture of high quality, textile-based items.

“

“I am thankful for the support, knowledge and opportunity given through the Accelerate experience. I have been afforded the most skilled and knowledgeable coach, who has a clear understanding of my industry and is supportive of the changes I am striving to make. The opportunity to connect with other social enterprise businesses is crucial as we share challenges and solutions, as well as strengthening our network of businesses for good. This has resulted in huge value for me in terms of my own learning and where I can be of even more support to my team and deliver my business vision.



79% of social entrepreneurs increased their turnover while on Accelerate



## Increased turnover

**Camilla Marcus-Dew**

Co-Founder **The Soap Co,**

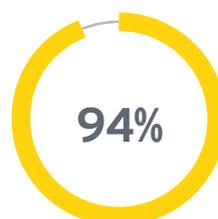
Accelerate, London 2017

Produce luxury toiletries, soap and cleaning products.

“

We joined the Accelerate programme to get business support, advice and networking opportunities with experienced professionals. The programme has shown us how we can grow, highlighted our strengths and weaknesses and connected us with industry leaders.

During the programme we increased turnover, enabling us to take on eight more people – half of whom are young people, and 80% of our staff have disabilities or long-term health conditions. Accelerate was a very positive experience and one I'd recommend to any ambitious young social enterprise looking to scale up.



94% of participants felt that as a result of Accelerate, they better understood their own personal strengths and weaknesses and how best to apply or develop them in order to benefit their organisation.

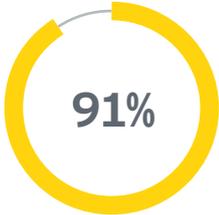
# Working with more employers

Our model benefits young people and employers – both sides of the labour market.

In addition to preparing young people to thrive in the work place, we open the eyes of employers to untapped young talent. Working in partnership, we help to build more diverse workforces and increase the skills of existing employees. We have a track record of forming sustainable relationships with organisations in different sectors across the UK economy. Employers we worked with include:



Our work with employers has grown



from 133 to 254 businesses engaged<sup>11</sup>



of employers agreed that participating in an EY Foundation programme increased their awareness of talented young people in the UK

<sup>11</sup> 133 in FY 2017 to 254 in FY 2018

# Supporting local communities

Aldwyck House, Smart Futures, Summer 2018



## Aldwyck Housing Group and EY Foundation

We started our second year working with Aldwyck Housing Group, supporting young people in the Luton and Bedfordshire area. Our partnership helps to: develop local young people; increase skills of employees; and support the purpose-led focus of the organisation.

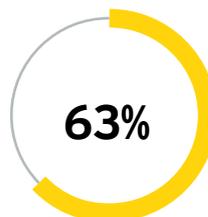


“

As an affordable housing provider, one of our core purposes is to engage with our local communities and what better way than with our young people. They are our future customers, employees and colleagues so it's really important to get that early engagement and build those relationships. Our Future has given us an opportunity to do that and to tailor opportunities to the needs and interests of the young people on the programme.

**Vanessa Dockerill**

Executive Director of Development  
**Aldwyck Housing Group**



After the programme 63% of young people felt they understood what employers are looking for when they recruit new people, up from 28% pre-programme

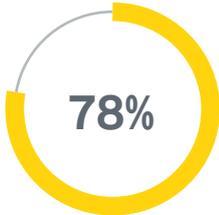
We currently work in sectors keen to showcase their opportunities and reach new young talent, such as Central Government, construction and financial services.

## Government growth

Our work with Central Government is expanding, providing more experiences and opportunities for young people with one of the UK's largest employers.



of participants would now apply to work in the Civil Service compared to 5% before the Home Office and EY Foundation employability programme



of Home Office volunteers improved their coaching skills



Ministry of Justice

### MOJ Smart Futures programme, Bradford, June 2018

“

We must ensure we have the diverse skills and ways of thinking to tackle 21st century problems. Working with Smart Futures, we targeted young people living in areas of high unemployment. We identified new talent, giving young people the opportunity to build skills and experience working in a major public-sector organisation.

Drew Morris

Head of Social Mobility  
Ministry of Justice

We collaborated with the MOJ to support young people from Bradford through the Smart Futures programme. Supported by MOJ volunteers, the programme included intensive employability skills training, paid work experience and mentoring support for a year.



of volunteers from MOJ would volunteer again for the EY Foundation



Watch: Ministry of Justice Smart Futures programme



Ministry of Justice, Smart Futures graduation, Summer 2018

Government Commercial Function, Smart Futures graduation, Easter 2018

“

We were very impressed with the students. They were very keen to learn whilst offering unique perspectives on work situations. The success of working with the students was the reason why we decided to move forward with the EY Foundation on an extended basis. This is critically important for both employers and young people. Employers get to understand first-hand what the next generation of talent is thinking and interested in whilst young people get to experience a real-life environment with the demands it incurs.

Mark Roberts

Commercial Continuous Improvement Director  
**Government Commercial Function**



Government  
Commercial  
Function



## Moving into a new sector

Our work has extended to the financial services sector, with our first multinational bank partner, First Bank of Nigeria (FBN) UK Limited.

First Bank Nigeria, Smart Futures graduation Easter 2018

“

The programme was the most wonderful week with four super young people working in our bank. They really stepped out of their comfort zone, bringing new ideas and a positive attitude and enthusiasm. Through the Smart Futures programme we learnt the importance of how a fresh pair of eyes, particularly young ones, can lead to unexpected solutions. We found the whole experience very rewarding.

Carl Norrdell

Director of Strategy and Business Transformation  
**FBN UK Limited**



# The power of volunteers

The dedicated support of volunteers is central to our work. We are grateful to them for sharing their expertise, passion and commitment so generously to support young people.

**Volunteers help us in a number of ways:**

## 1. Programme delivery

Providing quality work experience, mentoring and delivering workshops

## 2. Fundraising

From taking part in international treks to raising money closer to home

## 3. Secondments

Supporting the delivery of longer-term projects

Volunteers are driven by their desire to make a difference, but they also develop and enhance a wide range of skills through delivery of training; hosting young people on work experience; and coaching social entrepreneurs.



Steve Parker and mentee, EY Manchester

“

My job gives me the opportunity to work with lots of different EY clients and help deliver change to local public services, but I'm really proud of my work with Smart Futures. It's about building a better working world, which may be a bit corny at times, but it really is. You're actually making a difference to a young person's life; however small. They are getting opportunities they wouldn't get before and being part of that is great. It's really humbling. I think it reminds me how lucky I am in the job I've got, the life I've got. It helps remind me what's important and puts things into perspective. It also gives me a great opportunity to develop different skills and approaches to dealing and engaging with people. I've taken lots from it really.

Steve Parker

Volunteer, Smart Futures  
Manchester



Smart Futures graduation, Manchester, Summer 2018



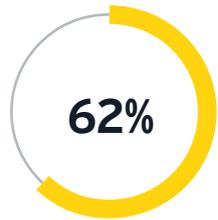
of volunteers said that engaging with the Foundation made them more receptive to employing & working with young people



of volunteers improved their understanding of challenges young people face getting into employment



of volunteers increased their understanding of how to support and train young people in their workplace



of volunteers improved their understanding of the benefits of offering range of pathways to work

“

The overall mission for the EY Foundation is personal to me because I understand that securing a graduate role after University can be a challenging task in today's competitive environment. So, if you get the opportunity to help others in a similar situation, I would encourage everyone to get involved and make a conscious effort to share your own experience and give back.

The process of volunteering is a very rewarding experience. You're making a real difference and getting to pick up skills that help you from a personal perspective. Also, it's seeing the mission of the EY Foundation really come to life, which is fulfilling. I think it's important to understand both the charity's work and mission, and if you feel that the programme you're working on has been successful, then you are making an impact!

**Saran Bhatia**

Volunteer, Accelerate  
**London**

“

I was looking to get a different experience and something that was outside of my day to day work. A friend told me I should consider the EY Foundation. I initially thought the only opportunities to get involved were volunteering for an afternoon with programmes or to go on a fundraising trek - I had no idea that there were secondment opportunities. By working on the Accelerate programme I was able to improve my communication skills and this is definitely something that I would take back to my day job

**Maria Lantero**

Accelerate, Seconded  
**London**

# Insight and influence

Developing powerful new insights will increase the impact of our programmes and extend our influence at a national level.

## Support for young women

Feedback that shaped our delivery activity is the gap in support for young women under 18 years old to help them understand the work opportunities available and how to access them.

In response we launched a Young Women's Network in London, Manchester and Glasgow. Using a face-to-face format, its purpose is to influence, inform and empower young women. These events provide a chance to meet inspirational female role models and continue personal and professional development.

“

The Young Women's Network opened my eyes to the various paths I can take into the future, but equally how it is perfectly fine if my journey is not so linear...it can be my own journey, where an employer can see exactly who I am and what I am about.

Ciara

Workshop participant,  
**Manchester**

In 2018:

**369** young women attended

**10** events nationwide

**22** inspirational speakers

Having successfully launched this format, we are going to create a Young Men's Network.

Smart Futures Manchester 2018, Easter



Smart Futures graduation, Manchester, Summer 2017

## National impact

New insight will help us influence policy at a national level. This is delivered through our collaborative School to Work campaign. Its purpose is to ensure every child in the UK, regardless of background, leaves school with the essential skills needed to thrive in the world of work.

We will share learnings from our programmes and from activity delivered in collaboration. Working in partnership with others, early progress has been made, with a skills builder framework now being used across a large number of schools. We are also about to start a two-year primary age pilot in the North East of England.

## Primary age support

A primary education pilot in collaboration with the North East Local Enterprise Partnership will launch in 2019. This will test how existing career benchmarks for secondary schools can be adapted for children in 70 primary schools across the North East of England. The insights this project generates will then be shared nationally.

“

We recognise the importance of introducing careers education at an early age as it helps students make the transition to secondary education and helps tackle wider issues such as gender stereotypes in the workplace. Extending careers guidance to primary schools is a key part of our skills strategy for North East Ambition.

Michelle Rainbow

Skills Director,  
**North East Local Enterprise Partnership**

# How are we doing?

## An independent assessment

As we grow, it is important to reflect on what we have achieved and consider how we can improve in the future. We commissioned CFE Research, a social research company, to undertake an independent evaluation of EY Foundation's impact so far.

The methods used to undertake the primary research included a range of methods, including semi-structured interviews and an online survey. The key findings also draw on our own surveys conducted prior to working with CFE. We will respond to the recommendations to further improve our impact measures.

Smart Futures Graduation, London Easter 2018





The programmes are rated highly by those who take part and young people, volunteers and employers all benefit from their involvement:

- ▶ Young people develop the skills and confidence they need to achieve their learning and career aspirations and the experience helps to inform their decision-making.
- ▶ Employers are inspired by the ideas young people bring to their organisations and by the opportunity to develop their talent pipeline.
- ▶ Social entrepreneurs better understand how to grow their enterprise, and there is evidence that this has created employment opportunities.
- ▶ Volunteers have the opportunity to 'give something back' and develop professionally.

Programme delivery has evolved over the last five years to ensure young people receive an impactful experience. Comprehensive pre-delivery training and ongoing support for volunteers and employers are central to the success of the approach. This sits alongside steps to ensure young people have opportunities to engage in practical and interactive activities through a mix of classroom and work-based experiences; to learn from the career journeys of those in the workplace; and to feel part of a team and make a meaningful contribution to the employer organisation they are placed with. Mentoring provides valuable additional support for young people and, in the most effective examples, helps to support their transition from school through further and higher education into employment.

### **Outcomes and impact**

EY Foundation collects monitoring and evaluation data from all stakeholders involved in its programmes, and data collection processes have notably improved over the last three years. Analysis of this data, along with insights from primary qualitative research, suggests that the work of EY Foundation is having a positive impact and progress is being made towards the achievement of the programmes' goals. However, more can be done to enhance the robustness of the evidence to demonstrate the impacts of the programmes on potential participants, employers, volunteers and funders.

Our assessment identified areas where current data collection and analysis could be improved. A summary of proposed enhancements include:

- ▶ Develop a clearer understanding of the barriers and challenges facing the participants who are assisted through EY Foundation's programmes.
- ▶ Enhance and review the frequency of the data that is collected on participants, volunteers and employers.
- ▶ Define 'impact waypoints' to assist in measuring and evidencing short-term outcomes as well as impacts in the medium to longer term.
- ▶ Identify a control or comparison group to enable causal links to be established and impact attributed to programmes. This would expand benchmarking data and add to the robustness of the impact measurements.

A handwritten signature in black ink, appearing to read 'L. Bowes', is positioned above the printed name.

Lindsey Bowes  
**CFE, Research Director**

# The need to

In the UK, a record 2.9 million young people come from families living in poverty, an increase of 40% in just nine years<sup>12</sup>. Clearly, our purpose, to help young people overcome barriers to employment and secure a fulfilling job, is an urgent and growing challenge.

It is also a challenge that is complex and constantly changing. Many young people face a diverse range of barriers and they must navigate a labour market that continually makes new demands in terms of the skills and experience required.

To achieve a meaningful impact, our programmes must continually adapt and evolve. One way we will do this is to broaden the range of young people we support, working with those who face greater barriers to securing employment, for example young people who are care experienced. In addition, with employers using increasingly rigorous recruitment strategies, we will extend our programme delivery to support young people over 18 years old get into work and through their first year of employment.

## Growing ambition

Following a strong performance in the year to June 2018 for programme delivery, we expect to report a further significant increase in impact for the year to June 2019. Looking more widely, we will develop new insight to help influence national policy, helping to ensure every young person gets the support, skills and information they need to have the best possible start to their working lives.

To scale up, we will work with others by partnering, collaborating and collective working. This will also help us respond to the diverse range of support young people

require; an ambition reinforced through an increasingly place-based approach, ensuring we adapt to the specific needs of each location.

By 2022 we will support 11 000 young people and 200 social entrepreneurs, working with over 1000 employers and 7000 volunteers each year. We will not just measure success through numbers, but by how much we transform the working futures of young people.

Maryanne Matthews  
Chief Executive



Patrick Dunne  
Chair



<sup>12</sup> Source: Briefing: Children in poverty in working households, National Housing Federation, 28 March 2019

# evolve



Smart Futures graduation, Manchester, Easter 2018



Smart Futures graduation, London, Easter 2018

# Looking to the future

## New three-year strategic delivery plan

Our ambition is to significantly deepen our impact and extend our reach over the next three years.

### Our aims:

- ▶ Increase the impact of our programmes on young people facing barriers to securing fulfilling employment
- ▶ Help achieve nationwide change so all young people can successfully transition into work they want to do

In 2022, our target is to work with:

## 200

Social enterprises  
up by +270% <sup>13</sup>

## 11,000

Young people  
up by +630% <sup>13</sup>

## 7,000

Volunteers  
up by +113% <sup>13</sup>

## 1,200

Employers  
up by +373% <sup>13</sup>



Smart Futures Graduation, Summer 2018

### Focus

- ▶ Work with more young people, social entrepreneurs, employers and volunteers.
- ▶ Work with young people who are further from the labour market and meet their more complex needs.
- ▶ Increase the impact of our co-design delivery model by ensuring young people with relevant lived experience are involved at every stage of the process.

<sup>13</sup> Percentage increase from FY 2018 to FY 2022

New priorities will guide how we grow:

**1 Diversity & Inclusiveness**  
Continue to build diversity and inclusiveness across every aspect of our work

---

**2 Focus**  
Relentless focus on the needs of the participants in all of our programmes

---

**3 Collaboration**  
Collaboration embedded throughout our work

---

**4 Innovation**  
Increased impact and growth driven by innovation

---

**5 Impact**  
Demonstrate impact through an evidence-based approach

---

**6 Sustainability**  
Strengthen conditions for long-term sustainability of our work

---

## Tracking impact

In addition to growing the numbers of people we work with, we will continue to improve how we measure impact to demonstrate progress towards the long-term targets in our theory of change. To do this, we will respond to the CFE recommendations by developing new ways to further increase the robustness of our impact measurements.

## Long-term commitment

The next three years present a huge opportunity to transform the lives of thousands of young people, at a scale that was unimaginable when we started almost five years ago.

This plan though isn't just about hitting ambitious targets. As we prepare for the next three years we are looking further ahead to ensure we are prepared to achieve accelerated for the five years after that.

It is only by challenging ourselves to do more that we can transform the lives of young people by creating better working futures.

Smart Futures graduation, London, Easter 2018

# Strong foundations

## Income and governance

### Sustainable growth

As an independent charity, we have multiple revenue streams, with core funding coming from a five-year agreement with EY. They also provide in kind support, enabling us to run our programmes in EY offices across the UK.

Our capacity to grow is boosted by giving employers the opportunity to leverage the benefits of the model we have created. Independent income grew by 26%<sup>14</sup> in this financial year thanks to a doubling of the number of employers we worked with, traditional fundraising and other sources of revenue.

### Sources of income<sup>15</sup>



Mount Toubkal Trek, 2018

<sup>14</sup> £652,285 in FY2018 and 26% increase from £517,057 in FY2017

<sup>15</sup> EY Donation £2,318,255, Independently generated income £652,285

## Fundraising

Our supporters get involved in a wide range of activities, from trekking up Kilimanjaro to trawling through mud to raise money for young people.

“

This was such an amazing adventure – not only did we trek with some of our young people, but I met a group of amazing people that I am still in touch with – I would encourage anyone to do this. What do I hope young people can take from it? I think it's mostly confidence and exposure to things they might not have had the opportunity to be exposed to before.

Ewa Turowska

Mount Toubkal trek,  
June 2018

“

“I work closely with all our fundraisers. It's always amazing to see their commitment to raising funds – and the innovative ways they find to raise the money. I've also been alongside them on some of the challenges, representing the EY Foundation as Trek Leader. It is inspiring knowing that each of the thousands of steps we take helps young people take their first steps towards a fulfilling career.

Catherine Sykes

Fundraising Lead,  
EY Foundation



**EY Foundation**  
...giving young people  
a great start to  
their working lives

Sahara Trek 2018

# 28 million steps

taken by **98 trekkers**

up mountains, through salt plains and deserts to raise money for the Foundation.

Every 100 steps raised **£1**

Total raised **£274,849**

## Charity effectiveness

We focus on making a difference by maximising our return on investment. Closely monitoring the cost of each programme has ensured we reduced the cost per participant, whilst increasing the number of people we supported.

### Young people programmes

Cost per participant  
(FY2017 vs FY2018)

**3%**  
Reduction

Participant volumes  
(FY2017 vs FY2018)

**20%**  
Increase



## Our governance model

An independent Board guides our strategy. Their combination of experience, knowledge and commitment to our mission, has been vital in shaping who we are today and how we will evolve in the future. Our two Youth Panels ensure the views of our young people sit at the head and heart of everything we do.

In 2018 we appointed our first Patrons to act as ambassadors, using their expertise and networks to increase our influence and impact.

### Trustees

Patrick Dunne (Chair),  
Lyn Cole, David Gittleston,  
Nigel Halkes,  
Brenda Trenowden CBE,  
Peter Wallace, Terri Lau,  
Debbie O'Hanlon,  
Dan Richards,  
Rebecca Robins

### EY Foundation Youth Panel

Terri Lau (Chair),  
Aadila Liman, David Adeniken,  
David Gonzalez,  
Laura Matthews,  
Linda Epstein, Taylor Reid,  
Tyrone Tee

### National Youth Panel

Afzal Hussein (Chair),  
Haleema Abdullahi,  
Alex Otubanjo,  
David Asare, Ciara Brodi,  
Duncan McCombe,  
Nick Hennigan, Michael Cotter,  
Ayo Awe, Iqra Amin

### Patrons

Steve Varley,  
Dame Mary Marsh,  
Nathaniel Peat,  
Liz Bingham,  
Chris Achiampong

## A great place to work

The EY Foundation team continues to grow. Our working environment generates a powerful sense of purpose and provides a range of opportunities to develop new skills and experience.

“

I've had an interest in maths since school, but I didn't get the GCSE results I needed to continue studying. I came across City Gateway who offered an accounting apprenticeship scheme, which was perfect for me. After completing the programme, I saw the EY Foundation were recruiting for a finance apprentice and I didn't hesitate to apply. Since then I've progressed from an apprentice, to a full time Operations Co-Ordinator, and now Senior Finance Co-Ordinator. Getting to this point was the most unexpected moment, as I didn't think things would progress so quickly for me. Since joining the Foundation I've had great encouragement from my team. Their confidence and belief in my ability, combined with my proactive approach towards progression has got me to the point I'm at now.

**Farjana Begum**

Finance Senior Coordinator,  
**EY Foundation**



# Thank you!

Everything included in this report has only been possible because of the volunteers, fundraisers, employer partners and other supporters who have worked with us.

From those of you who have supported us for the first time, to those who have been with us from the very start, we want to say a huge thank you!

## Want to get involved?

Here are just some of the ways you can work with us:

### Volunteer

Become a mentor or facilitator on one of our programmes. You'll make a huge difference to the lives of young people and gain the opportunity for personal growth and development.

### Fundraise

Take on one of our 'once in a life time' international challenges or choose from a range of other fundraising options.

### Partner with us

Unlock the benefits of a diverse and inclusive workforce, support local communities and provide.

### Donate

Invest in us and help us grow.

## To find out more about EY Foundation:

T: 020 7951 3133

E: [enquiries@eyfoundation.ey.com](mailto:enquiries@eyfoundation.ey.com)

[eyfoundation.co.uk](http://eyfoundation.co.uk)



LinkedIn





Smart Futures graduation Manchester 2018

## The EY Foundation

### About EY Foundation

The EY Foundation is a UK registered charity that works directly with young people, employers and social entrepreneurs to create or support pathways to education, employment or enterprise. EY Foundation operates and is incorporated independently of EY and is governed by a separate trustee board.

The EY Foundation is a charitable company registered in England and Wales and Scotland with registered charity number 1157154 and SC045076. It is also a member firm of Ernst & Young Global Limited.

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EY-000089044.indd (UK) 04/19.  
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[eyfoundation.co.uk](http://eyfoundation.co.uk)

