



THE BROKERAGE
Impact report
2020-2021



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TOGETHER
WE ARE
CHANGEMAKERS.

Introduction

Katerina Rudiger
Chief Executive



The pandemic has been testing for us all but the pressure on young people who have had their learning interrupted, exams cancelled and career opportunities reduced, has been stark.

At The Brokerage, as lockdowns put a halt to our former way of operating, we were quick to innovate and co-create an offer that was effective for both our young people and our corporate partners. This meant, that despite the pivot from face to face to online programmes, we could continue to provide valuable opportunities for young people from working class backgrounds to access opportunities in the professional world of work. This is important, not just for the young people themselves (Brokerage candidates), but also our corporate partners who have continued be able to promote themselves and their professions to our talented pool of candidates.

And, although these were not the circumstances anyone would wish for, the pandemic has actually created some positive benefits for the organisation – both accelerating our strategic refocusing and leading to enormous innovation in how we deliver our programmes. This strategic refocus has included three important elements; the way we engage with our beneficiaries, our corporate partnership model and our changemaker work, which we explore in more detail in this report.

In terms of our beneficiaries, over 2,300 young people engaged with The Brokerage in the last year, which included attendance at dozens of online events, 150 mentor pairings with professional volunteers and 87 young people placed in internships, apprenticeships or graduate and entry level roles. In addition, there has been greater engagement with older young people who are nearer to



making a transition from education into the world of work. This year all the young people we work with have been over the age of 16 with much more focus on opportunities and support for undergraduate level candidates (who have been able to continue to access our programmes, even if they are studying at universities outside of London, which in the past would have been a barrier).

Furthermore, we also realised that some of our opportunities are just as successful when delivered digitally – as evidenced by our ‘STACK’ framework scores (which is how we measure our candidates progress across a number of work-related skills, including self-awareness, teamwork, attitude, communication and knowledge) which indicate that a significant majority of our candidates have increased their skills. In addition, we also ran a number of hybrid internships over the past year and have shown that they can still work, even in a post Covid world. In response to this success and also to reflect the way many of our corporates have told us they will be working post pandemic, going forward we will now be providing a mixture of online and face to face opportunities and have permanently switched to a hybrid delivery model. This will also allow us to explore extending our offer outside of London and the South East.

The other big change for us over the last year is how we work with our corporate partners. At 25 years old, The Brokerage is at a crucial point in our existence as a charity. We have had great success over the last quarter of a century delivering high quality services to young people and in doing so have learnt huge amounts about the fits and mismatches between the potential, aspirations and ambitions of young people and the needs of key segments of the professional labour market. We have realised that we have the potential to create a ‘virtuous circle’ from the insights we gather from working with young people and the intentions of corporates to become

more socially responsible, more diverse, better enablers of social mobility and more attractive to young talent. As a result, we have switched to providing a more holistic partnership offer, that provides our partners with access to an array of our services so that they can create the lasting changes we know they wish to see. We were delighted that 12 partners formally joined on one of our new partnership levels over the last year and look forward to continuing to extend the opportunity to more partners in the months ahead.

The pandemic has actually created some positive benefits for the organisation – both accelerating our strategic refocusing and leading to enormous innovation in how we deliver our programmes

There is already evidence working class young people and those from minoritized ethnic groups have been particularly impacted by the pandemic and as we look to recovery we are keen to ensure that the young people we work with are not permanently cut off from opportunities

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With a view to meeting our wider mission as a social mobility charity to change the corporate norm and create an environment where every person can bring their whole self to work we also launched our ‘Changemaker’ strand of work. This incorporates new services we have been developing and have piloted with our corporate partners that address organisational policies and practices as well as our work providing insight and

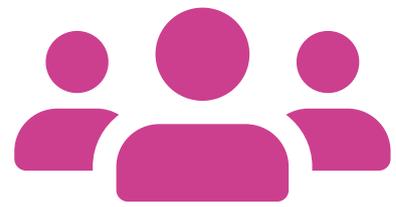
campaigning for wider change. Key highlights include our response to Black Lives Matter and the launch of our Opening Doors 2021 manifesto for a fair and inclusive recovery, both of which drew on insights gathered directly from our young people and corporate partners. There is already evidence that working class young people and those from minoritised ethnic groups have been particularly impacted by the pandemic and as we look to recovery we are keen to ensure that the young people we work with are not permanently cut off from opportunities which is why we have developed six key asks for employers that will continue to form the basis for our offer going forward.

Another important part of our work this year has been ensuring that our young people’s voices are at the centre of what we do. Insights gathered directly from our young people have helped shaped our work for a number of years but we took a conscious decision to formalise this. We established our Generation 2020 Ambassador programme pilot which saw 16 of our most talented and engaged candidates come together to input into our service design, leverage youth voice, engage with corporate partners and promote our work. The pilot was such a success that we have extended it, launching our 25 Young Leaders Programme at the start of the 2021-22 academic year which includes enhanced leadership training and further opportunities to engage and provide direct insight to our corporate partners.

As you can see, despite the challenges the pandemic has brought, it’s been an incredibly successful year for The Brokerage and we are proud of our success. We have managed to support thousands of young people at the same time as transforming our offer and developing new outputs and services that set us in good stead for the future. All that remains to say is thank you to everyone who has contributed to our success during this period; our candidates who have shown resilience and determination in the face of unprecedented disruption, our corporate partners and funders, without whom our work wouldn’t be possible, our Ambassadors and all the corporate volunteers, freelancers and staff who allow us to deliver our quality services.

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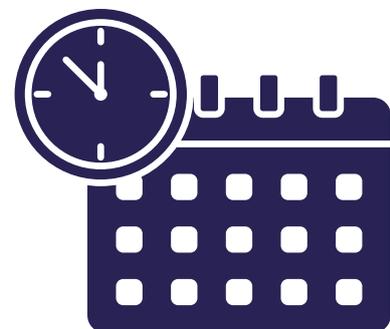
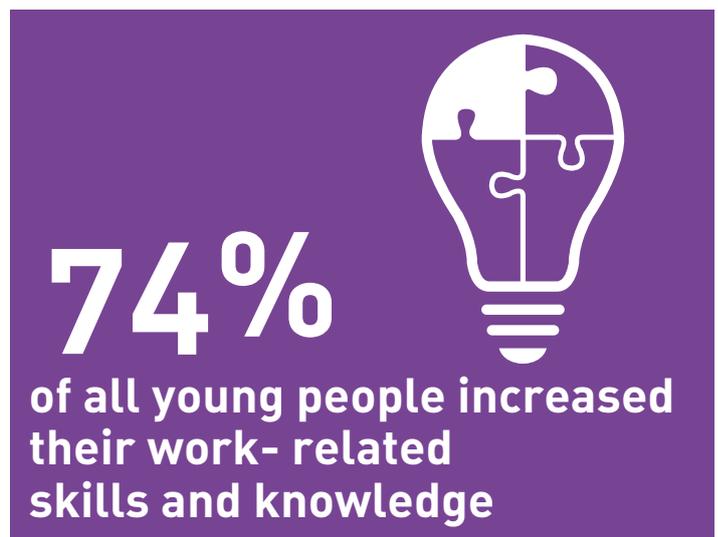
The year in numbers



150 mentoring pairings completed a 7 week mentoring programme



87 placements secured



643 volunteers gave 1601 hours

Our role in the recovery

The Brokerage exists to increase social mobility by ensuring young people from lower socio-economic backgrounds can begin and sustain professional careers. This matters because the UK is not very socially mobile. In the UK you are 60% more likely to get a professional job if you are from a privileged background than if you come from a lower socio-economic background [1]. And this is reflected in a number of high level professions, including law, management consultancy and financial management where prior to the pandemic fewer than 20% of people employed in these roles were from working class origins [2].

In addition, we know that socio-economic background does not exist in isolation and other factors affect people's lives. Factors such as ethnicity and gender each also impact a person's employment prospects and pay. For example, women from working class backgrounds earn on average £7,500 less than women from more privileged backgrounds, and £11,500 less than men from more privileged backgrounds [3]. And the most recent ethnicity pay-gap data highlights a huge divide in London, where the gap in pay between White British people and those from other ethnicities is 23.8% [4].



The concern is that the pandemic and its consequences will further exaggerate existing divides within our society. We are now 18 months into the Covid-19 crisis and while vaccines provide hope for a return to normal life, it is clear that some of the economic and social impacts are likely to be felt for years to come. Young people have already been one of the worst-affected groups in the labour market as a result of the crisis and history tells us that they are often one of the last groups to benefit from economic recovery. Furthermore, many young people have missed months of in person learning and had their GCSE and A-Level exams cancelled, exacerbating feelings of uncertainty about the future during a crucial time of their lives.

The cancellation of exams and reliance on teacher-assessed grades disproportionately advantaged students attending private schools and a survey of graduate recruiters found that more than half of them had become more reliant on personal networks and word-of-mouth recommendations during the pandemic.

Rather than sit back and wait for these deeper divides to become entrenched we want to ensure that our young people's voices are heard. When we surveyed our candidates in Spring 2021, nine out of ten of them told us that they are worried about the impact of Covid-19 on their future career and many of them reported having to alter (or expecting to alter) their career or education plans. Their key concerns included worries about their qualifications and a lack of work experience and job opportunities.

Nine out of ten young people told us that they are worried about the impact of Covid-19 on their future career prospects

In response, we are continuing to work with employers to provide these opportunities, as well as looking to corporate policies and cultures that may be a hindrance to our young people's ability to reach their potential in their organisations.

As we collectively look to re-build as we emerge from the pandemic, our priority is that less-advantaged young people are not left behind. Professional roles should not just be accessible to people from privileged backgrounds and already less-advantaged young people should not be cut off from high level careers as a result of the crisis. Instead, we think that everyone should be able to determine their own career path, in line with their ability and aspiration and this can only be achieved via access to meaningful work experience and real jobs – which we continue to broker for.



Our candidates

The young people who worked with us over the last year have been talented and ambitious state educated students who meet our socio-economic criteria, more than 90% of whom are also from minoritized ethnic groups – giving our corporate partners access to individuals who they may otherwise miss out on.



100% State school educated

56% in receipt of free school meals



93% from Black, Asian or minority ethnic backgrounds



88% first generation to attend University

A snapshot of five of the 2,000 young people we worked with over 2020-21:

Adedoyin



Adedoyin is currently an Engineering Undergraduate in her first year at University. She attended Sixth Form College in north London where she achieved 2 A*s and 2 As at A level. She's an active member of her University's African-Caribbean Society and enjoys competing in athletics. She joined The Brokerage in spring 2020 and is potentially interested in a future career in finance, banking or technology.

Zi Rong is studying Politics at a leading University in the west of England, having grown up in London. He joined The Brokerage in 2019 while studying for his A-levels and was one of our founding Generation 2020 Ambassadors and is one of the hosts of The Brokerage's A-Z Talks podcast. He's currently exploring his future career options and has undertaken a variety of work experience placements.

Zi Rong



Michaela



Michaela is currently in her second year at University where she is studying law and is the Society Liaison Officer for the University's Widening Participation Association. She joined The Brokerage in 2018 and has participated in a wide range of activity, including our mentoring programme. She was named by Powerlist Magazine as a Top 150 Future Leader 2021/22 and aspires to become a solicitor when she completes her studies.

Sultan

Sultan is currently in his first year studying for a Degree in Business and Management at University and is a Brokerage Young Leader. He has previously undertaken work experience with Allen & Overy and is exploring opportunities in finance, banking and accountancy.



Warin



Warin is currently in her second year of studying A Levels in Maths, Economics, History and Politics at a London Sixth Form where she is predicted A*'s and A's. She joined The Brokerage in 2020 and became one of our 25 Young Leaders in Summer 2021. She is currently interested in a potential future career in finance, law or marketing and PR.

Our partners and funders

Our life changing work is only possible due to our partnerships with incredible companies who are committed to making a difference. We do not just rely on our partners to fund our work but they are also integral in terms of providing opportunities and volunteers to work with our young people.

However, we know from our 25-year history that while standalone activities or programmes have their place, in isolation they cannot deliver the type of change we know is required to embed long-term lasting changes. This is why we took the strategic decision to move from arrangements based around individual programmes to a more comprehensive partnership model that will have lasting benefits for both our corporate partners and the young people we support.

All partners who have joined us at one of our partnership levels are committed to becoming more inclusive workplaces and have access to an array of our services and insights that help them to do this. While we recognise that not every organisation is at the same stage in terms of its journey towards diversity and inclusion, we believe that a holistic offer is important and work with our partners to develop a programme of activity that will meet their needs while providing an exciting array of opportunities for our talented young people. Over the last year this has also included our 'Changemaker' services (more details provided further below), which help our corporates to deliver the organisational wide changes that we know will have a long terms impact on organisational culture and will help to increase inclusivity.

Thank you to all of our corporate partners who worked with us over 2020-21.





Case study: Brewin Dolphin partnership

Wealth manager Brewin Dolphin signed up as a partner with us in September 2020. During their first year as a partner they took advantage of our suite of services to deliver a wide range of activities with us as a fundamental part of their wider diversity and inclusion strategy. This includes:

- 6-week mentoring programme, matching Brewin Dolphin volunteers with talented young people
- 3 x summer paid summer internship placements, where successful candidates learnt about funds, equities and investment strategy, and each got the opportunity to complete a research project.
- Working with a group of our young leaders who delivered an insightful session on the organisation's recruitment processes and marketing collateral
- Experiential workshop
- Participation in our Corporate Leaders Forums

Explaining the partnership, Caroline Lake, head of diversity, inclusion & wellbeing at Brewin Dolphin, said:



At Brewin Dolphin we are striving to create a workplace that is welcoming and inclusive for everyone. We've worked closely with The Brokerage over the last year and we have seen how the young people they work with are talented and have the potential to add real value to any business.

I'm delighted that we have begun our first mentoring programme and both this and our summer internship placement hosting were a great success. The young people who inputted into our recruitment and marketing session were also incredibly professional and prepared.

The Brokerage's partnership model has enabled us to learn from their young people about their aspirations, challenges and what we can do to become a more accessible employer to young people from all backgrounds. This continues to provide invaluable insights. As we work towards recovery from the pandemic, it is vital that businesses take steps to ensure that less advantaged young people are not left behind.



In addition to those organisations who have signed up to our new partnership model, we also have a number of long-term supporters and donators who have provided core funding and/or donated towards specific elements of our work over the last twelve months.



If you are interested in finding out more about our partnership offer or supporting us as a funder please contact:

Susheel Sharma
Senior Partnerships Manager
Susheel.Sharma@thebrokerage.org.uk

Outreach

Our outreach activity is the first strand to our 'Pathway to the City' programme where we introduce young people to our partner companies for the first time. By attending outreach events young people from less-advantaged backgrounds are introduced to a wide range of professional careers; equipping them with knowledge of how to access them and building their confidence and belief that these opportunities are 'for young people like them'. Corporate volunteers from our partner companies support the delivery of these events, providing insights, tips, sharing their personal journeys and answering young people's questions.

Important elements of our Outreach programme include:

- Working in the City workshops, which are part of the Gateway to City Careers programme supported by the Worshipful Company of International Bankers and UBS.
- Maths in the City workshops, which are part of the Maths Gateway programme funded by Nomura.

In 2020-21 we delivered 52 outreach events online. These were attended by 860 young people, including groups from 18 schools, colleges and universities. 167 volunteers from 14 companies worked with the young people to provide valuable insights into their careers.

Young people taking part gave the following feedback:

On average they rated the events 4.5 out of 5 for enjoyment and 4.4 out of 5 for developing their knowledge of the working world.

In 2020-21 we delivered 52 outreach events online. These were attended by 860 young people and supported by 167 volunteers.



Candidate quotes:

"I gained an insight in the insurance sector and saw what type of jobs are available. I've been curious for a while about it so I'm glad I got to attend this session and got to learn more about it"

Student attending 'An introduction to starting a career in Insurance with McGill and Partners'

"I enjoyed hearing the different insights and routes they took in investment management and their journey towards it and how being open-minded helped them reach the place they are."

Student attending attending 'Working in the City with Brewin Dolphin'

"I think it has been really useful to learn more about the investment management industry and the different roles that people have within it"

Student attending 'Working in the City with Brewin Dolphin'

"I very much enjoyed asking questions to the volunteers, they were all very detailed and insightful in their responses and I got to learn a lot from them. From this event I feel more likely to pursue a career in insurance."

Student attending 'Working in the City with Hiscox'

On average, volunteers rated outreach events 4.6 out of 5 for enjoyment and 9 out of 10 said they would recommend volunteering to a colleague.

Volunteer quotes:

“Great set of students who asked brilliant questions. Proud to be a part of this!”

Volunteer at 'Introduction to starting a tech career with FactSet'

“I was very impressed by the students and enjoyed the conversations with them”

Volunteer at 'Working in the City with Phaidon International'



The Academy

Young people interested in further exploring and pursuing professional careers and building their employability skills, can register as a 'Brokerage Candidate' to gain access to The Academy.

As part of The Academy, young people take part in a variety of interventions designed to develop their employability, including masterclasses; CV clinics; and interview and assessment centre preparation. It also includes our bootcamps, which are important parts of both the Gateway to City Careers and Maths Gateway programmes. These events are all delivered alongside corporate volunteers who provide insight support and guidance to the young people.

In 2020-21 we delivered 88 Academy events, which received 1557 attendances. 326 volunteers from 22 companies worked with the young people at these events.

In the The Academy, the development of young people's skills and knowledge is measured using our STACK framework (Self-awareness, Teamwork, Attitude, Communication, Knowledge).

This year, despite the effects of the pandemic, 74% have reported an increase in their STACK score, with the average starting score 46 out of 64 and the average end score 53 out of 64. Candidates assessed their communication skills and work-related knowledge to have increased the most.

Candidate quotes:

"I enjoyed the passion that the representatives of CFC had towards their job. it made me excited and interested in the insurance industry. I also enjoyed the cases that they provided and examples of cyber-attacks, it made it super interactive."

Candidate attending 'What is cyber-insurance Masterclass with CFC'

"I felt that it was a very positive and encouraging atmosphere which made it easy to leave my comfort zone and try tasks that normally I would be much more nervous about. The interaction between volunteers and myself was great and I filled a lot of gaps in my knowledge and commercial awareness."

Candidate attending The Brokerage Summer Bootcamp

"I really enjoyed this session with [the volunteer]. I hadn't really looked into auditing before but am now very interested in looking into it as a potential career pathway. It was also really encouraging to see a woman from an ethnic minority background in a position of leadership!"

Candidate attending 'Expert talk with UBS'



Volunteer quotes:

"The students had been well-prepped and were so engaged and inquisitive - it was a pleasure to be part of the session."

Volunteer at The Brokerage Summer Bootcamp

"I had so much fun. I loved offering guidance and support to the students as well as observing their progress and interaction. I definitely got some insight into student behaviour too which is useful for when we develop our Early careers content."

Volunteer at The Brokerage Summer Bootcamp

Mentoring

Mentoring is a vital part of The Academy. This year 150 mentor and mentee pairs worked together to complete our short, personalised, skills-focussed mentoring programme. Each mentoring pair created an individual action plan for the mentee, with mentors guiding them through sessions to develop their skills and knowledge.

By the end of the mentoring programmes, 84% of the young people reported an increase in their skills and knowledge, as measured by our STACK framework. The average increase was 10 points and they reported increases in all the STACK areas, especially their communication skills and knowledge. This indicates that with the help of our mentors, candidates on these programmes made even more progress than candidates who took part in just the self-directed parts of the academy.

When asked to rate the programme on a five point scale, with 5 as the top answer, candidates said:

- I believe my career prospects have improved as a result of the programme - 4.9
- I would recommend this programme to other students - 5

Mentors also gave positive feedback. When asked to give feedback on a five point scale, with 5 as the top answer, mentors on average said:

- The match between my mentee and I worked well - 4.6
- I would recommend this programme to other colleagues - 4.6



By the end of the mentoring programmes 84% of the young people who took part reported an increase in their skills and knowledge

Case study: Reed Smith Mentoring Programme

Law firm and Brokerage partner Reed Smith have run mentoring with The Brokerage for six years. Due to the pandemic, this year was the first time the programme took place exclusively online, with 22 mentors volunteering to work with Brokerage candidates in a structured mentoring pairing. A snapshot of feedback from some of the mentors and mentees is provided below:

“

Meeting my mentee and watching her grow as a person over the weeks we spent together was extremely rewarding. Knowing I was helping her with her next steps in the world is a sense of satisfaction that cannot be bought.”

Voirrey Blount Reed Smith Volunteer Mentor

“

It was rewarding because I feel like me and my mentee made lots of progress and by the end I could see how far she had come and how her confidence in herself had grown but also her knowledge in certain legal processes.”

Terry Prempeh, Reed Smith Volunteer Mentor

“

My mentor was very inspiring and motivational for me, as she encouraged me to attempt things I previously hadn't and helped me explore the professional world of law in depth in a way that was clear and easy for me to understand.”

Labibah, Brokerage candidate

“

My mentor was very good. One thing I really liked was he actually wanted to help me as much as he could, although he didn't have all the answers in the world he still gave me what he could, and gave me advice on how to make the most of everything. I believe he really helped me to further develop myself daily. Never gonna forget him!”

Anthony, Brokerage candidate

Placements

Many graduate programmes recruit the majority of their candidates via placement and work experience opportunities, with 70% of candidates on law graduate schemes and 73% of candidates on Investment banking schemes having secured those roles following work experience and internship programmes [5].

While work experience opportunities such as internships are vital in helping young people access professional careers there is evidence that 'students from lower socio-economic backgrounds participate less in activities that have greatest currency amongst employers' such as work experience and internships [6].

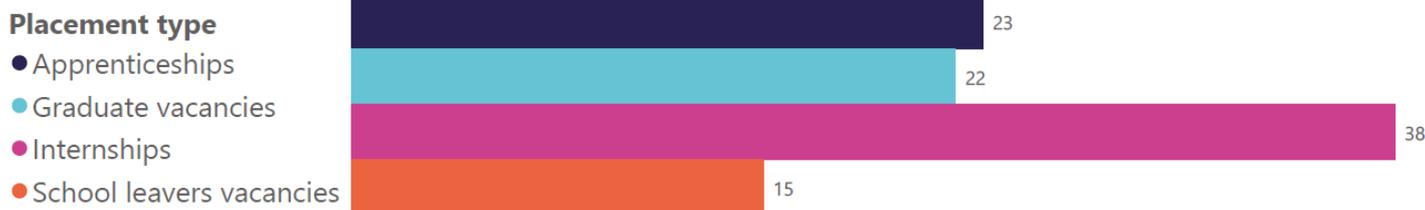
Access to such schemes is a key first step, which is where The Brokerage comes in – helping to connect employers and young people from less-advantaged backgrounds which both provides our candidates with opportunities and gives employers access to a wider pool of talented young people.

However, unfortunately the effects of the pandemic were felt most keenly in our placement programme, with the number of opportunities available reduced as many employers navigated the challenges with a shift to online and hybrid working. In a normal year The Brokerage would recruit for 100-150 paid roles with our partner companies, made up of mainly internships. In 2020/21 we advertised 98 roles to our candidates, of which 33 were internships.

Going forward, knowing how vital internships are in helping people gain their first substantial professional experience of work, we will be working hard with our partner companies to make sure as many of these take place in 2022 as possible. Our interns this year were all able to successfully complete their placements, proving that a hybrid working environment should be no barrier to internships in future years. And drawing on our learnings this year we can work with employers to implement best practice when it comes to delivering a successful hybrid internship programme.

While internship numbers were lower this year, with 23 young people placed as part of the Summer Placement Programme and a further 15 placed into other internships, longer term roles including apprenticeships and graduate jobs have increased. In previous years The Brokerage would recruit for between 10 and 20 such roles. This year, we helped to recruit for 54. Even in the face of the pandemic, companies have been keener than ever to recruit Brokerage candidates into full-time roles.

Placements by type 2020/21



Case study: Tabitha The Brokerage 'Intern of the Year'



Tabitha successfully gained an internship with Lloyd's via The Brokerage in 2020. Lockdown meant her original placement had to be delayed by a year but it went ahead in summer 2021 and it went so brilliantly that she was nominated by her manager and won our 'Intern of the year' award.

Speaking about her experience, Tabitha said:



I really enjoyed the experience and I am so thankful to The Brokerage for giving me this opportunity. I was a Global Community Engagement Intern with Lloyd's which involved gaining experience of a variety of bits of the business. The main thing I learnt was how important it is to be yourself in the workplace – the world doesn't need more corporate robots.



Tabitha's manager Sarah Chamberlain at Lloyd's said:



When Tabitha joined the majority of our team was new which meant Tabitha had to jump straight in to support me and the other new permanent team members who were also finding their feet. Despite these challenges Tabitha was able to complete her internship with a positive attitude and enthusiasm, and her level of work produced during this period was absolutely brilliant. During her time Tabitha took part in multiple volunteering days, wrote more communications stories for our team than we've been able to post and also arranged events for her fellow interns. I would love to see Tabitha again in the future.



Generation 2020 Ambassadors

As an insights led organisation committed to championing youth-voice we believe that it is important that the young people we work with are at the heart of what we do. Over the course of 2020-21 we piloted our 'Generation 2020 Ambassador programme' which saw 16 of our most engaged and talented candidates come together to input into our service design, leverage youth voice, engage with corporate partners and promote our work.

This pilot cohort has shown us that they are much more than "just" Ambassadors. They are true leaders that have exceeded our expectations and led on a number of initiatives over the last year. This includes our Youth Forum on Black Lives Matter, piloting a new Youth Consultancy approach, participating in media interviews and talks at our Corporate Leaders Forum, as well as producing and launching their own podcast, A-Z talks. These quotes provide a snapshot of their experiences:

"As an Ambassador for The Brokerage and host on A-Z Talks, I have developed a range of skills. The experience has helped me be more responsible for what I do and have a time-conscious mind set and work to specific deadlines as well as lead and encourage others. Furthermore, I believe these skills will be incredibly valuable for me going forward and I can carry them into my future studies and career."

Zi Rong



"Being a Gen 2020 ambassador has proven to be an impactful experience, specifically in developing key skills like leadership and teamwork. I have been able to enhance my skills setting up the Podcast: A-Z Talks which I led on, assigning roles and collaborating to deliver the weekly episodes which have an international reach! The Brokerage have given us, as young people, the chance to express ideas, meet other amazing young people, network, collaborate and develop as individuals. The key skills developed by being young leaders at The Brokerage will definitely support us in our future."

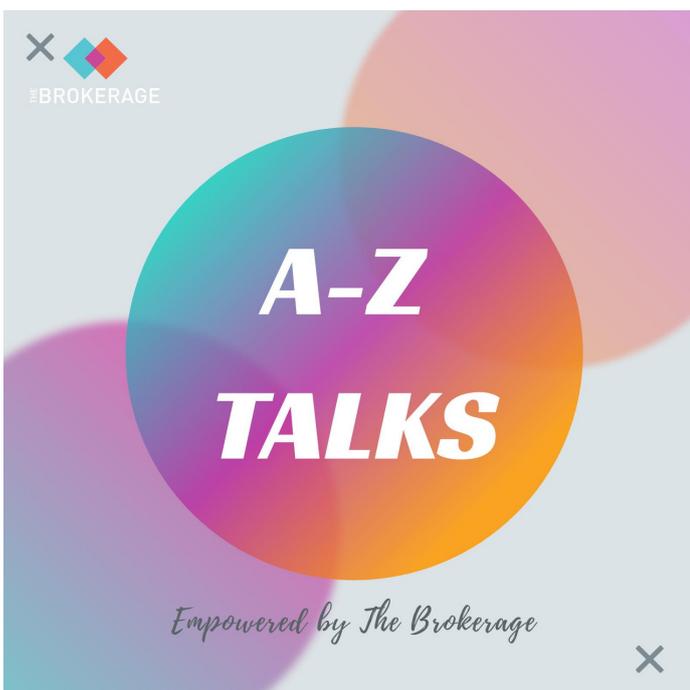
Diana



A huge thank you to all the young people who took part in the Generation 2020 Ambassador pilot, your insights have been incredibly valuable to both The Brokerage and all our partners and we look forward to continuing to work with many of you going forward. This programme has been so successful that we have extended it to tie in with our 25th anniversary year and over 2021-22 are running our '25 Young Leaders Programme', providing further opportunities for our candidates to develop their leadership skills and continue the great work of the original 16 Ambassadors.



A-Z Talks Podcast



A big highlight of the Generation 2020 Ambassador programme and a reflection of the group's collective drive and creativity was the launch of the A-Z Talks podcast. The podcast is entirely founded, produced and hosted by the young leaders and the aim is to create content on the key issues impacting young people. They produced six episodes (available to listen to across the majority of the main podcast hosting platforms) between January 2021 and May 2021. Topics included A-levels, the impact of Covid-19, Black Lives Matter and the value of volunteering.

Changemaker work

As part of our new partnership model we have been more explicit in our desire to work with corporate organisations who are open and willing to examine and change their practices to further increase and improve the long-term opportunities available to our young people. With this in mind, we have developed and piloted a number of new services for our partners, including our Corporate Leaders Forum, our experiential workshop and a young leaders insight session, all explained in more detail below.

Over the last year we have also worked with our partners, and drawn on insights we have gathered from our young people and from our 25 years of delivering programmes to share findings and best practice more widely.

Corporate Leaders' Forums

In order to create an environment to allow organisations to discuss and share best practice, all our partners are invited to join our quarterly Corporate Leaders' Forum meetings to discuss key work-related issues facing their organisations. This is an opportunity for them to share a platform with other business leaders, HR and diversity and inclusion representatives, providing a unique avenue for peer to peer learning and support.

Over the last year our Corporate Leaders' Forums have covered topics such as supporting young Black talent in light of the Black Lives Matter movement, hybrid-working and delivering a fair and inclusive recovery in the wake of Covid-19.

Our partners said:

"The sessions have been so interesting and helpful. It's great to hear insights from other organisations tackling the same issues as us."

"The Corporate Leaders Forum is an excellent thing to be part of. The conversations have provoked debate and discussion and provided useful learnings to take back to my own organisation."

Experiential Workshop

We know that getting buy-in from line-managers can often be one of the biggest challenges when it comes to creating inclusive workplaces. Managing a diverse team is challenging and requires skills, self-awareness, empathy and insights and we can help harness these attributes.

Last year we developed an experiential workshop that helps managers to get the best out of talented young people from all backgrounds. This draws on the lived experience of our young people and our expertise in helping to support talented, less-advantaged individuals to succeed in their chosen profession. In the session we explored how to embed equity into management practices by helping managers to understand the additional structural barriers less-advantaged young people face, as well as how to unlock the potential and strengths young people bring as result of their lived experiences. Going forward this forms part of our line-manager training offer to corporate partners.

Seven workshops were held this year with our partner companies and the feedback was as follows:

- 91% of attendees agreed that “the workshop gave me an insight into some of the challenges and barriers that young people from lower socio-economic backgrounds might face when starting their careers”
- 91% of attendees agreed that “The workshop provided me with an insight into the skills that young people from lower socio-economic backgrounds have developed from their lived experience”

Youth insight session

A group of our Ambassadors provided youth insight support to Brewin Dolphin who were looking for feedback and insights as to what young diverse talent thought of them as a perspective employer. The young people provided their unfiltered perspective on the organisation’s website and careers information, as well as insight as to the things that would attract them in a job advert or recruitment process.

“The young people were incredibly professional and came to the session prepared with really useful pointers and tips for how we could make improvements. It was refreshing to hear directly from young people about their impressions and is insight we would have struggled to get any other way.”

Joanne Chelton, Talent Partner, Brewin Dolphin



As a result of this successful session we are running a number of other youth insights pilots with our corporate partners over the next few months.

Black Lives Matter

As a social mobility charity working with young people and corporates to address some of the structural inequalities in the labour market, it was important that we helped to facilitate discussion and insight in the wake of Black Lives Matter. This is particularly important to us as more than 90% of our candidates are from Black or ethnically diverse backgrounds – a reflection of the communities we currently work with (mainly London) and we know that there is structural racism that needs to be overcome if we are to achieve our vision of a



world where a young person's ability and aspiration alone determines their career path.

It was important to us that our young people were at the heart of our response to the movement and so we hosted a Youth Forum for our candidates to discuss their key concerns about race at work and going forward we have committed to youth voice and lived-experience being central part of our work around challenging inequalities.

Building on the insights we gathered directly from our young people we also hosted a Corporate Leaders Forum on supporting young Black talent, to share their perspective, which in turn informed our 'Ten things corporates can do now to drive change' recommendations for employers which were shared on social media and in trade press.

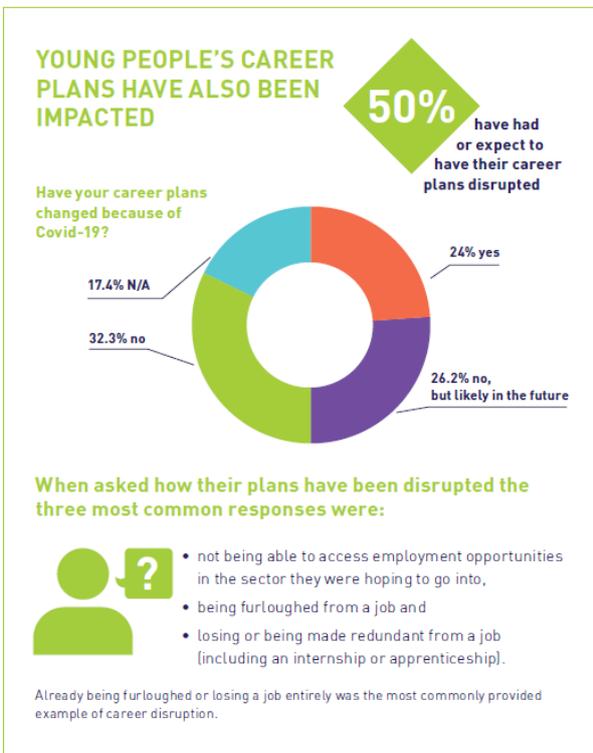
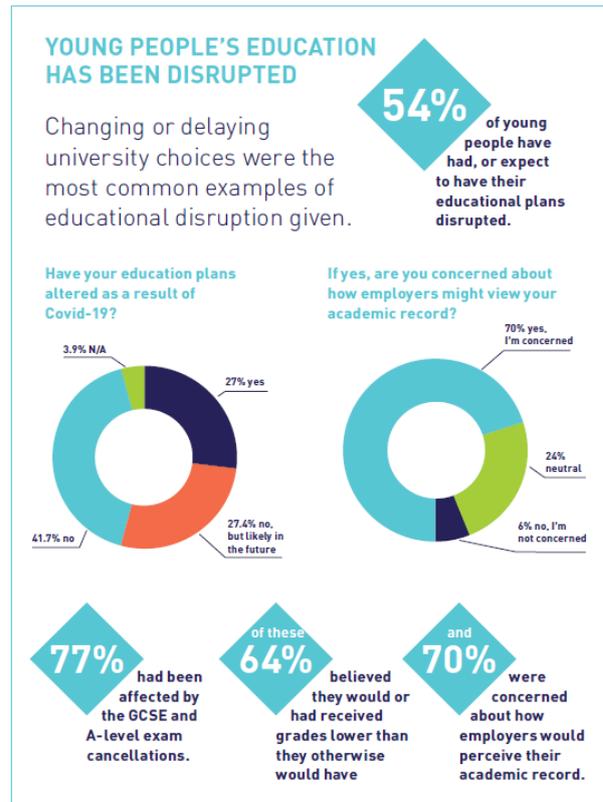
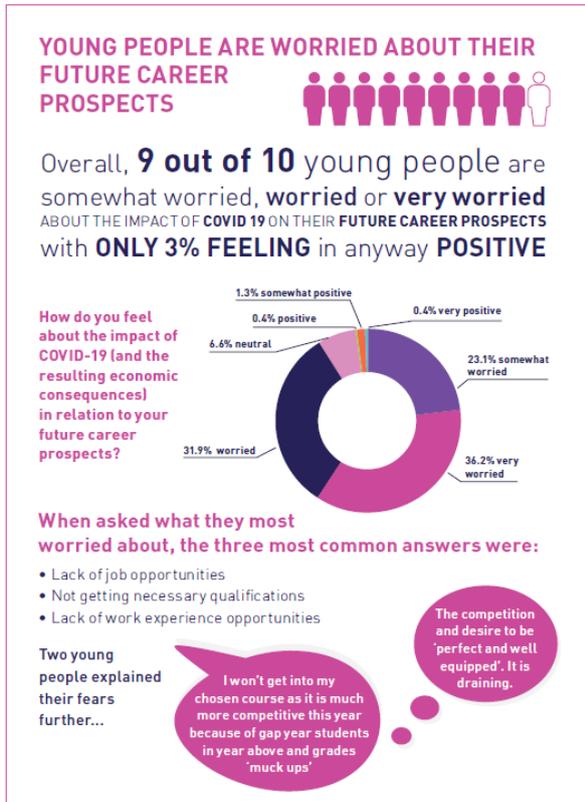
Opening Doors 2021



As the second wave of the pandemic hit it became clear that Covid-19 was going to be with us for much longer than the majority of us first predicted. We wanted to understand the impact of the ongoing crisis on our candidates and gather their insights about how employers could best support them.

In consultation with our Ambassadors we developed a youth survey that we pushed out to our wider candidate pool and beyond.

We published the findings from the survey as an infographic (below) alongside 'Opening Doors, The Brokerage's manifesto for a fair and inclusive recovery' which drew on these insights.



SURVEY INFORMATION

This survey was shared with all active Brokerage candidates (made up of less-advantaged young people aged 16-24 in London and the South East) and wider networks between 29 January 2021 and 19 February 2021. 230 young people (aged 16-24) filled in the survey, 55% of whom were from Black, Asian or minority ethnic backgrounds.

As part of our manifesto we identified six key asks for employers which we developed in consultation with our corporate partners. These will continue to remain a focus for us over the next year, as we seek to ensure that the pandemic does not permanently close off opportunities for working class and underrepresented young people.

- 1** Work together to provide 100 paid internships over the summer of 2021
- 2** Review existing recruitment practices to ensure all early career opportunities are available to all less-advantaged young people
- 3** Unite to provide 1,000 hours of volunteering to help young people develop their work-related skills and knowledge of the professional world
- 4** Collect data and map how inclusive your culture currently is and commit to tracking it with clear KPIs
- 5** Upskill and support line managers to recruit, manage and lead diverse groups of talent and enable them to thrive
- 6** Work with other employers across industries and sectors to share insights and practical solutions that drive social mobility

The manifesto was published online in May 2021 and shared by ten of our current and prospective partners who publicly committed to the overarching message of the report. We also held an online panel event to discuss our findings and key asks with a wider audience.



TOGETHER WE ARE CHANGEMAKERS.

Look ahead

Despite the turbulent circumstances it has been another successful year for The Brokerage. However, as we have outlined above, we know more needs to be done and to reflect that we have ambitious plans for the next few years. We intend to increase the number of young people we directly support alongside extending our wider reach in terms of shifting corporate practices and cultures to ensure that there is a long-term shift towards inclusivity. Some of this activity is already well underway, look out for further updates from us over the coming months, but things you can expect from us includes:

- Launch of our Candidate Hub (September 2021)
- Launch of our 25 Young Leaders Programme (October 2021)
- Development of our comprehensive 5-stage service delivery model for candidates
- Launch of our corporate social mobility impact framework and the development of guides and toolkits to support with developing more inclusive practices
- Geographical expansion, including partnerships with universities
- Launch of research into our candidates' attributes
- Piloting of our youth insights services as part of our partnership offer
- 25th anniversary celebrations and report

Endnotes

[1]<https://www.gov.uk/government/publications/state-of-the-nation-2021-social-mobility-and-the-pandemic>

[2]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/596945/The_class_pay_gap_and_intergenerational_worklessness.pdf

[3]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/596945/The_class_pay_gap_and_intergenerational_worklessness.pdf

[4]<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/ethnicitypaygapsingreatbritain/2019>

[5]https://www.highfliers.co.uk/download/2021/graduate_market/GM21-Report.pdf

[6]<https://upp-foundation.org/wp-content/uploads/2017/05/1714-Social-Mobility-and-University-Careers-Services-report-Digital.pdf-.pdf>



THE BROKERAGE

WE ARE A SOCIAL MOBILITY CHARITY COMMITTED TO BREAKING THE CORPORATE MOULD.

We believe in equal access to opportunity irrespective of background or race, and talented young people getting the jobs they deserve in a world where their ability and aspiration alone determine their career path.

For nearly 25 years we have supported less-advantaged young people achieve their career potential; providing opportunity and helping them take their first step into a professional career.

Our award winning programmes have helped thousands of talented young people. These are largely funded via our corporate partners, who support us via our partnership agreements. There are different levels of partnership available as part of our funding model.

We also work with employers to drive a culture shift in the workplace, helping them make meaningful change and include diverse talent irrespective of background or race.

Together, with our corporate partners, our alumni and our volunteers, we are Changemakers; every day we see the impact of our work and the life changing effect it has on thousands of young people each year.

For more information about partnering with us, please contact Susheel.Shharma@thebrokerage.org.uk

thebrokerage.org.uk