

An Impact Report from
10.000 Interns Foundation

The
Future will
look
different.

Key Highlights

Scaling for Growth:

In just four years, the Foundation has built a community of over 7,000 alumni with over 50,000 applicants applying to its programmes .

Creating the single point of entry for Black talent:

Over 30% of applicants surveyed claimed that the only roles they were applying to were through the Foundation's programmes. The 10,000 Interns Foundation has now built a unique trust with young Black jobseekers.

Revealing the employability of Black talent:

More than 70% of programme alumni are currently employed, with 30% of alumni retained at their internship host organisations.

Uncovering recruitment as the biggest barrier to entry:

We've found no direct correlation between application quality and intern performance for our candidates. It's the narrow definition of "quality" that biases recruitment and creates the highest barrier to entry.

Building for the community, by the community:

The 10,000 Interns Foundation is a women-run charity, which is 75% global majority heritage, and 50% Black or Black heritage.

Opening Doors to Opportunity



The 10,000 Interns Foundation is dedicated to breaking down barriers for Black students and graduates. Since 2020, our flagship programme, 10,000 Black Interns, and pilot programme, 10,000 Able Interns, have aimed to provide opportunities through paid internships. As we approach our goal of facilitating 10,000 internships, we reflect on the impact we've made and focus on ensuring these opportunities lead to lasting careers.

A Movement for Change

In 2020, the murder of George Floyd and the resulting global conversation on racial justice spurred many industries to address their diversity gaps. In investment management, the underrepresentation of Black talent was stark, with only 1% of fund managers identifying as Black. To address this, the 100 Black Interns programme was launched, providing paid internships in investment management to increase representation.

What began as a pledge for 100 internships grew to over 500 placements across 200+ firms. This initiative sparked a movement that expanded across industries, demonstrating the power of intentional action to create lasting change.

In its pilot year, the 100 Black Interns programme provided

501

paid internship opportunities
to Black students and
graduates across

212

organisations.

100 Black Interns wasn't just a local solution, it ignited a nationwide movement uncovering both the scale of the challenge and the potential for transformative impact. The programme became a rallying cry, inspiring other industries to join the cause. It was clear that this was a solution for us, by us, but encouraged those with the ability to enact change to engage, and propelled the conversation up the corporate agenda.

The pledge grew, and the mission expanded: 10,000 paid internships across 30 sectors in 5 years. The message remained the same, a simple but powerful truth that 'talent is everywhere, but opportunity is not'.

The results spoke for themselves. 98% of participating organisations in the pilot program recommended it to their peers, and 40% continued their involvement in the next phase of our journey.



Scaling Up

More Internships, More Impact

Our model was delivery focused, and the aim was to scale up and scale the impact, with a rigorously executional approach that sought to create as many opportunities as possible. With 10,000 applicants to the programme, and 526 firms making a pledge within one year of operation, it was clear the demand was immense.

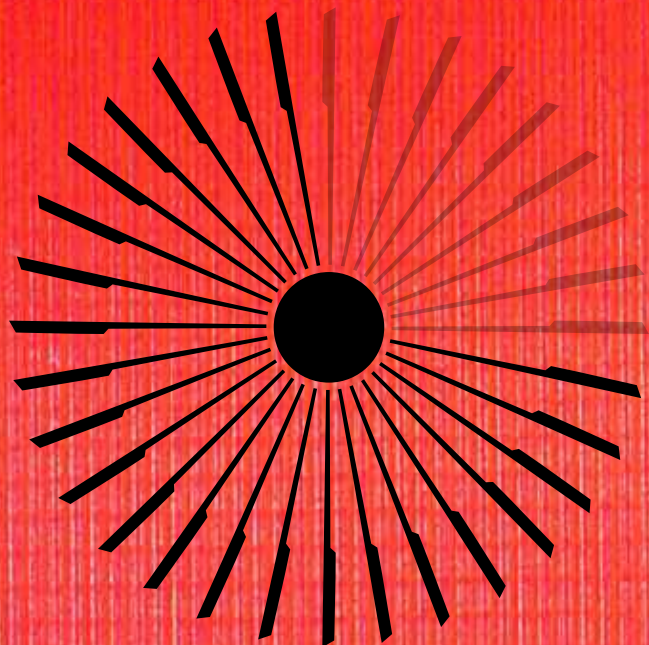
To meet this challenge, we needed resources. A seed loan from Capstone and a generous grant from LinkedIn, along with their invaluable partnership, allowed us to build a small but mighty team and invest in the operational infrastructure needed to expand.

In 2021, with a team of four, £400,000, and a simple Applicant Tracking System (ATS), we facilitated more than 2,000 opportunities, connecting aspiring Black professionals with hundreds of organisations in the first cycle of our 10,000 Black Interns programme.

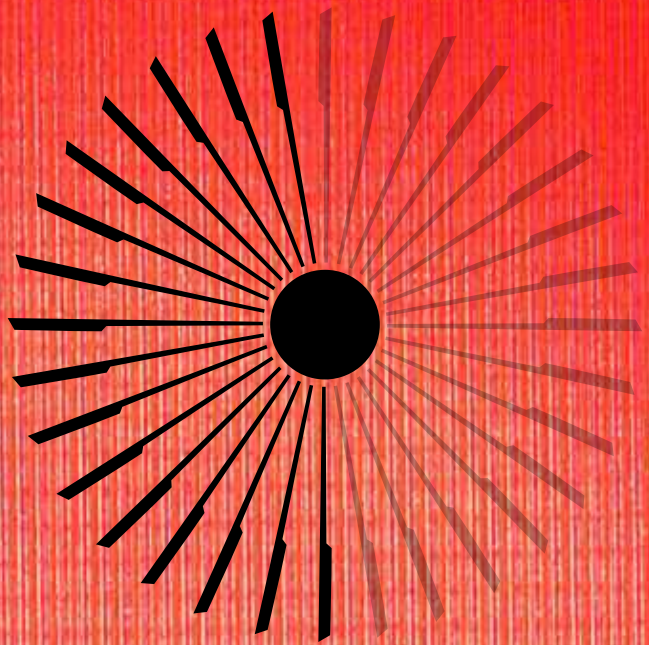
Living the values we preach is really important, which is why all our interventions are co-created with the communities we seek to serve.



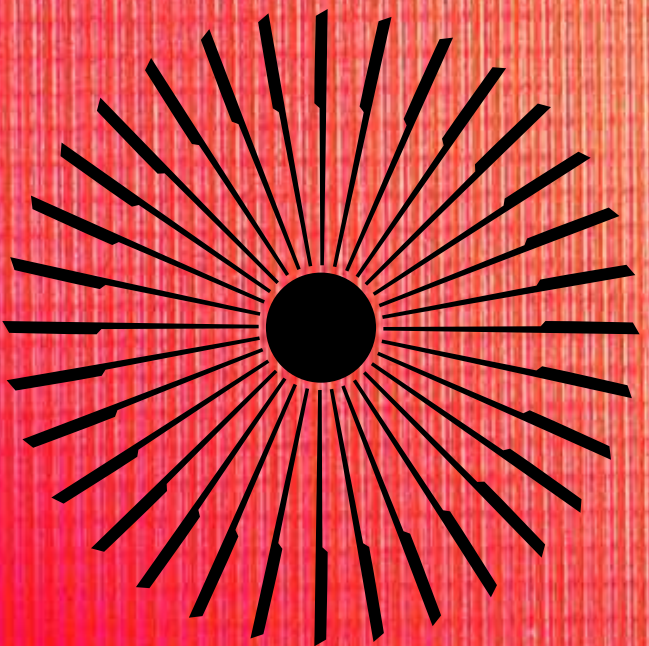
As of 2024, we're proud to be:



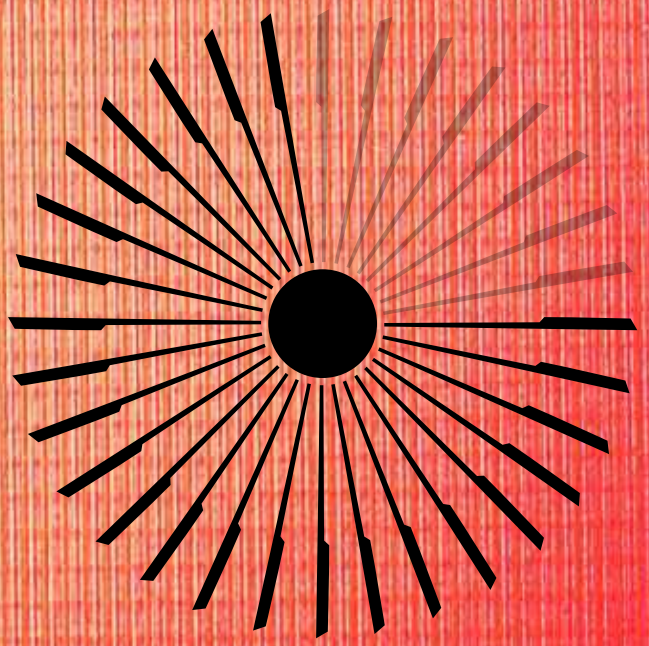
75% Global Majority Heritage



50% Black or Black heritage

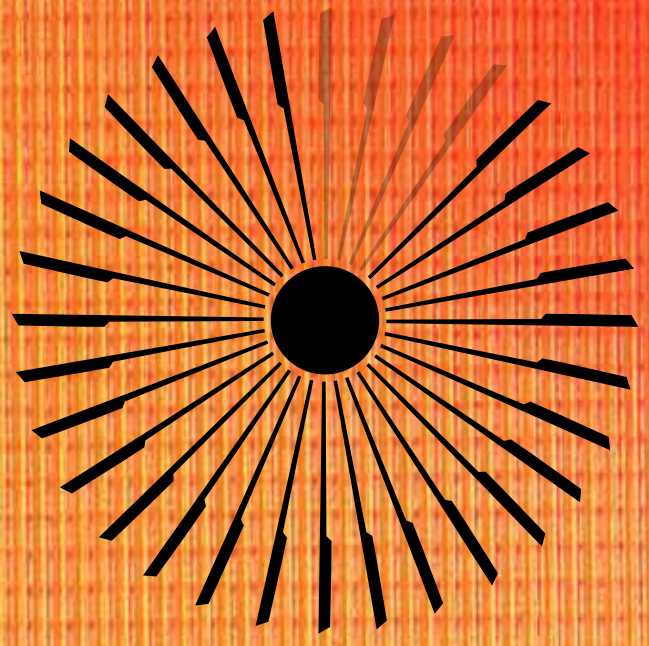


100% Women-led

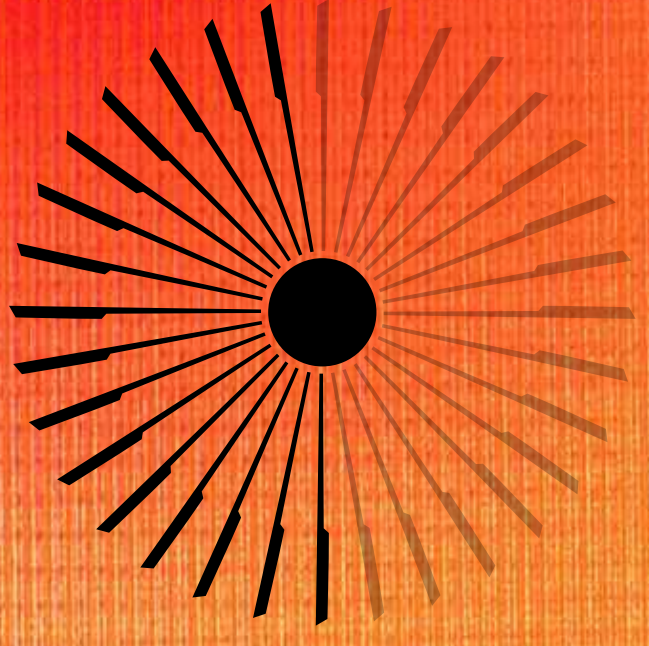


75% Women

With a board of six Trustees and Co-founders:



16% Women



50% Black

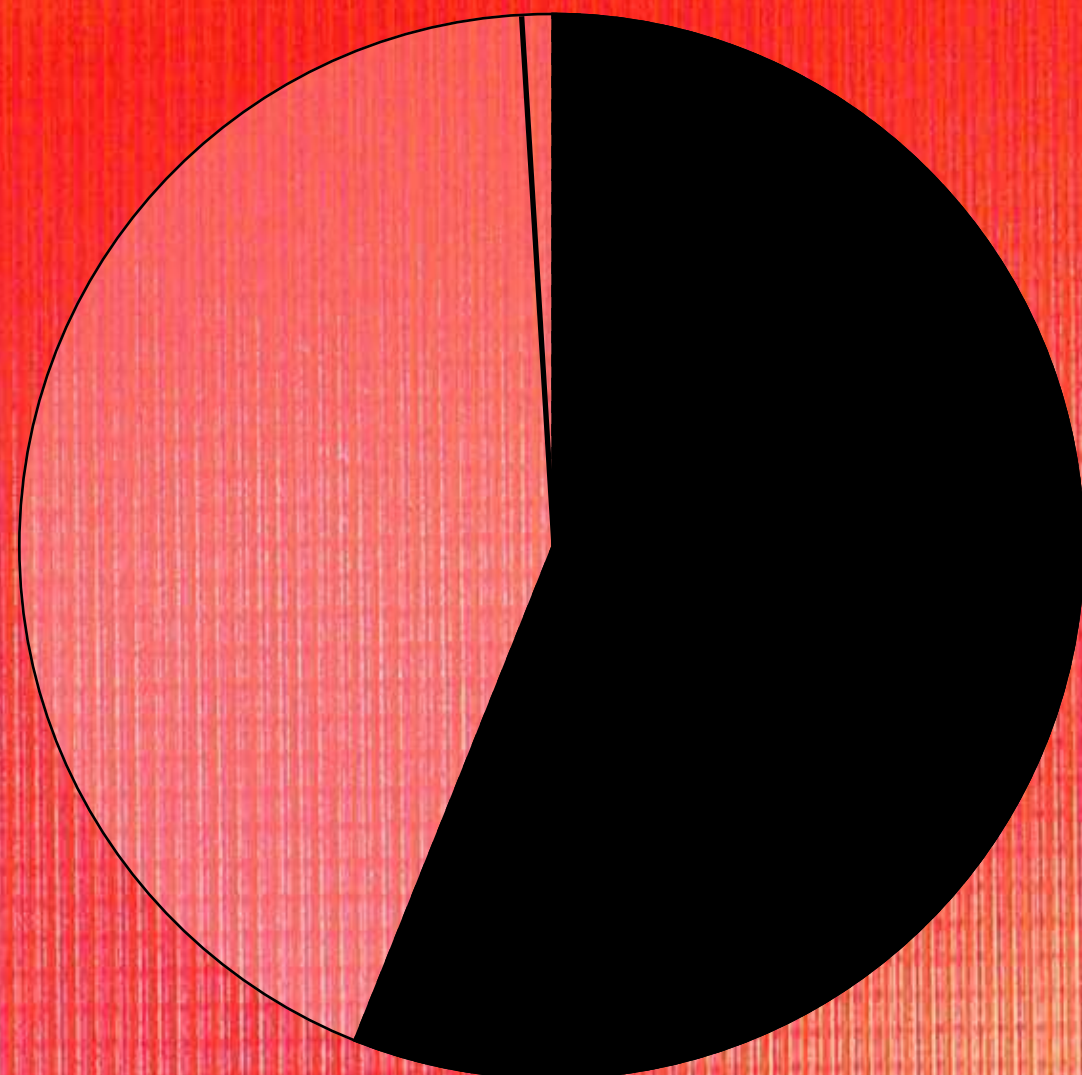
The Foundation's Impact at a Glance: 2020-2024

We have engaged with 1,300+ participating organisations with an average yearly rollover (retention) rate of 53%

Applications have grown by 100% since the first iteration of our expanded programme

We have a total alumni network of over 7,000, with a view to onboard 2,500 people to our newly launched online alumni community on LinkedIn by the end of 2024

We have engaged with 149 universities through campus Careers Services, and campus societies including ACS's, attracting applications across all years of study

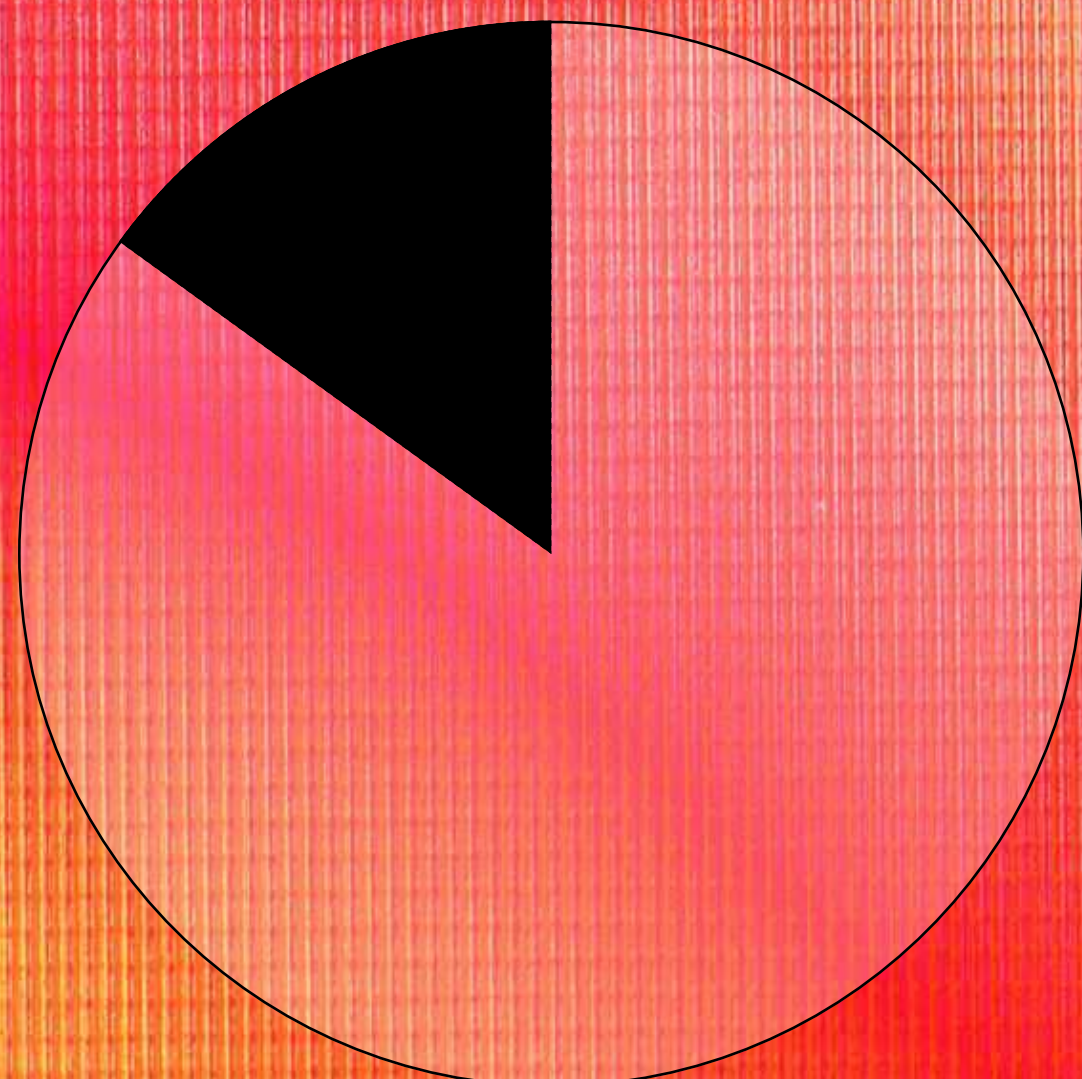


Gender:

56% Female

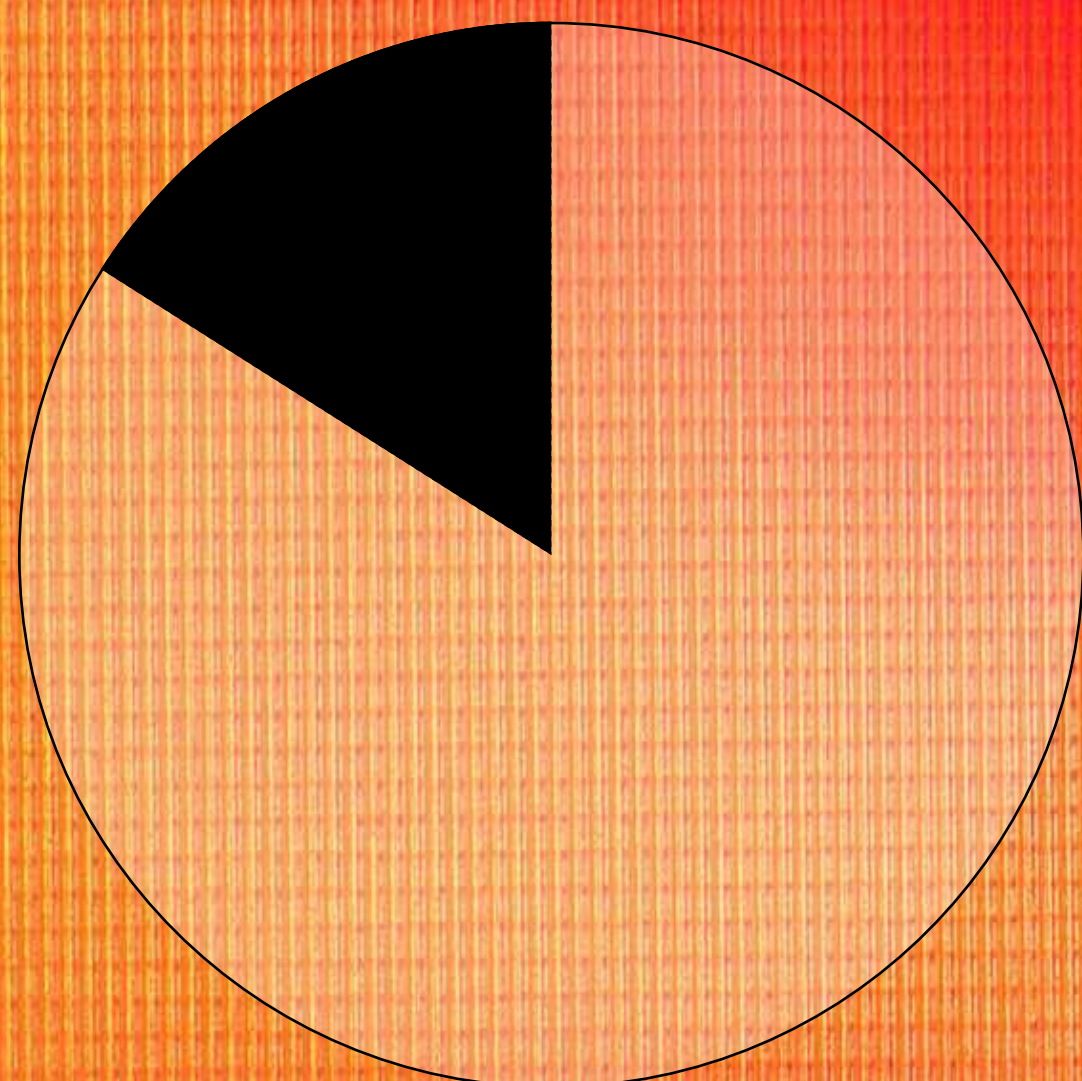
43% Male

1% Non binary, or no answer



Disability:

15% of our applicants identified as Disabled (inclusive of applicants from our 10,000 Able Interns programme)



Visa Sponsorship:

16% of our applicants required visa sponsorship

Timeline of Growth

100BI

Autumn 2020 - Summer 2021

2170 applications for the pilot programme

212 organisations pledged to take part

501 interns secured internships

Opportunities were localised in Investment Management

Cycle 1 - The Programme Expands

Autumn 2021 - Summer 2022

Our first cycle attracted 10,666 applications

2,000 young Black students and grads received internship offers

We worked across 28 different sectors

Applicants represented 159 universities across the UK

Innovation Highlights:

Able Interns Pilot Launches:
The Able Interns pilot sought to support Disabled students and graduates of all ethnicities in entering the world of work. The pilot saw 25 interns hosted across 10 organisations in the Summer of 2022.

Key Milestones:

Alexander Paul Award Hosted at Downing Street:
The Alexander Paul Award recognises some of our most outstanding talent. Each year we ask participating organisations to nominate their stand out interns. The winners receive a cash prize, mentorship and a yearly subscription to LinkedIn premium. The first year the award was launched, we were invited to host the ceremony at No10 Downing Street.

Cycle 2 - Momentum Builds

Autumn 2022 - Summer 2023

Our second cycle saw significant growth and refinement:

Applications soared to 13,797 (13,023 - 10KBI, 947 - 10KAI)

Pledges from organisations reached 3,340 (3,191 - 10KBI, 149 - 10KAI)

Over 2,000 internships were successfully filled (2,035 - 10KBI + 98 - 10KAI)

Key Innovations:

Sector Expansion:
We expanded from 28 sectors in Cycle 1 to 31 in Cycle 2, and the number of business areas/functions grew from 24 to 36. We actively listened to feedback, ensuring better alignment between opportunities and candidate interests

Arts and culture collective:
In the Spring of 2023, we launched an Arts and Culture collective, addressing hard to reach sectors, and ensuring that the opportunities available on our programme were as diverse as our candidates.

Key Milestones:

High Retention Rate:
67% of organisations continued their participation from Cycle 1, a testament to the program's value

Alexander Paul Award:
We celebrated outstanding interns at the Royal Academy of Arts, celebrating the launch of our Arts and Culture initiative

Rebranding:
We evolved into the 10,000 Interns Foundation, reflecting our broader mission and expanded programmes

Cycle 3 - Applications at an all time high (Rollover rate drops for the first time)

Autumn 2021 - Summer 2022

Applications 22,316 (20,324 - 10KBI + 1992 - 10KAI)

Pledges: 2,616 (2,304 -10KBI + 312-10KAI)

Hires: 2069 (1874 - 10KBI + 195 - 10KAI)

Key Innovations:

Corporate Membership Launches:
The Corporate Membership launches to address growing diversity fatigue, and a sustainable engagement for our most invested participating organisations

Key Highlights:

Retention rate:
53% of organisations from Cycle 2 continued their participation in Cycle 3

Sector expansion:
Expanded our reach from 31 to 32 sectors

Business area expansion:
Grew our internships across 42 different business areas, continuing to expand the breadth of opportunities

Alexander Paul Award and Dar Awards: Annual awards hosted at The Emirates, with the launch of the Dar Awards, celebrating interns across the 10,000 Able Interns programme

Cycle 4:

Autumn 2024 - Summer 2025

5,000+ applications in the first 7 days

Key Innovations:

ATS refinement:
Developed new ATS features in response to feedback Including new features such as simpler UX/UI, the ability to generate better reports, the ability for participating organisations to have improved communication with candidates, and more sophisticated algorithmic matching of candidates to opportunity based on geolocation.

Early application window:
Introduced “early application” window as a bespoke response to sectors with specific recruitment timelines.

Despite organisations continuing their participation in the programme at a rate of over 50% year on year, the same challenges were preventing progress towards better representation, across all cycles of operation, and across a cross-section of industries. The challenges emerged as two key messages:

1. The talent wasn't there: For some organisations, whilst the talent may have been viable, it just wasn't readily available, it didn't exist, or it was simply too hard to reach, which is why underrepresentation persisted.
2. The talent wasn't good enough: For other organisations, the talent just simply wasn't matching up to their standards, and didn't feel like their traditional candidates.

These beliefs mirror wider industry findings. A 2023 report by the World Economic Forum⁷, suggested that organisations cite an inability to attract talent (53%), and identify an inability to bridge skills gaps (60%) as the key barriers preventing industry transformation.

And these beliefs aren't simply misconceptions, they are the lived experience of the organisations we engage with, but we must interrogate why this is a reality for hiring organisations, because compounding these findings with unconscious bias in the recruitment process, and the result is simply, a strikingly unequal playing field for Black talent.

Many employers found the issue hard to define, but a common sentiment was that the gap in representation felt insurmountable. One organisation noted that even when Black candidates were statistically more qualified, they were three times less likely to be selected compared to white applicants.



The 10,000 Interns
Foundation challenged these
findings by showing that

The talent was there

There was a discrepancy
between the 'perceptions' of
Black talent in the recruitment
process, and the 'reality' of
working alongside Black
talent

Changing the narrative

Black talent was labelled as ‘hard to reach’, but with over 50,000 applicants applying to the Foundation’s 10,000 Black Interns programme, it was evident that engagement was the issue, rather than availability. The Foundation engaged with prospective interns through WhatsApp, church groups, university networks (namely Careers Services and ACS’s), and in 2023, with a team of 9, the 10,000 Black Interns programme attracted 20,000+ number of applicants with zero paid marketing spend.

A study by the Centre for Social Investigation (2019) at Nuffield College, University of Oxford, found that Black candidates had to send 60% more applications to receive the same number of callbacks as white candidates⁸. This study also highlights that one of the stages where applicants from Black and ethnic minority groups face bigger challenges is at the initial stage of the application process.

Similarly, according to The Black Gen Z Report⁹, Black Gen Z experience barriers related to racial discrimination during the application process. As a result of these experiences or concerns of discrimination, 22% of Black Gen Z have changed their names on job applications to improve their chances of success, compared to only 7% of White Gen Z.

The 10,000 Interns Foundation is a beacon of hope with 80.7% of applicants who gained internships through the programme suggesting that the programme positively changed their expectations and experiences of the job market in general.

The 10,000 Interns Foundation has now built a unique trust with young Black jobseekers. Over 30% of applicants surveyed claimed that the only roles they were applying to were through the Foundation’s programmes. Combine this with the fact that over 40% of candidates heard about the Foundation’s programmes through word of mouth, and what we are seeing is the importance of network based knowledge sharing, and trust.

From perception to performance

The programme highlighted that many organisations define 'quality' and 'required skills' too narrowly, creating barriers for candidates who don't fit these restrictive criteria. Despite Black candidates often performing as well as, or better than, their peers once hired, they frequently struggle to pass through recruitment stages, reinforcing a false narrative that Black talent isn't 'up to standard'.

A key issue is that organisations with limited exposure to Black talent struggle to assess candidates fairly, perpetuating exclusion. Organisations that struggled to recruit through our programmes largely cited "skills gaps" as their main challenge, but the most common critiques focused on "soft skills": CV errors, interview performance, presentation, and office etiquette.

This raises important questions:

Should soft skills be the primary barrier to entry, especially at junior levels?

Does the absence of certain soft skills accurately predict a candidate's ability to excel in the role?

We've found no direct correlation between application quality and intern performance for our candidates. It's the narrow definition of "quality" that biases recruitment and creates the highest barrier to entry.

Organisations that broadened their definition of quality, focusing on raw talent and potential rather than just soft skills, saw more value in the programme and created more inclusive environments. In fact, 48% of participating organisations reported positive changes in their recruitment practices. The disconnect between application quality and intern performance shows that narrow definitions of "quality" create unnecessary barriers to entry.

At the entry level, it's essential to rethink competency and how it is defined for candidates who are new to the workforce.

“The programme has just really opened [hiring managers] eyes, and that's not to say that they had no interest in it before. But by meeting these individuals [from the 10,000 Interns Programme], suddenly, it's like they kind of popped the bubble of the individual and kind of started to see that there's things outside of what I'm aware of in my experiences. It really just opened up a lot of eyes and perspectives”.

“Representation matters. We make sure that one person in each interview panel is Black. This is easier to do in London than anywhere else. We host an inspirational speaker every Friday, and try to showcase a realistic make-up of the industry. We wanted to give all interns a mentor of colour, but couldn't for all 17, but we do see why this is important. One intern really opened up about asking her mentor the really vulnerable questions about being a Black woman in the industry”



“We’ve only got 5 team members, but the team makeup has been diversified. We work with a language specialist to identify biases in job descriptions. We’ve proactively sought to speak to Black women about their need to for more time to talk and connect during interviews. We realise we need to establish more trust so that there is an opportunity for the candidate to share. So we extend the meetings for longer than 30 mins”

For candidates, our application process was “straightforward”, and provided a level of accessibility to recruitment that hadn’t been felt externally, and helped them navigate a traditionally alienating entry into the professional world. They described the process allowing them to explore pathways that were previously not considered, and access “hard to access” industries.

Candidates much more readily discussed the gaps in their knowledge, and how the 10,000 Interns Foundation’s programmes were a means to learn about how to exist in the professional world.

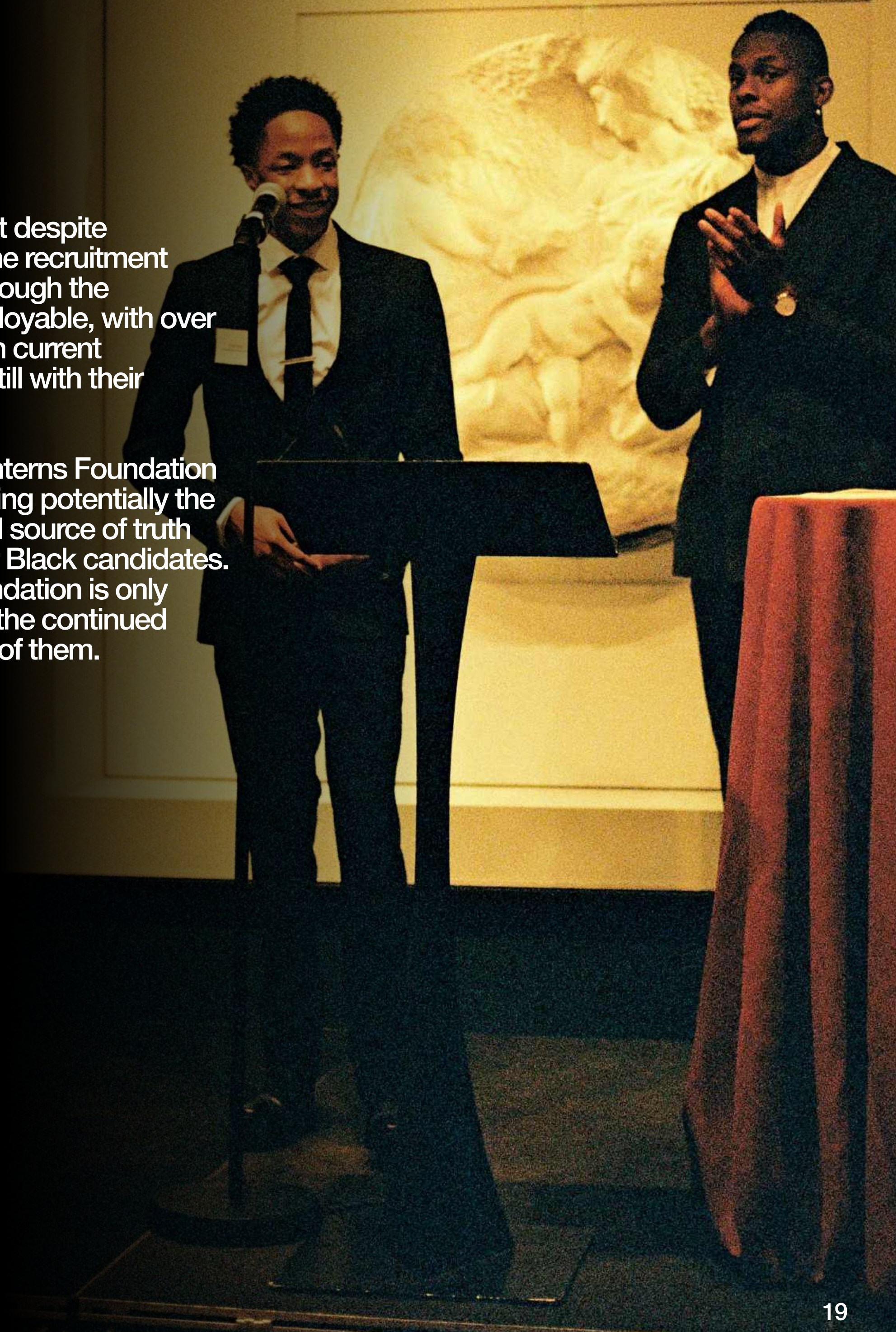
“Before the internship I had no idea how to get into a well paying white collared job. After the internship I’m now fully employed in one.”



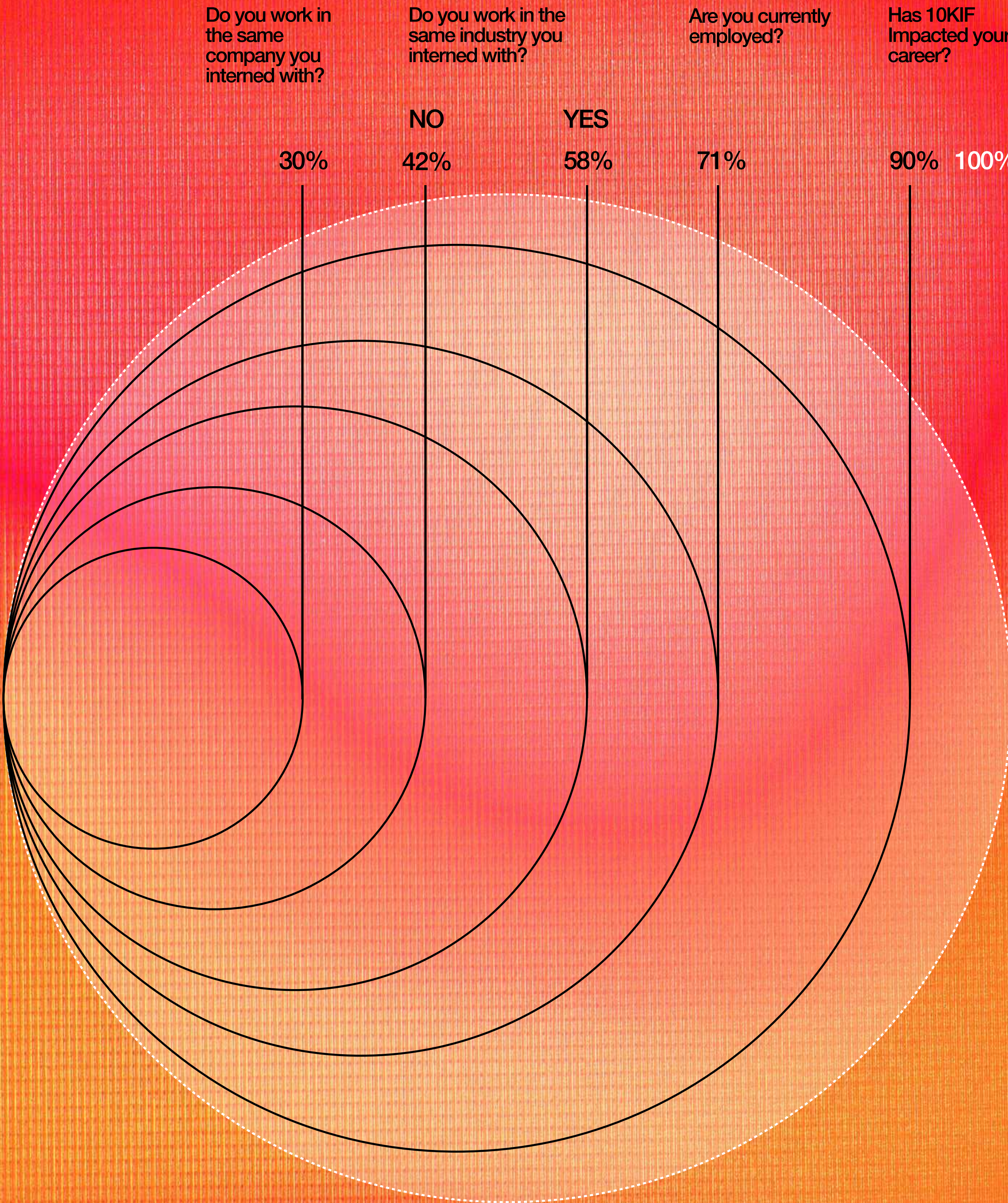
High employability rate

The programme showed that despite preconceptions pervading the recruitment process, the interns hired through the Foundation were highly employable, with over 70% of programme alumni in current employment, 30% of them still with their internship host organisation.

For candidates, the 10,000 Interns Foundation plays an important role in being potentially the first, single, and most trusted source of truth about early stage careers for Black candidates. Candidates' trust in the Foundation is only growing as new intakes see the continued results of the cohorts ahead of them.



Participating organisations need to trust the Foundation to provide access to talent, which is equally talented.



Bridging the gap between 'hard to access talent' and 'hard to reach industries'

Another challenge highlighted in the This is Black Gen Z report as well as through the studies conducted by the Centre for Social Investigation 2019¹⁰ highlighted barriers in the application process. For example, 34% of Black Gen Z highlighted not knowing how to tailor their CV for different types of roles as a barrier during the application process, compared to 24% of White Gen Z.

Our philosophy asks organisations to meet talent where they're at - if schools, universities, and wider networks of support are not building and refining the skills employers require at the point of entry, it is the role of employers to help create a level playing field for graduates, build equitable recruitment processes and in turn, representative intakes.

Our training works to bring our talent a little closer to hiring organisations, and help bridge the gap between the 'hard to reach talent' and the 'hard to access industries'.

Out of 234 responses, 79% of respondents stated that our own training sessions were "impactful" in supporting them with applications, interviews, and time in industry.

Deepening Impact Beyond Scale

Operating at such a dramatic scale restricts our ability to create both breadth and depth of impact, specifically our ability to do deep development work on an individual level. However, over the last four years, we have uncovered a set of complex themes that have guided the creation of bespoke interventions, and created the building blocks for future strategy.

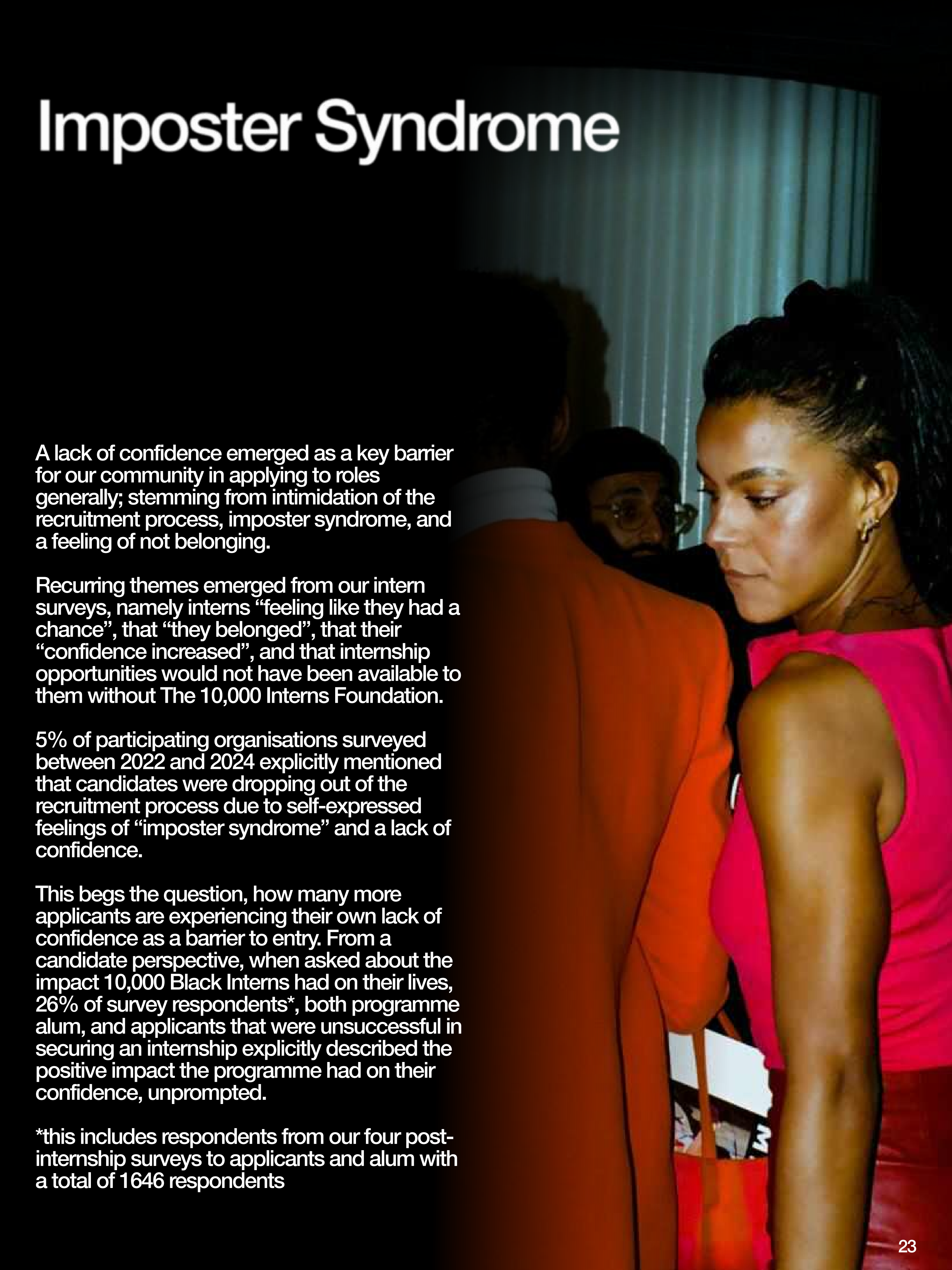
These dimensions have acted as a calling card to participating organisations and funders, and enabled us to begin developing beyond our programme, deepening our impact and ensuring that our support responds to some of the most immediate needs of our communities while meeting the challenges of a changing macroeconomic and sociopolitical environment.

Within this complex lattice, we have identified five core challenges that have proven to create the biggest hurdles, yet if surmounted, become the greatest enablers of transformation, both on an individual and systemic level.

These core themes cover contours of both our interns, and our participating organisations' experiences:

- Imposter syndrome as a blocker to applicant progression
- Intersectionality as critical to all future interventions
- Overcoming inequality in opportunity from a regional perspective
- Moving beyond the corporate world
- Diversity fatigue

Imposter Syndrome



A lack of confidence emerged as a key barrier for our community in applying to roles generally; stemming from intimidation of the recruitment process, imposter syndrome, and a feeling of not belonging.

Recurring themes emerged from our intern surveys, namely interns “feeling like they had a chance”, that “they belonged”, that their “confidence increased”, and that internship opportunities would not have been available to them without The 10,000 Interns Foundation.

5% of participating organisations surveyed between 2022 and 2024 explicitly mentioned that candidates were dropping out of the recruitment process due to self-expressed feelings of “imposter syndrome” and a lack of confidence.

This begs the question, how many more applicants are experiencing their own lack of confidence as a barrier to entry. From a candidate perspective, when asked about the impact 10,000 Black Interns had on their lives, 26% of survey respondents*, both programme alum, and applicants that were unsuccessful in securing an internship explicitly described the positive impact the programme had on their confidence, unprompted.

*this includes respondents from our four post-internship surveys to applicants and alum with a total of 1646 respondents

“I applied via 10k because it’s the first exclusive opportunity for me as a black person where I’m not worried that I won’t be given the same application experience because of what I look like. It was also really reassuring to see other people that look like you strive to achieve greatly too and to not be the only person in the room that looked like you.”

“I run my own company. The internship program gave me the confidence to believe in myself. All my applications were successful, my last internship in particular at [company] had me peered with students from oxbridge / imperial and more. And my work was just as good as theirs. Proving that I was capable of anything”

“Something I heard recently was “we were never meant to be here.” Seeing these rejections sometimes felt like an email confirming this statement. 10KBI changed that. They helped override these underlying issues. We simply applied then we were taken straight to landing pages that fast tracked the process for us. Which we deserved.”

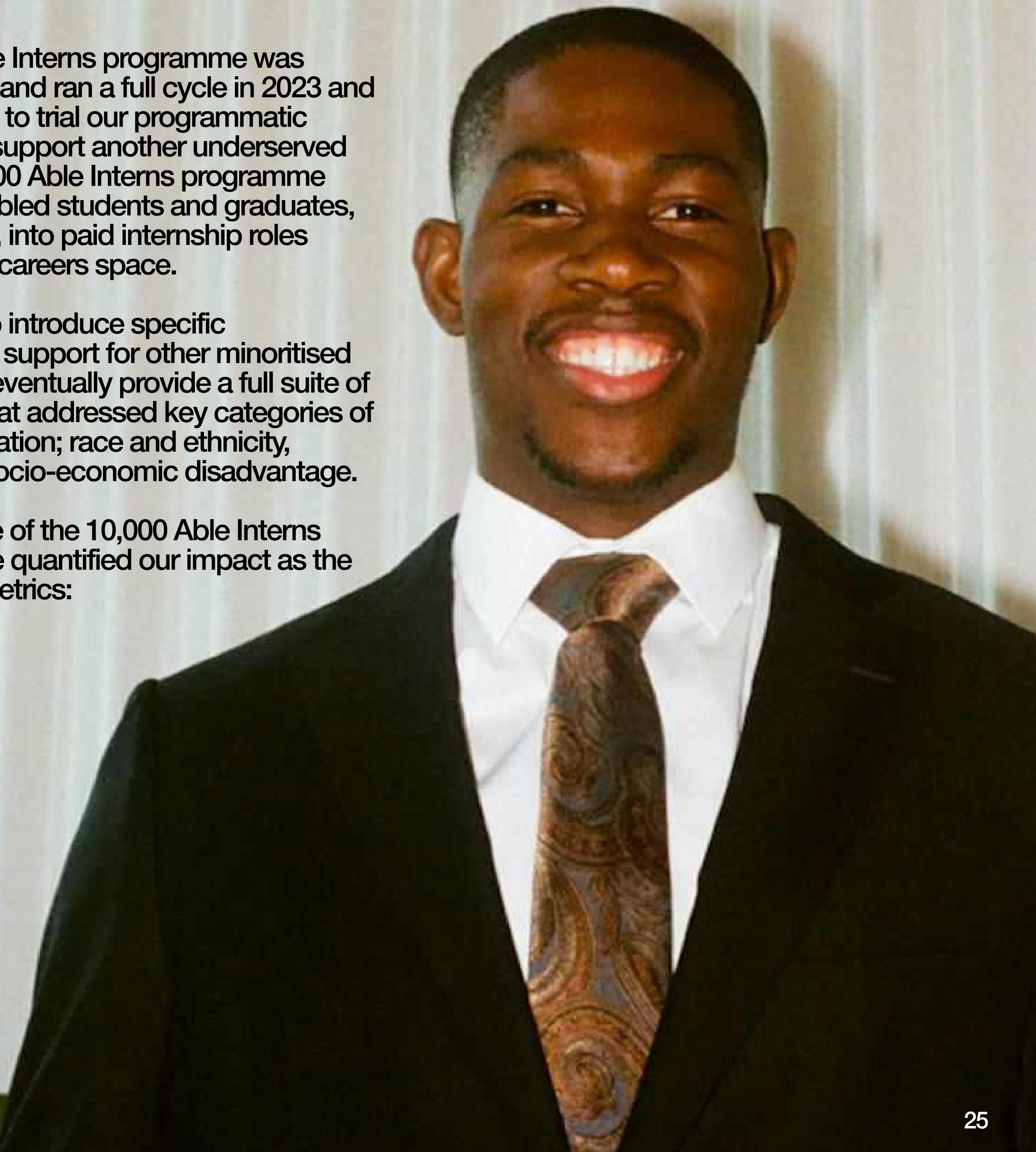
Addressing intersectionality

The 10,000 Able Interns programme

The 10,000 Able Interns programme was piloted in 2022, and ran a full cycle in 2023 and 2024. Designed to trial our programmatic intervention to support another underserved group, the 10,000 Able Interns programme supported Disabled students and graduates, of all ethnicities, into paid internship roles within the early careers space.

The idea was to introduce specific programmes of support for other minoritised candidates, to eventually provide a full suite of programmes that addressed key categories of underrepresentation; race and ethnicity, disability, and socio-economic disadvantage.

Over the course of the 10,000 Able Interns Programme, we quantified our impact as the following key metrics:



10,000 Able Interns at a glance

Cycle Two

2024

No of interns: 195
No of organisations: 132

Cycle One

2023

No of interns: 100
No of organisations: 61

Pilot

2022

No of interns: 25
No of organisations: 10

Managing Regional Inequality within Opportunity

Structural inequalities create unique lived experiences, especially outside of London, where intersecting identities, such as race and class, impact how minorities experience inequality. For instance, a Black candidate in Glasgow may feel their race more prominently due to local demographics, while some organisations in London struggle to reach Black candidates from lower socio-economic backgrounds. This highlights the need for tailored, inclusive approaches that account for regional differences.

With 25% of our internship hires from outside London, we recognize the importance of strategies informed by local demographics and cultural literacy. Diversity efforts must evolve with the unique challenges of each region, and progress is determined by the collective pace of all participants.

In less diverse regions, it's more impactful to work closely with a smaller group of diverse talent rather than attempt sweeping changes. Our research shows that incidents of ignorance around race and ethnicity become more common the farther we move from diverse cities, requiring bespoke solutions for interns and organisations.

Alumni X's Story

“For a first year in a four-year degree, getting an internship has been the biggest delight. I’ve managed to get ahead before the standard timeline which has given me the knowledge and confidence to put my best foot forward when applying to Spring Weeks soon. I’m grateful for the skills I am currently learning from my internship, but sad about how I’ve been treated. In my interview, my now boss told me she thought it was racist for the company to be “singling out black people” and that she feels saying “blacks” is racist (yes, she said blacks).

She also assumed I needed visa sponsorship even though I’m a British citizen and had small talk with her at the beginning about living in Scotland all my life.

She also told me that she was rejecting the person she interviewed before me because she “couldn’t understand his accent” and that “he was probably an international student needing sponsorship”. She then started praising me for speaking “so proper” even though I am Scottish and have been raised in white spaces my whole life.

I just felt so singled out for this but still pursued the internship because it would be idiotic of me to throw away a once-in-a-lifetime opportunity like this.

However, now that my internships began, no one there bar one of my bosses (but he's under her and she's my main boss) makes me feel welcome and has a chat and a laugh with me. I have to sit on my own for breakfast and lunch, and when my boss is around she'll take me to a table with some of the colleagues we manage (I work in Operations so I've become one of their managers for six weeks) are constantly excluding me and saying I can't understand their Glaswegian accents and laughing, even though I can. Most of my teachers at school were Glaswegian.

It just makes me sad that they don't think I'm Scottish enough because of how I look. There's also no other people of colour at my workplace. I've never experienced it this badly before ever, even in my secondary school days. I feel so isolated. My professional development has been good so far (thank goodness) but personally I feel so lonely and miserable. I'm in a whole new city 4 hours from home by myself, I miss my boyfriend and my family so much. I wish I wasn't just seen as the diversity hire at my workplace.

Thank you so much for the work you are doing as an organisation because despite everything this proves how integral your work is still. No one can convince me that DE&I is not necessary in our workplaces because from what I'm experiencing it is more than integral."

The 10,000 Interns Foundation is working to convene a network both in-person and digitally, creating an accessible avenue for Black students and graduates to create community even in areas where representation is relatively low. Research participants unreservedly shared the power 10,000 Interns Foundation had in creating community, with past colleagues, interns, and bosses, in some cases, making connections that they hope to last a lifetime, despite this, it feels important to highlight experiences, like the one above, that show how far we still have to go.



Addressing Gaps Through the Arts & Culture Collective

The UK's arts sector has long struggled with underrepresentation of minority groups, especially in creative and leadership roles. Despite discussions on diversity, the arts remain largely inaccessible due to widespread underfunding and unpaid internships. Nearly 90% of arts internships are unpaid, with Black professionals underrepresented in creative roles and overrepresented in lower-paid, non-creative positions like front-of-house.

In 2021, only 13% of the arts workforce identified as Black, Asian, or minority ethnic, with just 3% identifying as Black. Leadership positions are even less diverse, with less than 1% held by Black professionals.

In response, the 10,000 Interns Foundation launched the Arts & Culture Collective in 2023, bringing together industry leaders to address these challenges. Two years on, over 100 paid internships have been created across 29 institutions, helping to dispel myths about a lack of interest from diverse candidates.

Challenges persist, such as limited financial resources to offer opportunities at scale, but by engaging partners to fund intern salaries, the foundation is working to expand these efforts and build an arts-specific alumni group to support progression and retention, specifically in creative roles.



Sustaining Support through Corporate Membership

As our programme evolved, several challenges emerged for participating organisations, including restrictive eligibility criteria and mismatched recruitment timelines, especially in consulting and financial services. One participant noted, “The eligibility criteria is still a big blocker for us.” Simultaneously, as the events of 2020 faded, “diversity fatigue” set in, with race and ethnicity slipping down corporate agendas, and economic pressures led to a decline in commitment.

Between our second and third programme cycles, the “rollover” (retention) rate dropped from 67.4% to 53%, driven by budget cuts and strategic shifts. In response, we launched a Corporate Membership Scheme in 2023 to sustain support and keep Black talent a priority. This scheme provided bespoke candidate slates, early recruitment windows, and opportunities for ongoing engagement with DEI initiatives.

Corporate Membership replaced our voluntary donation model, significantly increasing financial contributions and now making up 77% of our annual fundraising target, ensuring long-term support for our mission.

Moving Through the Open Door

As noted in the McGregor Smith Review, Black employees face barriers at every stage of their careers, from recruitment to promotion, often lacking role models and feeling excluded in the workplace. While we've opened doors through internships, our alumni and partners now ask, "What happens when you reach 10,000 interns?"

Recognising this need, we developed a 10-year strategy aimed at creating long-term, systemic change.

Beyond just internships, we aim to build inclusive work environments where Black employees can thrive, not just survive. Our strategy focuses on three key areas:

Increasing entry and success: Continuing to promote access to opportunities for Black students and graduates through our internship programme 10,000 Black Interns, and building further resilience and community through an expanded training offering, and a digital first approach ensuring that we can bring all interns along, irrespective of geography.

Building the leading network of Black talent: Creating a new suite of interventions to support our alumni network in their journeys post internship. This includes networking and mentoring, coaching, mental health support, and the surfacing of graduate roles. We will work to support specific intersections of our communities within the demographic we support; including ethnicity, disability, and socio-economic disadvantage within the Black community.

We will also create a better support system and opportunities for our national communities and our internationally mobile community both across the diaspora, and the global corporate world

Reframing recruitment & retention: Working with members and partners create most inclusive workplace practices and processes and meet the challenges of the future.

This strategy addresses key challenges like resilience, community-building, supporting underserved intersections within the Black community, and fostering inclusive environments that extend beyond internships. Our goal is to transform workplace culture for everyone, ensuring a lasting impact for Black talent.

Key to our strategy is understanding what the enablers of true transformation are and how do we create the most amount of opportunity for the most amount of people. Our strategy will be underpinned by a data-led approach, ensuring that we are informed by insights from our unique, and rich data pool.

One of the biggest challenges facing UK industry is a lack of data on diverse experiences in the workplace. We have an incredible opportunity to improve the understanding of the Black talent experience in the UK, with a data pool spanning over 50,000 applicants, and 1,000 businesses, we hold a wealth of insights ready to be explored. Cultivating a shared understanding is potentially the single biggest challenge facing the Black community in relation to entry and progression in the workplace.

As one organisation remarked, despite a positive experience with the 10,000 Black Interns programme, they were struggling to navigate creating a truly inclusive environment. The main challenge? Lack of data.



By 2030, Black students will make up 20% of classrooms, and the job market will undergo significant changes. To meet future demands, we must eliminate barriers for Black talent and address the systemic racism that persists.

A key transition into the next chapter is changing the way Black talent perceives, is perceived by, and interacts with the world of work.

We will be the change the UK needs in collecting and understanding insights on the community, with the community, as the community.