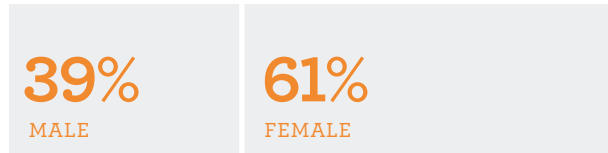
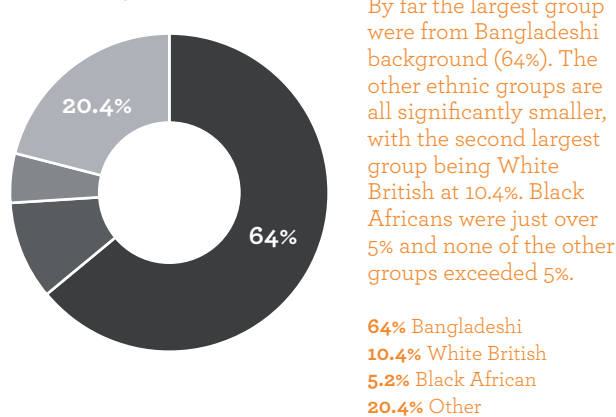


WHO ARE THE EAGLES?

Gender



Ethnicity

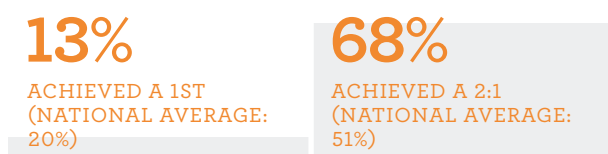
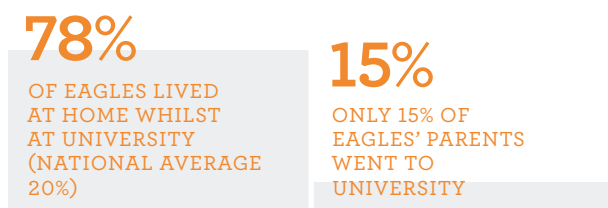


Where they live

EaGLES targets graduates from east London and, more recently, Islington and Haringey. The research showed that the vast majority of eagles come from Tower Hamlets (69%) followed by Newham (14%). Recent years have seen increasing numbers of eagles from the other boroughs targeted by the programme.

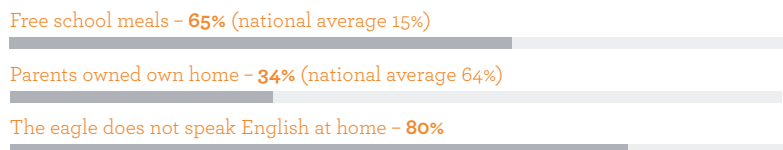
The eagles at university

The versatility of EaGLES as a group is evidenced by the range of subjects studied. 25% of their degrees were business or finance related and 20% law related. The remainder represented a wide mix of subjects ranging from geography and history to ICT and early childhood studies.



Family background

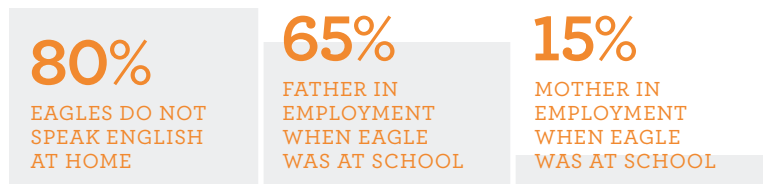
The fact that we target some of the most disadvantaged boroughs in the country is reflected by the background of the graduates attending the programme. The information on parental characteristics reveals significant disadvantage:



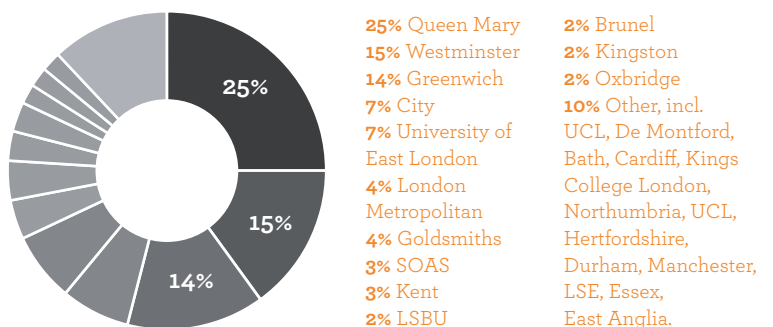
The research revealed a high level of unemployment among the eagles' parents while they were at school suggesting a paucity of working role models, especially female ones. Most parents will inevitably have very limited employment networks of their own, at the right level, to pass on to their children.

Only 65% of fathers were in a job with a high incidence of people retired (13%) and sick (8%). For mothers the engagement with the labour market was very low. Only 15% were in employment with the dominant reason being 'looking after family and home' at 56% followed by 'unemployed' at 23%.

The occupational distribution for parents was very much skewed towards the lower end of the occupational scale with jobs in the garment industry, catering and occupations involving driving (taxi, bus and delivery).



University attended



Only 8% of eagles attended universities in the top quartile of the 2015 league table of the Complete University Guide and 46% attended universities in the second quartile (with the vast majority of those studying at Queen Mary). However, 45% attended universities in the bottom quartile.

Even though they may not have attended an 'elite' university, the number of eagles achieving a 2:1 is considerably higher than the national average, which is testament to the rising educational attainment of east London schools and the endeavours of the eagles themselves.

EMPLOYMENT PATTERN FOLLOWING EAGLES

Social mobility

Social mobility is *“The ability of individuals from disadvantaged backgrounds to move up in the world, akin to the notion of equality of opportunity.”***

The research shows that the eagles experience upward social mobility as their own occupations are considerable more highly ranked than that of their parents:

Parent's job	Eagle's current job
Bus driver (father) Learning support assistant (mother)	Internal Communications Associate Manager
Delivery driver	Policy advisor
Tailor	Relationship & Development Manager
Machinist	Widening participation coordinator
Field service engineer	Legal trainee
Tailor	Business analyst
Brick layer Personal assistant	Volunteer support officer
Security guard	Pro bono assistant
Mechanical engineer (father) Strategic commissioning team leader (mother)	Business development coordinator
Restaurant	HR Assistant
Accountant (father) University professor (mother)	Business analyst
Cook	Senior employment advisor
Tailor	Senior Program Coordinator, EMEA & Asia Pacific Philanthropy Programs
Tailor	Strategy and policy officer
Machinist	Legal services regulation Policy Manager
Self-employed	Supervisor associate
Software engineer (father) Care worker (mother)	CSR Assistant
Carpenter	CSR Analyst
Catering assistant	Unit coordinator
Clothes factory worker	Business development manager

*Crawford, C., Johnson, P., Machin, S. and Vignole, A. (2011). Social Mobility: A Literature Review. London. UK Government Department for Business, Innovation and Skills.

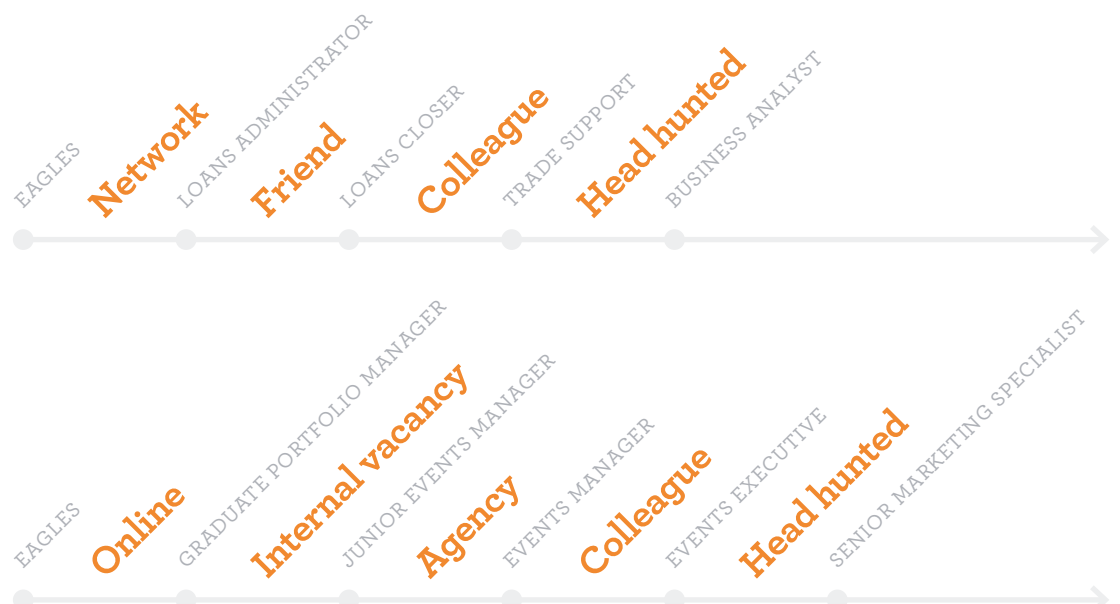
Quotes from ex-eagles

“I enjoyed learning how to network with other companies and meeting new people. I got to experience the world of work and understand what was expected of me”

“The programme gave me the opportunity to gain a footing in a major corporate and build a career from there. I am 100% confident that I wouldn't be where I am today without it”

How they found their jobs

The way that people find jobs also highlights the importance of networks since nearly half of all jobs are obtained through informal channels. The huge majority of our graduates found future work through 'internal vacancies' and 'networks' with 'headhunting' featuring prominently as they progressed on their career path.



EMPLOYMENT PATTERN FOLLOWING EAGLES

Where they are now?

EaGLES not only helps people find employment, it helps them to stay in work and progress in their chosen career. 95% are currently employed and most of the others were in post graduate study or raising a family. Only one person was unemployed and looking for work.

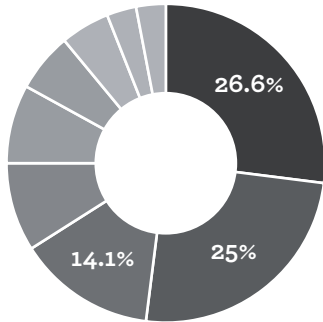
95%

IN FULL TIME EMPLOYMENT, WITH MOST OTHERS IN POST-GRADUATE STUDY OR RAISING A FAMILY

24%

ARE WORKING WITH THE COMPANY THEY WERE ORIGINALLY ON PLACEMENT WITH

The careers followed on completion of the programme were wide-ranging: 27% stayed in CSR/sustainability, 17% were in banking and finance and 10% in HR and recruitment. 24% are still working with the company they originally went on placement with.



- 26.6% CSR, Sustainability
- 25% Other
- 14.1% Banking and Finance
- 9.4% Recruitment and HR
- 7.8% Public Administration
- 6.3% Business and Management
- 4.7% Health and Social Care
- 3.1% Law
- 3.1% Communications, Marketing and PR

Salaries

The research on salaries the EaGLES went on to earn on completion of the programme showed that, for the two most recent cohorts (2014 and 2013), the average starting salary was £27,112. And it appears that ex-eagles not only stay in employment (95% of respondents were still in work) but they continue to progress. The average salary for the people who took part in the first three programmes (2005, 2006 and 2007) is now £43,262 representing welcome progress.

£43,262

AVERAGE CURRENT SALARY OF 2005/06/07 COHORTS

£27,112

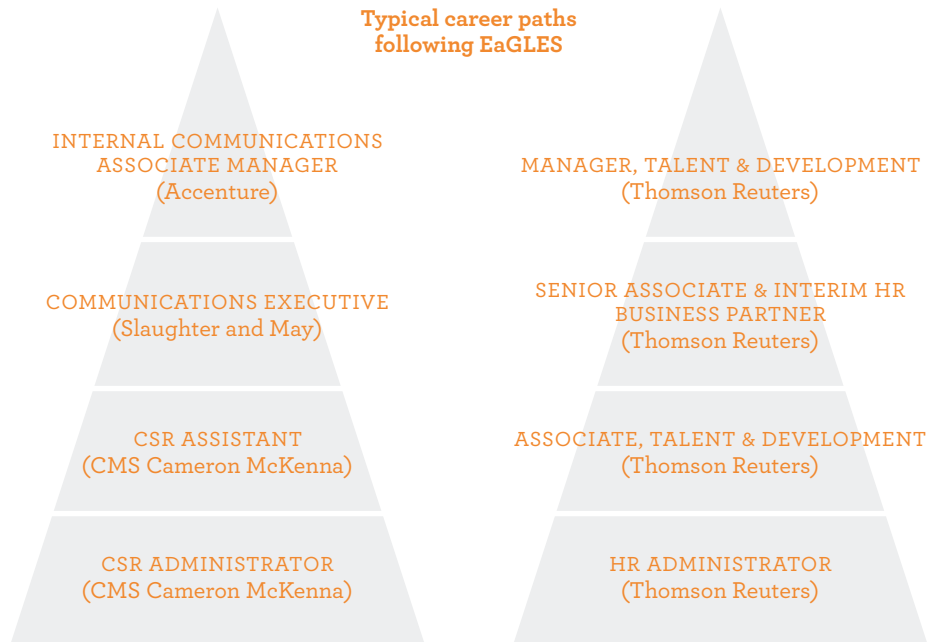
AVERAGE STARTING SALARY OF 2014/15 COHORTS

Career progression

The importance of networks in securing work has long been recognised. The most effective networks reach contacts beyond a person's social circle acting as a bridge to employment and providing invaluable information and resources (specifically the kind of labour market information that is likely to help people get a job).

A key element of the EaGLES programme are the contacts and networks ELBA is able to offer the graduates, courtesy of its member companies. The research showed clear evidence of occupational upgrading. As the eagles progressed from their starting position, they became increasingly senior with more and more jobs containing manager in the job title.

Typical career paths following EaGLES



Quotes from ex-eagles

“As I look back and see how I was when I first joined and who I am now, I can see it was the time in my life when I learnt the most and developed all my skills, starting from confidence to negotiation skills.”

“I had a sense of belonging and was made to feel good enough for the corporate world.”

IN THE WORKPLACE

Fitting in

A common concern for eagles at the start of the programme was not being able to 'fit in' to a corporate environment:

- *"Being able to fit into the private sector and having an understanding of the skills needed to fulfil a role."*
- *"Adapting to the corporate environment."*
- *"Lack of confidence in applying for corporate jobs - not feeling worthy."*

It appears that the three weeks pre-placement training was critical in helping people to realise their worth, develop their personal impact and to be their 'best self' in whatever work environment they find themselves in.

- *"A sense of belonging. Made to feel good enough for the corporate world."*
- *"I was given an equal chance - unlike other grad programmes."*
- *"Gave me the confidence to be myself in the office environment. The programme prepared us so we had adequate skills and know-how to operate in a professional working environment."*

Eagles were asked how often they felt out of place or uncomfortable in their current workplace because of their ethnicity, culture, race, language, accent, skin colour or religion. Nearly half (49%) stated this 'never' happened and 27% said it happened 'only rarely'. 21% stated it happened 'some of the time'.

"I felt that my gender, ethnicity and religious orientation didn't fit in with the team culture"

Glass ceiling

Of some concern was the extent that the eagles came up against a 'glass ceiling' in terms of their career progression. Here their responses revealed a mixed picture. Around 35% reported they experienced a glass ceiling to a very great, great or moderate extent. However, nearly two thirds did not perceive it as a serious problem.

Did you experience a glass ceiling?	Response rate
Not at all	24.29%
To a little extent	22.86%
To a moderate extent	18.57%
To a great extent	11.43%
To a very great extent	4.29%
I am not sure	18.57%

TWO DIFFERENT POINTS OF VIEW FROM THE EAGLES:

"Getting that first management job can be difficult. It's difficult to break the status quo, jobs essentially get handed down regardless of qualification or experience. At management level there are 'cliques': groups of people who share common interests, socio-economic profile, attitudes and influences and may even socialise together. It is then very difficult to penetrate this as most often for an ethnic minority there will be social and other differences which as a result then bars them from these opportunities."

"You can always achieve what you want when you put your mind to it. In my opinion sometimes people use 'glass ceiling' or their ethnic background as a reason for not succeeding. I use that as a motivation factor to succeed and prove people wrong. I'm not saying that it's always easy but sometimes it's more comfortable to take the easy way out. That said I do think that ethnic and religious background does have an impact on career progression."

The group experience

For many of the eagles, learning as a group and supporting each other along the way was a critical part of the programme:

"Most important was the way it's delivered with a group of graduates all at the same stage of their careers. There was a strong sense that everyone was in the same boat, able to help and talk to each other about hopes and fears."

"The best part was the group of friends you train with ... Also the network you develop whilst at ELBA and during your placement. The training experience was fantastic and there was ongoing support from ELBA even after the programme ended."

About the research

The research was conducted in August 2015 by Dr Harminder Battu, University of Aberdeen. A questionnaire was submitted to the 110 eagles who had taken part in the programme since 2005. 77 people completed the questionnaire giving us a response rate of 70%. Despite the extremely high response rate, the sample sizes are inevitably small, meaning that the analysis is largely descriptive but has some true validity given the commitment shown by respondents.

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