

upReach

Improving access to professional employment



upReach Charitable Company Trustees' Report and Unaudited Financial Statements *For the year ended 31 July 2018*

Company Number: 08300398 (England and Wales)

Charity Number: 1158896

www.upreach.org.uk

p3

“There are many reasons to be proud of upReach’s achievements this year.”

- Foreword from our Patron,
Baroness Helena
Kennedy QC

p14

81% of upReach Associates had a household income of under £25,000

71% were the first in their family to attend university

p15

upReach are using **behavioural insights** to optimise our communications and boost engagement in our programmes

p18

upReach Associates make **3.2 times** the expected progress in employability skills, and made **1051 successful applications** between 2016 and 2018

p24

220 people attended the inaugural Student **Social Mobility Awards** at the **House of Lords**, organised by upReach with the support of the **Social Mobility Commission**

CONTENTS

INTRODUCTION.....	03
OBJECTIVES AND ACTIVITIES.....	05
OUTPUTS, ACHIEVEMENTS AND IMPACT....	18
FUTURE PLANS.....	28
LEGAL AND ADMINISTRATIVE DETAILS.....	31
GOVERNANCE AND MANAGEMENT.....	32
INDEPENDENT EXAMINER’S REPORT.....	36
STATEMENT OF FINANCIAL ACTIVITIES.....	37
BALANCE SHEET.....	38
NOTES TO THE FINANCIAL STATEMENTS....	39

2017-18 was another successful year for upReach, and most importantly, our Associates. Increased Associate engagement in our activities resulted in substantially more students securing employment with our partner employers and elsewhere.

Notable highlights include:

- 847 Associates supported, up 33%
- 1861 job applications supported by upReach, up 49%
- 32% more partner employers and universities

A message from our Patron, Baroness Helena Kennedy QC

I am a passionate supporter of upReach's work to enable young people to achieve their full career potential, and I was delighted to become Patron in 2017. I know from first hand experience just how tough it can be to break into the professions if you don't come from the 'right background'; it is inspiring to see the work upReach is doing to level the playing field. **Its innovative 'double benefit' approach - supporting less-advantaged students, while working to influence the hiring practices of top organisations - makes upReach a unique and effective enabler of social mobility, and there are many reasons to be proud of its achievements this year.**



upReach continues to provide an intensive programme of personalised support to ever more undergraduate students, delivered by a trained team of Programme Coordinators. Meanwhile, it has developed new partnerships with firms in various sectors, expanding the range of opportunities available to Associates. Its pioneering research into the Employability Skills Gap means upReach's interventions are underpinned by expertise in how best to broaden horizons, impart career advice and raise young people's aspirations. upReach has built a large and engaged network of Alumni who have gone through the programme - which is testament to the impact of its work and the strength of the relationships between Programme Coordinators and Associates. I was particularly pleased to hear that a number of upReach Alumni have gone on to become donors, and even work at upReach HQ.

As this suggests, upReach is powered by a dynamic, determined and collaborative core team. Six new Programme Coordinators joined the Future Charity Leaders Programme this year, and I am proud to support a charity that attracts top graduates to work in the sector; I look forward to witnessing their development into the charity leaders of tomorrow. It is this ambition and rapid growth that makes upReach so special, and its impact so great. Whether it is collaborating with the Behavioural Insights Team to learn how to make their interventions as effective as possible, or launching a contextualised grade tool to help employers create fairer graduate recruitment processes, **upReach are always innovating to champion social mobility across the UK.**

2018 also saw the birth of the Student Social Mobility Awards, which I was delighted to host at the House of Lords. The idea for the Awards came from the upReach Advisory Group biannual meeting in June 2018, and it is amazing what the upReach team managed to build in under six months: over 200 nominations, five sponsors, a prestigious judging panel, and 220 attendees. The ceremony was a fantastic opportunity to recognise both outstanding achievement, and the circumstances in which this had been achieved. I was incredibly impressed not only by the nominees' successes, but by their commitment to improving the lives of those around them. It was wonderful to be surrounded by young people who care about social mobility, and who have strived with such dynamism to succeed in their chosen fields. They are role models for us all, and I look forward to seeing what the future holds for them.

I would like to finish by thanking every member of the upReach community, whose support, passion and dedication are indispensable to the work that upReach does. I look forward to seeing upReach build on its successes in 2019 and beyond.

Baroness Helena Kennedy QC

Patron of upReach

2017-18: An exciting year of continued growth in impact

Every young person deserves the opportunity to realise their full career potential. This year, upReach has grown to support over 800 students from lower socio-economic backgrounds, helping them broaden their horizons, develop skills and networks, gain work experience and access careers that have traditionally been out of reach. **With plans to work with 2,500 Associates by 2022, upReach is continuing to scale its proven model of intensive, personalised support.**



2017-18 has been an exciting and rewarding year. Engagement in the broad range of activities that we provide has increased sharply since last year, resulting in fantastic outcomes for those we support. **On average, Associates who applied to our partner employers with our support were five times more likely to secure a role than applicants overall, and six months after graduation, 79% of Associates had secured professional graduate employment or continued to study full-time.**

The feedback from this year's Associate Survey was extremely encouraging: 99% of Associates surveyed would recommend upReach to a friend. Perhaps the biggest endorsement of upReach's work is the continued commitment of a diverse range of partner employers and universities, all of whom renewed their partnerships with upReach in 2018-19.

In 2018, we launched the Student Social Mobility Awards to celebrate students who have succeeded against the odds. The ceremony was hosted at the House of Lords by Baroness Helena Kennedy QC, and supported by the Social Mobility Commission. We hope that the Awards will encourage other students to aim high and support those around them. Meanwhile, in 2018 upReach welcomed a third cohort of talented and passionate graduates onto our Future Charity Leaders Programme.

Social mobility has remained high on the national agenda this year, and the whole upReach team are passionate about the issue. Recently published research has shown that after graduating from the same course at the same university, students from higher income families earn on average 10% more than their less-advantaged peers.¹ This sobering statistic demonstrates both the importance and impact of our work: **Associates we have supported into graduate roles started on a mean average salary of £27,633, over £5,500 more than the average graduate.** We work hard to ensure that we are supporting those who need it most. While all Associates attended state schools and are from lower income households, in 2017-18, 71% of our Associates were the first in their family to attend university, while 52% were previously eligible for Free School Meals, and 8% were previously in care or a carer. Meanwhile, we work closely with our partner employers to help them make graduate recruitment processes fairer.

I would like to thank Daniel Gordon, who retired from the upReach Board of Trustees this year, having contributed so much to the charity since its inception as Trustee and Chair. Finally, thank you for sharing our commitment to improving social mobility; with your support, social background need not be a barrier to career success. We look forward to working with even more students, universities and employers, in 2019 and beyond.



Universities Minister, Sam Gyimah, meeting upReach CEO, John Craven, in November 2018 to discuss access and progression.

John Craven
Chief Executive of upReach

¹ Jack Britton, Lorraine Dearden, Neil Shephard and Anna Vignoles (2019), 'Is Improving Access to University Enough? Socio-Economic Gaps in the Earnings of English Graduates', *Oxford Bulletin of Economics and Statistics*

upReach was founded in 2012 on the premise of fairness

upReach exist because socio-economic disadvantage continues to affect graduate job outcomes and access to the top professional careers. The number of students going to university from less-advantaged backgrounds is higher than ever, but even when they achieve the same academically, they are less successful than their more-privileged peers in the graduate labour market.

A typical student at a non-selective state school is **17 times less likely** to secure a place on some top graduate schemes. Despite the fact that non-selective state schools educate approximately 88% of the UK population, they represent only 30% of the graduate intake at some prestigious employers.¹ Students from lower-income households, living in poorer parts of the country, or attending lower performing state schools, are less likely to have benefited from the **work experience, career knowledge, extra-curricular activities and professional networks** required to succeed in an increasingly competitive graduate labour market, where social and cultural capital are often more important than academic credentials.²

Our mission

is to create the conditions for undergraduates from less-advantaged backgrounds to access and sustain top graduate jobs.

Our vision

is of a society in which everybody has an equal opportunity to realise their full career potential, regardless of social background.



upReach takes a ‘double benefit’ approach to address the social mobility challenge.

We help young people achieve their career potential by providing an intensive programme of support that addresses socio-economic barriers to employment.

We also work to influence the hiring behaviours of top organisations so that a commitment to equal opportunity permeates their organisational culture and they recognise the social and economic value of greater diversity within their workforce.

In meeting objectives and formulating future plans the Trustees have considered the Charity Commission’s guidance on public benefit.

¹ Social Mobility and Child Poverty Commission (2015), *A quantitative evaluation of non-educational barriers to the elite professions*

² RSA (2011), *Not enough capital? Exploring education and employment progression in further education*

Why do relatively few students from disadvantaged backgrounds access top professions?

Two major factors are the **attainment gap** and the **employability skills gap**: fewer students from less-advantaged backgrounds get into university, and even when they do, they lack the soft skills necessary to secure a top job.

The **attainment gap** emerges early on, and continues to grow during each stage of the education system right up to university. At GCSE the attainment gap between pupils eligible for Free School Meals and their counterparts is 28%.¹ Higher education can be a crucial tool for social mobility, and indeed, the attainment gap tends to close once students get to university. Therefore, much work has been done to widen participation in higher education. More students from less-advantaged backgrounds are now progressing to university than ever before: in 2016-17, 25.6% of students who had been eligible for Free School Meals aged 15 were in higher education.²

However, less-advantaged students are not getting the same graduate jobs as their peers. Graduate schemes at the most prestigious employers in the top professions are dominated by those from privileged backgrounds. More generally, in 2016-17, an estimated 81.4% of those from the most advantaged backgrounds before higher education were in high-skilled jobs six months after graduating. This is compared to 76.1% of those from less advantaged backgrounds.³

This is due, in part, to the **employability skills gap**. This relates to the ‘**soft skills**’ increasingly prized by employers in a competitive graduate recruitment environment, as well as to the **networks and knowledge** that students are able to draw on, and the concept of ‘**cultural capital**’, sometimes described as ‘fit’ or ‘polish’. Many of the skills that employers look for are harder for students from disadvantaged backgrounds to develop; attributes like confidence and teamwork are often developed through extracurricular activities, which less advantaged university students are less likely to participate in.⁴ Fewer relationships with professionals prevents students from building up vital **knowledge of career paths**, as well as limiting the development of **professional networks** and removing the possibility of gaining **informal work experience**. This is becoming ever-more crucial to obtaining a graduate job: in investment banking, for example, almost 80% of new entrants are recruited directly from the banks’ internship schemes, for which prior work experience is crucial.⁵

The employability skills gap develops from an early age alongside the attainment gap, but unlike the attainment gap, often doesn’t narrow at university. Recent upReach research has shown that university students from private schools rank higher than those from state schools for **leadership, teamwork, career knowledge and work experience**. Meanwhile, students who had previously been eligible for Free School Meals were **eight times less likely** than their privately educated peers to say that “**Friends of my family have helped me secure useful work experience**”.⁶



¹ Social Mobility Commission (2017), *Time for Change: An Assessment of Governmental Policies on Social Mobility, 1997-2017*

² Department for education (2018), *Widening participation in higher education: 2018*

³ *Ibid.*

⁴ Joanne Moore, Louise Higham, Anna Mountford-Zimdars, Dr Louise Ashley, Dr Holly Birkett, Professor Jo Duberley, and Dr Etllyn Kenny, for the Social Mobility Commission (2016), *Socio-Economic Diversity in Life Sciences and Investment Banking*

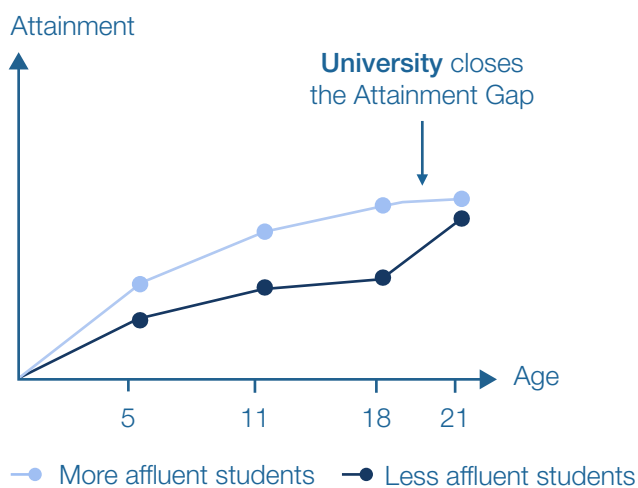
⁵ *Ibid.*

⁶ upReach (2017), *New social mobility research exposes deep employability skills gap between state and private schooled students*

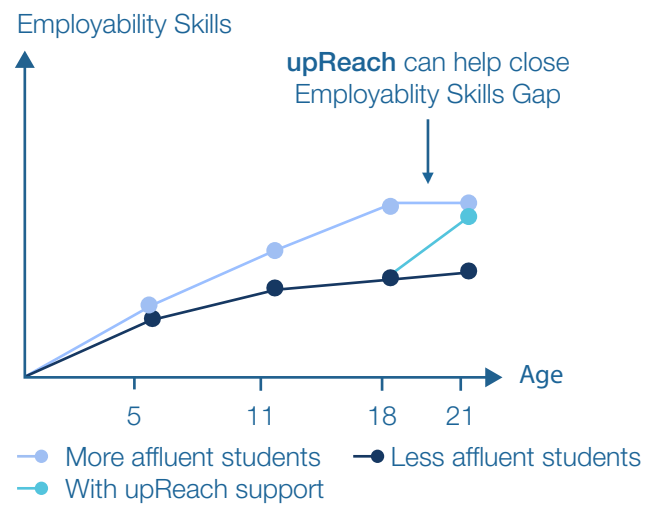
upReach is addressing this social mobility challenge

With offices in London and Manchester, we help young people to achieve their potential by providing an intensive, personalised, free programme of career support. This comprehensive programme is delivered in person, on campus and online, and addresses socio-economic barriers to graduate employment. We offer upReach Associates (undergraduates participating in our programmes) access to support and activities such as skills workshops, mentoring, insight events, application advice and professional work experience. **This helps to close the employability skills gap.**

The Attainment Gap



The Employability Skills Gap



upReach partners closely with universities, supporting the progression of their widening participation students into graduate employment by broadening horizons, raising aspirations and creating an action plan to achieve career goals. Meanwhile, **our partner employers provide opportunities** for our Associates to build career knowledge, understand pathways and gain valuable experience. **Together, we work to create the conditions for undergraduates from less-privileged backgrounds to access and sustain top graduate jobs.**



upReach broadens horizons, raises aspirations and shows students how to succeed

Every student has different needs. upReach programmes are designed to support Associates in a way that best reflects this. Associates are individually assigned a trained Programme Coordinator, who works with them throughout their engagement in the programme, providing intensive, personalised long-term support and guidance.

upReach activities are designed to support students to 'aspire, develop and succeed'. Practice online tests, mock assessments and CV reviews help to prepare Associates for job applications, and **raise their aspirations**. Video forums and skills workshops help Associates to **develop essential soft skills**. Meanwhile, professional mentoring and exclusive Insight Days give Associates a taste of the professional world and **facilitate their future success**.



upReach support students at 53 universities

While the Aim programme is open to students from any university, students at one of our partner universities can join either the **Rise or the Aim programme**. On both programmes, Associates are matched with a dedicated Programme Coordinator who supports them through their Career Springboard. They are on hand to offer 1-to-1 support including CV reviews, application support, mock interviews and assessment centre preparation. All Associates have access to exclusive employer events, workshops and video forums, plus extensive online resources including career courses and practice online tests, and the opportunity to get a professional mentor.

Rise Associates benefit from extra support, including workshops on campus and in London, application support for any employer, access to a network of peers, and priority access to exclusive upReach employer events.



upReach interventions help less-advantaged students to secure top graduate jobs

Careers Academies

These full day events feature informational and skills development sessions delivered by the upReach team and partners.

Careers Academies were a new feature of the upReach programme in 2017-18, and proved popular with Associates. We held four general Careers Academies, with sessions across many career sectors, and one focused on the Banking and Finance sector.

99%
of attendees
would recommend
Careers Academies
to a friend

“ It’s a great opportunity to network and feel more informed of career choices. ”

“ It helped me to gain more knowledge and insight into different roles. ”

“ It offers a diversity of sessions, which keeps you engaged. ”

Professional Work Experience

These **exclusive work experience opportunities** are delivered in partnership with selected partner employers. Successful applicants attend 3-5 day programmes run by these organisations. The opportunities usually include workshops, shadowing and networking events. In 2017-18, upReach Associates attended Professional Experience Weeks at KPMG, Deloitte, Coutts and Bright Blue.

	2015-16	2016-17	2017-18
Number of opportunities	36	40	58



“ The highlight of my upReach experience has been the opportunity to attend a professional experience week at Deloitte, which I was able to convert into a summer placement with the support of my programme coordinator throughout the interview process.

upReach has also allowed me to connect with a mentor from Deloitte who is aiding me in my summer internship preparation so I can get the best out of the experience and be able to convert into a graduate role.

Arzoo Zmary,
Second year student at UCL

We believe that this is one of the highest impact activities we offer, with students with no professional work experience benefitting from a unique opportunity. We plan to significantly increase the number of places available in the years ahead.

Skills Workshops

Held on our partner university campuses, these workshops are structured around the ten skills that form the upReach Graduate Employability Framework (see page 12). Programme Coordinators are trained to design and deliver Skills Workshops to boost employability skills, and tailor sessions according to the needs of those attending. Associates can book to attend via our student portal, my.upreach.org.uk. Since 2015-16, the number of Associates taking part has quadrupled, with most now attending multiple sessions.

	2015-16	2016-17	2017-18	% growth since 2015-16
Number of Associates participating	69	179	284	312%
Total session attendances	76	304	533	601%

“ *The Skills Workshops were really valuable... interacting with people who were all focusing on propelling their careers forward was very motivating.* ”

“ *Workshops at university add a personal touch - it's a great gesture and feels like tailored, personalised support.* ”

“ *I definitely enjoyed the activity and I really liked the fact I was able to improve teamwork which is a weak area for myself.* ”

284
Associates
attended Skills
Workshops in
2017/18

Mock Interviews

upReach have always delivered interview support across all of our career sectors. In late 2016, we also began offering more structured mock interviews and mock assessment centres for Associates.

	2016-17	2017-18
Structured mock interviews recorded	104	236

“ *Guidance during mock interviews and 1:1s has helped me be more successful and confident during formal assessments.* ”

“ *Having a practice mock phone interview... aided me to prepare for the type of questions that I was later asked by HR during my actual interview.* ”

78%
of Associates who
completed a Mock
Interview received
an offer for a job
or internship

Understanding Graduate Employability

upReach’s Graduate Employability Framework (GEF) was developed in 2015 in conjunction with partners including McKinsey, Deloitte and the Civil Service Fast Stream.

In 2017, we redesigned the GEF. Interviews were held with partner universities and partner employers to gain independent critique of the GEF competencies, which were then streamlined to focus on the ten core skills most valued by graduate employers. The format of the GEF assessment also changed to include a greater amount of self-appraisal of behaviour, which upReach maps to employability skills and levels.

All upReach interventions and activities are now tagged to GEF categories, empowering Associates to develop awareness of, and take action on, their own strengths and development needs, and allowing Programme Coordinators to signpost relevant activities.

During the year, we created **getEmployable.org**, our GEF assessment tool. This comprises an online questionnaire which measures students’ performance and experience against the ten categories. Each student that takes the questionnaire receives a Personal Employability Report, which they can use to plan their development in their priority areas.

When a student takes the getEmployable questionnaire, they receive an overall percentage score and a level between 1 and 5 in each of ten categories:

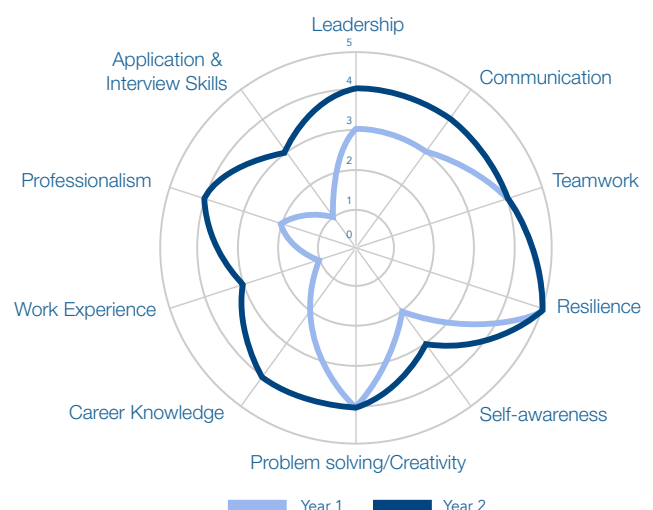
Leadership	Teamwork	Problem Solving and Creativity	Communication	Resilience, Grit and Determination
Career Knowledge and Commercial Awareness	Self Awareness	Work Experience	Professionalism	Application and Interview Skills

Each student is invited to complete a re-assessment annually. On average, the first years who joined upReach in 2017-18 increased their employability score by 8.35 percentage points during the year. This is around **3.2 times faster progress** than the 2.62 percentage point benchmark difference between 1st and 2nd year non-Associates.

The largest increases are seen in **Application and Interview Skills, Leadership, and Career Knowledge and Commercial Awareness.**

Turn to pages 19-21 to hear our Associates’ stories and read about the progress they have made against the Graduate Employability Framework.

A GEF retest result:

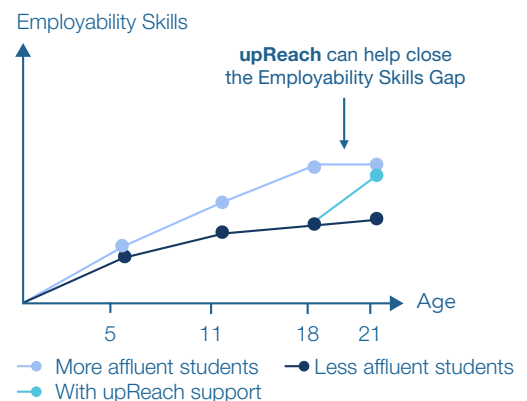


New upReach research exposes employability skills gap

upReach promoted the **getEmployable.org** questionnaire at freshers fairs at universities all over the UK in Autumn 2017, with over 2,000 students from all backgrounds completing it. Analysis of the responses confirmed the deep employability skills gap between state- and privately-educated pupils¹:

- ▶▶ Those from private schools were ranked higher than those from state schools in **Leadership, Teamwork, Career Knowledge** and **Work Experience**.
- ▶▶ Those from state schools ranked higher on **Grit, Resilience & Determination** and **Self Awareness** than those from private schools.
- ▶▶ Those from private schools were more than 50% more likely to say their **careers advice** was helpful than those from state schools.
- ▶▶ Students who had previously been eligible for Free School Meals were **eight times less likely** than their privately-educated peers to say that **“Friends of my family have helped me secure useful work experience”**.
- ▶▶ Similar differences to those between state and private schools were found between those from bottom quintile and top quintile state schools when ranked by GCSE performance.

upReach’s comprehensive, personalised programme of careers support helps close this employability skills gap. All students complete the getEmployable questionnaire before becoming an Associate, which provides a baseline assessment of an Associate’s competencies and experience. This is followed by validation by a Programme Coordinator, and yearly re-evaluation throughout each Associate’s involvement with upReach. The Personal Employability Report allows Associates to gain awareness of their own strengths and weaknesses, as well as helping us to tailor support to individual needs.



“

Students who had previously been eligible for Free School Meals were **eight times less likely** than their privately educated peers to say that “Friends of my family have helped me secure useful work experience”.

”

¹ upReach (2017), New social mobility research exposes deep employability skills gap between state and private schooled students

upReach aims to support those who need it most

All upReach Associates must meet our minimum eligibility criteria, shown below. In addition, given upReach are over-subscribed, we prioritise our support to those who need it most, selecting those who have more indicators of socio-economic disadvantage.

To be an upReach Associate, students must meet our minimum eligibility criteria:

Have a household income below £42,620

Have attended UK state schools since the age of 11
(or since the age of 14 if they were educated abroad before then)

Have achieved (or have a REALrating equivalent to) at least BBB in their top 3 A-Levels

Have achieved at least a C in GCSE Maths and English

Be over 18

Currently be an undergraduate in full-time study at a UK university

Not be studying social work, nursing, dentistry or medicine



upReach prioritise supporting those with more indicators of disadvantage, including:

Household income below £25,000

81%



Attended a low-performing school at GCSE

First in family to attend university

71%



Attended a low-performing school at A-Level

Previously eligible for Free School Meals

52%



Refugee/Asylum Seeker status

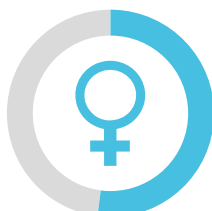
Previously in care, or a carer

8%



From an area where few go to university (POLAR3 data)

While upReach do not select on the basis of gender or ethnicity, our Associates are diverse in both respects:



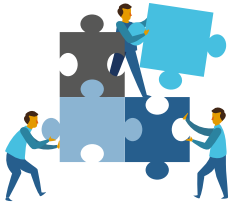
53%
Female



63%
BAME

Using Behavioural Insights to Improve Engagement

upReach know that the design of our processes and the language in our communications can significantly influence the likelihood of a student joining and engaging in our programmes. To that end, since 2016, we have been grateful for the support of the Behavioural Insights Team, who have helped in a variety of ways.



BIT have helped upReach to think through some of the challenges we face in supporting and engaging our Associates, and have provided training for the upReach team.

This year, BIT ran a session for upReach Associates about how to set and reach your goals, and gave a fascinating talk at one of our Alumni events.



The latest research published by BIT continues to shape and inform the delivery of our programme of support.

In particular, BIT's EAST paper on behaviour change acts as a core template for the design of our interventions, which aim to raise Associates' aspirations and support them to be proactive in their journey to securing a top graduate job.

The EAST paper states that if you want to encourage a behaviour, you need to make it **Easy, Attractive, Social and Timely**. Some examples of upReach implementing these principles are as follows:



Making it Easy



Following their initial onboarding interview, new Associates are automatically assigned a slot for their first 1-to-1 session with their Programme Coordinator.

This follows the 'opt-out' model as implemented by BIT with UK pension schemes

Making it Attractive



Gamification of engagement: Associates receive points for events attended and actions completed, which contribute to an overall employability score

Making it Social



We provide Associates with feedback on how their engagement in the programme compares to their peers

Making it Timely



We send timely prompts to Associates ahead of events and deadlines, to minimise event dropouts and missed opportunities

Working in partnership with top employers and universities

We strongly believe in the value of working in close partnership with employers, universities and charities in our sector.

Employers typically partner with us to support their wider diversity objectives. Our Partner Employers host Insight Days, provide mentors and professional work experience opportunities, and take care to ensure their recruitment processes are fair. upReach help top graduate employers create the conditions for a more diverse workforce to thrive within their organisation.

Strong partnerships with universities are crucial to our success - we work closely with Widening Participation and Careers Services to help them achieve their progression goals. upReach's comprehensive programme of professional development helps universities increase the proportion of students from a WP background that secure internships and graduate jobs.

In 2017-18, we were delighted to secure new partnerships with Lancaster and Warwick Universities.



This year, we agreed new employer partnerships in a variety of sectors, increasing the opportunities available for our students. As well as holding Insight Days at Goldman Sachs & Google, we partnered with:



In addition to our existing partnership, upReach became North Highland's **charity of the year** in 2018.

In a year-long programme, North Highland led four "sprints", focusing on areas such as the challenge presented by nationwide social mobility cold spots. Employees at North Highland also volunteered their time and expertise to improve the employability of upReach Associates through 'action days', providing insight into consultancy and working on business challenges with Associates. This programme enabled upReach to accelerate our growth and increase our impact.

“ The team, and I personally, were privileged to work with upReach this year. A particular highlight was working with the team and the Trustee Board to define the charity's future strategy and attend the Student Social Mobility Awards, where we were taken aback by the award winning students and their inspirational stories.

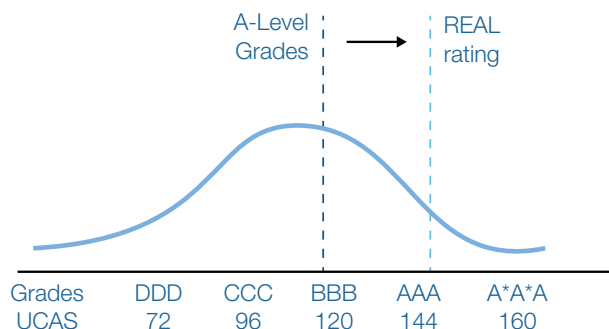
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Simon Piesse
UK CSR Lead at North Highland

Introducing REALrating: Contextualised A-Level Grades for Employers and Universities

REAL (Relative Educational Attainment Level) is upReach's contextualisation platform, which provides a single net indicator of socio-economic disadvantage and an adjusted measure of an individual's A-Level grades. It uses a research-backed algorithm and takes into account fourteen indicators of socio-economic disadvantage. The contextualised grades that REALrating produces combines students' actual grades with research-based adjustments based on these indicators, including school performance decile, free school meal eligibility and postcode data. This allows us to both identify those who were top performers in their schools, and to accept students onto our programmes who were unable to fully realise their academic potential earlier in their education.

REAL is now being used by some employers to get a fairer measure of applicants' academic achievement and potential than grades or contextual flags alone. Following a successful trial with a number of upReach's partner employers, **a version of REAL is being made available for free in order to encourage widespread adoption of contextualisation.**



While contextual admissions have been increasingly used by universities to improve access for students from lower socioeconomic backgrounds in recent years, many graduate employers have been slower to account for applicant backgrounds, reinforcing the "progression gap" whereby students from disadvantaged backgrounds are less likely to secure a good graduate job than those from more privileged backgrounds on the same course at the same university. By looking at a number of indicators of disadvantage, REAL helps to ensure that students from less-advantaged backgrounds are given the same career opportunities as their more privileged peers. This is a valuable tool for employers, who are able to invest in developing potential that might otherwise go untapped.

“*JMAN Group use upReach's REAL tool to provide contextualised A-Level grades for our graduate applicants, giving us a **fairer indication of their academic potential** than using actual A-Level grades.*”

*It allows us to **identify students who have achieved against the odds.***”



Anush Newman, Managing Partner



“*I achieved ABC, some of the **best grades seen in the context of my school** and sixth form, and ultimately received an offer to read Politics at King's College London.*”

*My contextualised A Level grades are AAB, but **unless employers use them, I know many firms will be off-limits to me, even though others on my course could get a job there.***”



Brian McAuslan, upReach Associate



Our Impact in Figures

In 2017-18, upReach have grown to support more Associates than ever before. Importantly, Associate engagement in upReach activities has continued to increase too, driving improved outcomes.

78%

of upReach Associates that graduated in 2016 or 2017 and completed our graduate outcomes survey had started professional graduate employment or gone on to further study within six months of graduation.*

1051

successful applications made by upReach Associates in the three years between 2016 and 2018.

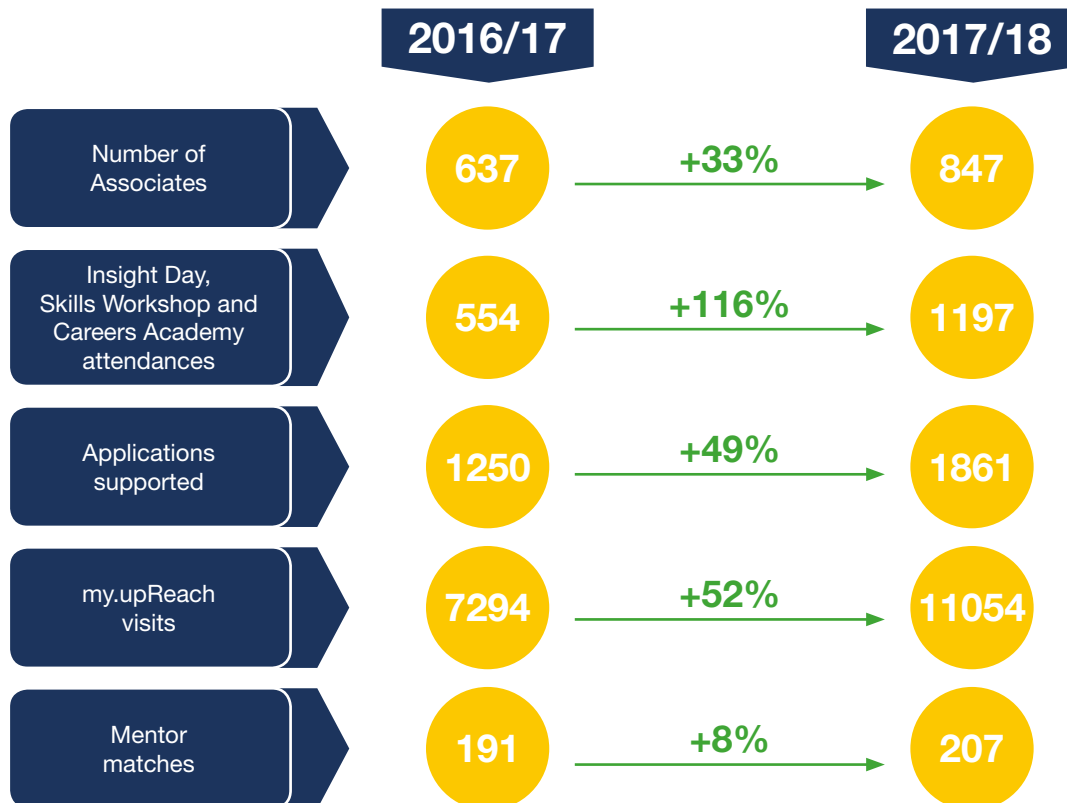
48

Times Top 100 firms made offers to upReach Associates in the three recruitment years between 2016 and 2018.

3.2x

Associates that had been part of the upReach programme during their first year of university in 2017-18 had an employability skill progression around 3.2 times higher than the expected progression for an average first year student.

This year, Associate engagements has increased significantly.



* Graduate outcomes survey conducted in line with the Higher Education Statistic Agency's (HESA) Destination of Leaving Higher Education survey, 6 months after graduation. Due to HESA's graduate outcome collection moving to 15 months post-graduation, employment and salary outcomes for upReach Associates that graduated in 2018 will be reported on in our 2019 Annual Report.

upReach's support enables Associates to fulfil their potential



Tom has been an Associate since 2016, and is an incoming graduate at Deloitte's Strategy & Operation Consulting Practice. He has mentored other students from lower socio-economic backgrounds, and received the Consulting Award at the 2018 Student Social Mobility Awards.

“ Tom has thrived under his upReach mentor's guidance. He leapt at the opportunity to participate in the KPMG International Case Competition and helped propel his team to the national finals: he's a great role model. ”

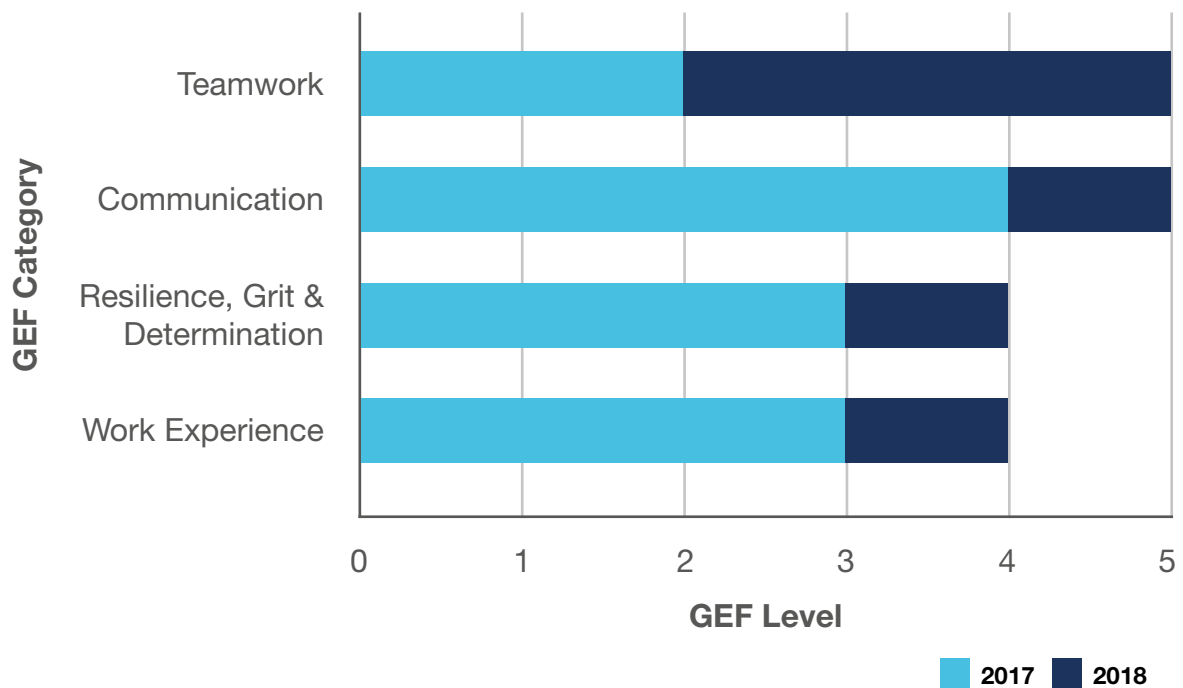


Stephanie
Tom's Programme Coordinator

Name: Tom
From: Essex
Subject: Economics
University: Nottingham

“ *Being a first-generation university student who attended a state comprehensive, it's really difficult to make those first steps into the professional world with little knowledge or contacts. Learning new skills and making the most of opportunities to practice them has got me to the position I am in.* ”

Tracking Tom's progress using upReach's Graduate Employability Framework (GEF):





Umaira joined upReach in 2017. Having taught herself to code, she completed an IT Security internship at Nomura, as well as a Marketing and Communications internship at upReach in July 2018.

“ Umaira is one of the most talented young people I’ve ever met. This year, Umaira has completed the Government and Public Sector springboard and undertaken numerous additional activities to develop key employability skills and her understanding of the public sector. ”

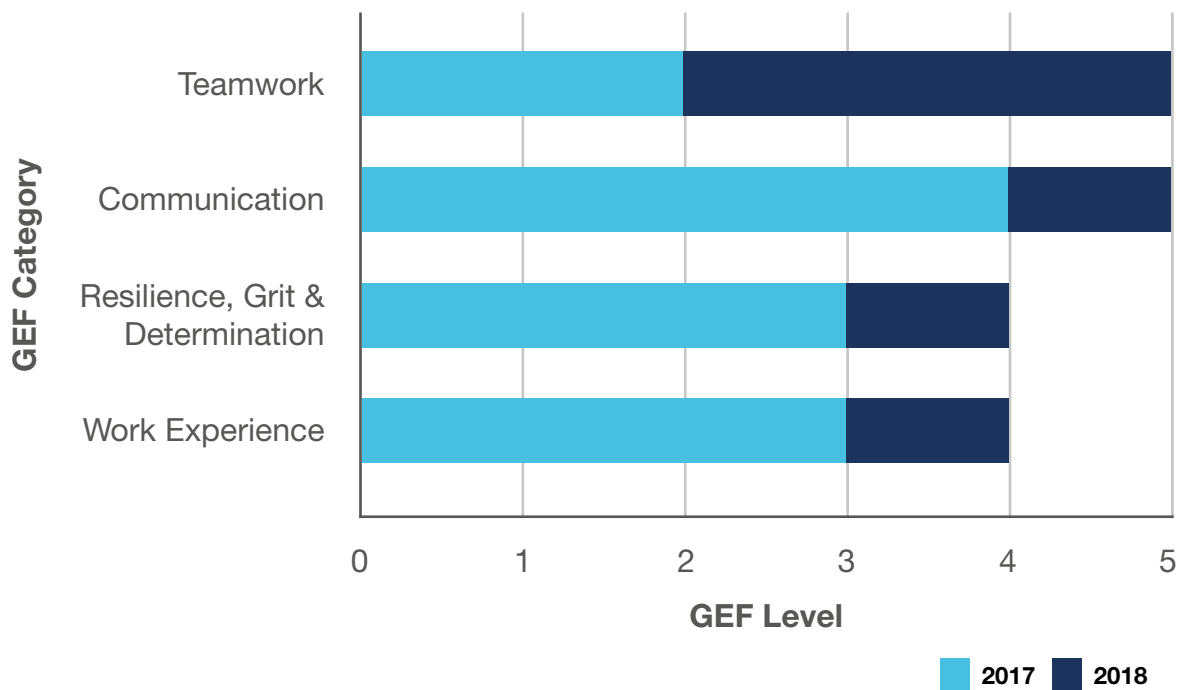


Liam
Umaira’s Programme Coordinator

Name: Umaira
From: Crawley
Subject: History and Politics
University: Exeter

“ Working with upReach as the Marketing and Communications intern was a fantastic and valuable experience. Everyone in the team is so supportive and genuinely care for social mobility and love what they do, which creates such a pleasant working environment. I’m so glad I could give back to such a great charity. ”

Tracking Umaira’s progress using upReach’s Graduate Employability Framework (GEF):





Uniqua became an Associate in 2018, having come to the UK as a teenager. She has since secured an academic scholarship, internships in the public sector, and a placement at Grant Thornton. She was a recipient of the upReach Ten Award at the 2018 Student Social Mobility Awards.

“ Since joining upReach, Uniqua’s confidence has rocketed. Her GEF scores are being used as the foundation for her programme of support, and Uniqua has patiently spent time working on her development areas in order to give herself the space to grow. ”



Gemma
Uniqua’s Programme
Coordinator

Name: Uniqua
From: Ethiopia / Sandwell
Subject: Business
University: Aston

“ *Balancing part-time employment, full-time study, two professional internships and an industrial placement as a young, single parent has been far from easy. However, with hard work, perseverance and fantastic careers guidance from upReach, I’m now breaking the cycle of poverty, and turning my dreams into reality.* ”

”

Uniqua’s baseline employability assessment scores (first reassessment scheduled for 2019):



upReach's growing, vibrant Alumni Network

upReach Associates become Alumni when they graduate. The upReach Alumni Network is designed to support our former Associates as they enter the world of graduate employment and beyond. It was created as a way for former Associates to meet up and maintain the connections, links and friendships made during their time on the programme, as well as making new ones. The regular Alumni events have professional development and networking themes.

Our Alumni Network events have included:

- An event focused on personal branding with a speech from a former Deutsche Bank MD and experienced professional coach, hosted by Allen & Overy
- A talk from the Behavioural Insights Team on using behavioural science to help with setting goals and achieving them, hosted by Close Brothers
- A speech from David Lancefield, Senior Partner at PwC, about the vicissitudes of leadership and life, hosted by North Highland
- An event focused on careers in non-commercial sectors, with a speech from writer, anti-bullying campaigner and Social Mobility Commissioner Jessica Oghenegweke, hosted by Aviva



The Future Charity Leaders Programme

The Future Charity Leaders Programme (FCLP) is a unique 30 month graduate programme created by upReach in 2016 to attract high calibre graduates to work full-time at upReach. As well as nurturing a pipeline of talent to help upReach grow, we aim to create a new generation of future leaders in the sector. The FCLP combines delivery work supporting our Associates with exposure to key aspects of charity management. The Programme is for ambitious graduates passionate about working in the sector, from any university, academic subject and background.

The FCLP works on a rotational basis, providing individuals with six months' experience in up to five of the below areas of charity management:

External Affairs and Policy	Social Media and Marketing	Fundraising and Development	Partnerships
HR, Governance and Finance	Social Impact Measurement	Tech Project Management	Design and Branding

We are committed to providing FCLP participants with with expert training and progression opportunities within upReach.

Meet one of our Alumni, now on the FCLP:



Noshin Choudhury

upReach Programme Coordinator and former upReach Associate

Noshin was an Associate during her time at King's College London. She secured an internship and graduate role at Frontline, before joining upReach's Future Charity Leaders Programme as a Programme Coordinator.

Noshin is currently on the HR, Governance and Finance rotation. She specialises in the Consulting Sector, liaising with our partners at CIL, 2020 Delivery and McKinsey. She supports 87 Associates, and leads on our partnership with King's.

“

Being an Associate was one of the most invaluable experiences during my time at university. In my first year at King's College London I had very little idea of career sectors and opportunities available to me. However, with the personalised support of my Programme Coordinator, who understood my particular interests and skill-set, I soon discovered that I wanted to pursue a career in charity and social impact - something I had never even considered before! upReach's support was incredible, helping me secure a summer and graduate internship with the social work charity Frontline.

After graduating from university and working briefly within graduate recruitment I was drawn to the Future Charity Leaders Programme (FCLP) at upReach. The FCLP is not only an opportunity to experience different aspects of charity management, from HR to Fundraising, but also a way for me to “pay it forward.” I wouldn't have had my own internship experiences if it were not for upReach's various forms of support, and so being a Programme Coordinator myself at upReach is the chance to help provide the same opportunities for current Associates. So far I have found working at upReach so incredibly rewarding, and I love working with such passionate and driven colleagues and Associates!

”

Celebrating Success



The idea for the Student Social Mobility Awards came from the upReach Advisory Board biannual meeting in June 2018. In under six months, we secured **over 200 nominations, five sponsors, a prestigious judging panel, and 220 attendees, while generating a small surplus from the event.**

The Awards showcase the outstanding achievements of students from less-advantaged backgrounds, and recognise mentors, university and employer initiatives that have made a significant contribution to the social mobility landscape by enabling others to succeed. Held at the House of Lords, the inaugural ceremony included speeches from a number of distinguished guests, who are featured overleaf.

Supported by



Social Mobility Commission

The ceremony was rounded off by the announcement of Tara O'Reilly as winner of the **Outstanding Achievement Award** - given to the student the judges felt had achieved the most. Tara grew up on council estates

in inner London and experienced homelessness; she worked full time while self-teaching her A Levels. She is now pursuing a part-time Law degree as a mature student, while working full time in Parliament as the coordinator of the Labour Tribune Group. Tara is a Queens Young Leaders' Advisory Mentor and is the youngest trustee of Peace Brigades International UK, a charity which protects human rights in 8 countries.



I feel honoured to have won the Outstanding Achievement Award. I hope this encourages more people from similar backgrounds to persevere to achieve their goals – our backgrounds should not determine our futures.

- Tara

Further details of the event can be found at www.ssma.org.uk.

The Sponsors



The Judges

CEO of Impetus
Private Equity Foundation



Andy Ratcliffe



Nero Ughwujabo

Special Adviser to The Prime Minister at 10 Downing Street, on Social Justice, Young People and Opportunities. Former CEO of the Croydon BME forum

Associate at Mishcon de Reya LLP, Founder & CEO of The Student Development Co., Founder of the Career Ear app



Claudine Adeyemi



Owain Service

Managing Director of the Behavioural insights Team

Director General (interim), Higher Education and Further Education at the Department of Education. Former Director of Strategy and Social Mobility at the Department of Education



Emran Mian



Rachael Millar

Interim Head of Secretariat at the Social Mobility Commission

Former Vice-Chancellor of the University of Bedfordshire and Director of Fair access to Higher Education



Professor Sir
Les Ebdon CBE DL



Dame Rachel
de Souza

Educationalist and former Head Teacher, CEO of the Inspiration Trust

Senior Lecturer and social mobility expert; specialist in researching the implementation and development of diversity and inclusion programmes in large, multinational professional service firms



Dr Louise Ashley



Zamila Bunglawala

Deputy Director - Strategy and Insight, Race Disparity Unit, the Cabinet Office

The Speakers

At the inaugural Student Social Mobility Awards, we heard speeches from a number of distinguished guests.

Baroness Kennedy, Patron of upReach, is one of the United Kingdom's most distinguished lawyers. She has practised at the Bar for 40 years in the field of criminal law and has conducted many of the leading cases in those years. She has championed law reform for women, especially relating to sexual and domestic violence. Baroness Kennedy was also the leading voice for equal opportunities in the legal profession for women. She has chaired the British Council and the UK Human Genetics Commission. She has been a member of the House of Lords since 1997, where she sat on the Joint Committee of Human Rights, and is chair of the EU Justice Sub-Committee.



Baroness Helena Kennedy QC



Damian Hinds

Damian Hinds was first elected in 2010 as the MP for East Hampshire. In Parliament, Damian has served on the Education Select Committee, and chaired the All Party Parliamentary Groups for Social Mobility and for Credit Unions. His areas of interest include business, the economy, tackling disadvantage and widening opportunity. He was appointed Secretary of State for Education in January 2018.

Sasha is Director of the Social Mobility Commission, and has held a number of roles in the cultural and policy sectors. She has worked as an adviser to No. 10, as a senior adviser for the Department of Communities and Local Government, and as Chief Operating Officer of the National Infrastructure Commission. Sasha is passionate about creative education and believes that the arts are an important tool to allow young people to unlock their potential. She currently oversees the education work of Bold Tendencies, an Arts Commissioning organisation based in Peckham.



Sasha Morgan



Richard King

Richard is Co-Head of UK & Ireland Corporate & Investment Banking for Bank of America Merrill Lynch and is responsible for over 150 large corporate relationships at the firm. He has over 25 years experience in corporate and investment banking and joined Bank of America Merrill Lynch in 2010 from RBS. He is an upReach mentor.

Chris is Director for Fair Access and Participation at the Office for Students, where his role is to ensure that universities and colleges are doing all they can to support underrepresented groups to access and succeed in higher education. Chris is an executive member of the Office for Students board.



Chris Millward

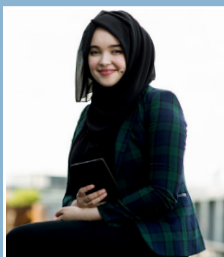


John Craven

Chief Executive of upReach, John has been passionate about boosting social mobility since founding the successful Cambridge University Shadowing Scheme in 1999. He has been at upReach for three years, having formerly been a Director of Equity Markets at Merrill Lynch, a trustee of Get Connected, and a Lead Practitioner in teaching.

The Hosts

Fatima is an undergraduate student studying Electrical Engineering at King's College London. She is an upReach Associate and the first in her family to go to university. In 2017 she converted her Spring Insight Week at Bank of America Merrill Lynch into a Summer Internship in their Global Technology Division.



Fatima Benkhaled



Reggie Nelson

Reggie graduated with an Economics degree and is now a Client Business and Investments Analyst at Legal and General Investment Management. He is also Chair of the ACCA Emerging Talent Advisory Group, a regular voice on BBC Radio, and a youth mentor. He has been described by the Prime Minister as a "persistent and inspiring young person".

The Winners of the upReach Ten Award

While Daniel initially struggled at school, he went on to achieve As and A*s at A Level before being accepted to the University of St Andrews to study Physics. Daniel has shown initiative and drive, converting a Deutsche Bank spring week into a summer internship, getting involved in start-ups, and raising money for charity.



Daniel Malikzade
-Afshar



Kingstun Nelson

Kingstun is the first in his family to attend university or live abroad. He is committed to sharing his experiences and inspiring other young people to achieve their goals, and he spent four years as a senior coach and mentor for vulnerable children. He has won multiple awards at the University of Birmingham for his sporting achievements, and has secured a graduate offer from Lloyds Bank.

Josh studies History at the University of York. He has held leadership roles since school, where he was Head Boy and Ambassador for the Holocaust Educational Trust. These responsibilities are underscored by Josh's academic and professional record; he has completed two Civil Service internships.



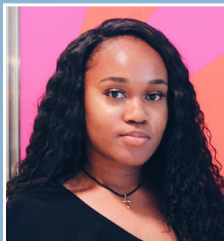
Josh Collier



Kamal Deris

Kamal came to the UK aged 14 with little English, no knowledge of the education system, and no access to career guidance. He gained a place at the University of Warwick to study Mechanical Engineering where he is president of the Gliding Club. Kamal mentors other students, and is currently on placement at Finastra.

Renee was the first student at her comprehensive school to go to the University of Oxford. At University, she has become the first BME representative at Keble college, was elected president of the Oxford African and Caribbean Society, organised Oxford's first black history month showcase, and coordinated the UK's largest student-led conference for black year 12 state school students. Obtaining a first class degree, Renee has recently won a scholarship from the Kennedy Memorial Trust to study International Education Policy at Harvard.



Renee Kapuku



Uniqua Brown

Uniqua has overcome adversity. Having moved from a challenging situation in Ethiopia to the UK to be told her qualifications were not valid, she was determined to put herself through the UK education system, obtaining an Advanced BTEC diploma at D*D*D. She was accepted into 3 UK universities, and awarded an academic scholarship. Today, Uniqua is studying in her final year at Aston University. Whilst studying, she has worked several part-time jobs, completed two internships and an industrial placement, from which has accepted a graduate offer, all whilst raising a young child.

Despite growing up in a social mobility coldspot, Joseph always had big ambitions. While at university, his work on algorithms earned him the Roger Sargent Prize and saw his work published. He served as a delegate for the Student Union, and as a research scholar in China. He has secured a graduate role at Accenture.



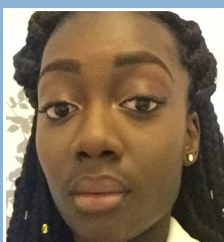
Joseph Chimento



Tolulope
Akinboboye

Tolu is in her final year studying Political Economy at King's College London, as a Desmond Tutu Scholar. Realising that she was often the only woman of colour in the room during her 5 corporate insight weeks, she created the 'BAME in the City society' to support BAME students to obtain internships and access careers. In her spare time, Tolu is a Youth Leader and Coordinator at the Victory Youth Group in Hackney, mentoring young people aged 14-25, public speaking, and fundraising during Easter and Christmas.

Annalisa moved to England when she was 8 years old, learnt English as a second language, and completed her GCSEs at one of the lowest achieving schools in her borough. Annalisa strived towards her goals, receiving a Scholarship by Hogan Lovells to support her LLB at the University of York. She went on to complete 6 internships, served as Vice President of the Afro-Caribbean Society, and was a member of her university's Athletics Team. Annalisa also secured funding to set up a social enterprise, The Power Network, designed to equip 16 and 17 year old girls from similar backgrounds with the tools to achieve their academic goals.



Annalisa Mensah



Yasmin Reid-Linfoot

Yasmin has overcome socio-economic barriers and challenges to become an outstanding student, achieving 4 A*s at Level and gaining a place at the University of Cambridge. She has dedicated her time at university to inspiring other students from non-traditional backgrounds, and graduated from her first year with the highest results in her cohort. Now in her second year, she has taken on the role of Mentor Communications Officer with Project Access.

Future Aims, Objectives and Activities

In 2018-19, upReach is aiming to support approximately 1150 Associates, a 36% increase from this year. The charity has already increased the number of delivery staff to facilitate this level of activity, in anticipation of additional partnerships beginning at the start of the new academic and financial year. Our ambitious goal is to support 2,500 students per annum by 2021-22, and this will be funded by an increasing range of partner universities and employers, the generosity of individual donors, and other fundraising activities.

In the years to come, we will continue to deliver our core programmes to students all over the country. We now have offices in both London and Manchester as part of our ongoing commitment to tackle inequality of opportunity on a national level, including in the social mobility coldspots identified by the Social Mobility Commission.¹

We anticipate even higher levels of Associate engagement in 2018-19, as we continue to use behavioural insights to inform our interventions. We continue to believe that relevant technology can play a critical role in facilitating and complementing a personalised service, and in measuring and evaluating our work. Our ongoing investment in upReach's technology platforms allows us to offer "best-in-class" support to our Associates, providing them with the systems that they are most likely to engage with. Through intensive Associate engagement and our high-quality, personalised support, we anticipate that positive outcomes will continue and the upReach Alumni network will thrive.

upReach's technology-led monitoring and evaluation will allow us to produce a high-quality impact report in 2019.

We continue to develop our complementary technology platforms, including "REAL" (our contextualized recruitment system), and "getEmployable" (our employability assessment tool) which offer significant opportunities to further our mission and strengthen relationships with our partners. We plan to make these platforms more available to universities. Just as

employers can now use REALrating to make their graduate recruitment processes fairer, this platform would enable universities to more efficiently and effectively use contextualisation, and to track their students' employability progress, boosting the skills and progression of their less-advantaged students.

We are in the process of formulating our 2022 Strategy, which we anticipate publishing in mid-2019.

Our Fundraising Plans

upReach plan to continue to increase income from existing sources, and diversify our sources of funding, to ensure our sustainability and future growth.

In 2018, we launched an upReach membership campaign to allow more individuals to donate to upReach on a monthly basis. There are different categories of donor: Member (£3 per month), Supporter (£10 per month) and Sponsor (£25 per month). Going forward, we will seek to expand our membership, and we will build meaningful, personalised relationships with our donors. We are committed to showcasing the impact that their donations make.

Beyond expanding our partnerships, we are in the process of evaluating our fundraising strategy, which sets out which other sources of funding we will prioritise as we move into a further period of growth.



¹ Social Mobility Commission (2017), *Social mobility in Great Britain: fifth state of the nation report*

Thank You

Our Patron



Baroness Helena
Kennedy QC

The Advisory Group

The Advisory Group offers informal advice, support and expertise to the CEO, Head of Programmes and Impact, and the Board of Trustees.



Dr Louise Ashley
Royal
Holloway University



Dinti Batstone
Lawyer and Trustee of
The Fawcett Society



Professor Phillip Brown
University
of Cardiff



Julia Constantine
HR, Marsh
& McLennan



Nicholas Cornwell
Clara Analytics
Team, KPMG



Kate Foster
Widening
Participation Officer,
Exeter University



Deborah Joseph
Diversity Recruiter,
McKinsey



Richard Kennett
Director of UK Student
Outreach, University of
Southampton



Katy Ingle
Head of Diversity and
Inclusion, BofAML



Michael LeoValan
Co-Founder and
CTO, JMAN Group



Tania Lyden
Career Mentoring
Manager,
University of Reading



Emma Moore
Head of Careers &
Employability,
Liverpool University



Sarah Webster
Development Director,
Greenhouse Sports



Phil Wilson
Chief Psychologist and
Assessor, Civil Service



Emma Turnbull
Pro Bono and Community
Investment Officer,
Allen & Overy

Thank You

upReach are grateful to all our supporters, without whom our Associates would not have achieved such career success. We are delighted to be working with people and organisations that share our vision of a society in which everybody has an equal opportunity to realise their full potential, regardless of social background.

Thank you to all our mentors for the fantastic support they have provided to our Associates.

The Development Advisory Board

The upReach Development Advisory Board was established in 2018 to enable individuals to support our mission to boost social mobility in the UK. We are very grateful for the investment that these individuals have made, which has enabled upReach to accelerate our growth. Each Board member is invited to help us develop our long term strategy, and commit to making an annual contribution to the charity for at least two years.

Anush Newman, Managing Partner, JMAN Group

Brian Gilvary, CFO, BP plc

Ed Shuckburgh, Director, Montagu

Jennifer Chamandi Boghossian, Luxury Footwear Designer and Former Banker

Our Supporters

Claudine Adeyemi

Nick Aitchison

Iman Ali

Jake Anders

Alexia Aristidou

Janine Arnold

Louise Ashley

Graeme Atherton

Holly Atkin

Nana Baffour Awuah

Gareth Banfield

Andrew Bargery

Dinti Batstone

Fatima Benkhaleid

Michael Bennett

Anna Bird

Paul Blackmore

Paul Blagburn

Julien Boast

Ellen Broadhurst

Patrick Brown

Phil Brown

Zamila Bunglawala

Sam Campbell

Anne Marie Canning

Alexandra Carr

Kate Cavelle

Jennifer Chamandi Boghossian

Nicholas Cheras

Trang Chu

Charles Church

Julia Constantine

Rachel Coombes

Matthew Cooper

Nicholas Cornwell

Luke Courtney

Sir Ivor and Lady Crewe

Hollie Crompton

Claire Cunningham

Sir Les Ebdon

Sue Edwards

Kate Eggers

Caroline Everson

Mat Faraday

Florentyna Farghly

Adam Fellows

Richard Finch

Jake Finlayson

Kate Foster

Mark Fuller

John Gibbons

Rebecca Gilbrook

Brian Gilvary

Rachel Glaze

Jane Goodfellow

Daniel Gordon

Pradeep Gottipalli

Selina Green

Jackie Gregory

Uzma Hamid-Dizier

Natalie Hannan

James Harkin

Claudia Harris

Anthony Harte

Kim Haughey

Alexandra Hayes

Mikayla Henry

The Rt Hon Damian Hinds MP

Michael Horrocks

Debbie Howitt

Susannah Hume

Kate Hursthouse

Lucy Hutchinson

Katy Ingle

Joanne Jenkins

Chris Jenkins

Arwen Jenkins

Michelle Johal

Andy Johnson

David Johnson

Anthony Johnson

Laura Johnston

Cheryl Jones

Deborah Joseph

Aditi Kapoor

James Kearns

Christine Kelly

Valerie Kemp

Baroness Helena Kennedy

Richard Kennett

Neeha Khurana

Richard King

Andrew Kirby

Leah Knapton
Maija Koponen
Ozkan Koyun
David Lancefield
Michael LeoValan
Gareth Lewis
Kelly-Jo Lihaven
Daniel Lister
Jill Lodge
Tania Lyden
Lucy Makinson
Mark Mansell
Joanna Marchant
Al Marshall
Rohan Martyres
Carole Mehigan
Janira Mendes Borges
Mike Meredith
Nicky Meyer
Emran Mian
Dame Martina Milburn
Rachael Millar
Chris Millward
Harry Moir
Emma Moore
Sasha Morgan
Jay Mukhey

Catherine Mulcahy
Maris Natrin
Reggie Nelson
Anush Newman
Kim Nguyen
Chris Nott
Tom O'Brien
Jessica Oghenegweke
Eleanor Ormsby
Grace Parkinson
Alexander Peake
Ben Pearce
Juliet de Pencier
Cathryn Pender
Scott Pettipher
Simon Piesse
Andy Ratcliffe
Richard Rawstron
Andy Reeve
Charlotte-Grace Rollinson
Johnny Ryan
Sean Salji
Nicole Samuel
Sarah Scadding
Adam Scarr
Owain Service
Shivank Sharma

Ryan Shorthouse
Ed Shuckburgh
Aniela Shuckburgh
Greg Simmons
Lucy Skrzeczkowski
Olivia Smith
Rachel de Souza
Jack Spalding
Emma Stephens
Miriam Styrnol
Lisa Tam
Sarah Tucker
Emma Turnbull
Nero Ughwujabo
Sarah Webster
Alexander Wenk
Andrew Whitmore
Monica Whyte
Janet Willis
Susannah Wilkie
Alexandra Willis
Phil Wilson
Sue Wisbey
Camilla Woodhead
Emma Woozeer
Ban-Ya Yim

Legal and Administrative Details

Full Name:

upReach Charitable Company

Registered Company Number:

08300398

Registered Charity Number:

1158896

Trustees:

M H Fuller

D A Gordon (Resigned 01 June 2018)

M N Henry

A J B Marshall

A R Peake

N Khurana (Resigned 20 November 2018)

G Atherton (Appointed 14 March 2018)

M P Whyte (Resigned 10 August 2017)

Details of the Advisory Group and Development
Advisory Board are provided on pages 29 and 30.

Company Secretary:

J B Craven

Registered Office:

Ground Floor, Studio 18

Blue Lion Place

237 Long Lane

London

SE1 4PU

Independent Examiner:

UHY Hacker Young

14 Park Row

Nottingham

NG1 6GR

Trustees' Annual Report for the Year to 31 July 2018

Governing Document

The charity is governed by Articles of Association which lay out the charity's objects and powers, as well as setting out its governance structure. The charity is constituted as a Company Limited by Guarantee with charitable status, and governed by the Board of Trustees.

Financial Review

During the year, upReach generated an income of £678,994 (2017 = £447,947), of which £178,803 was attributable to Gifts in Kind (2017 = £73,811). Excluding Gifts in Kind, income was £500,191, an increase of 34% on the previous year.

Over 90% of income was received from our Partner Employers and Universities (excluding Gifts in Kind). All of our partners from the prior year continued to support upReach in 2017-18, with the increase in income primarily reflecting new partnerships secured during the period.

Expenditure during the period was £709,494 (2017 = £390,586), of which £178,803 was attributable to Gifts in Kind (2017 = £73,811). The increase in Gifts in Kind was due to £106,000 (2017 = nil) worth of support received from Allen & Overy who provided pro-bono advice on matters relating to the development of REALrating, upReach's contextualised data platform.

Excluding Gifts in Kind, expenditure was £530,691 (2017 = £316,775), an increase of 67% on the previous year. The increase was due to additional expenditure on delivery staff and premises, enabling us to support a record number of students, whilst maintaining our Associate:Programme Coordinator ratio. In addition, two Partnership Managers were appointed in January 2018 to focus on developing relationships with universities and employers, successfully resulting in several new partnerships commencing during the year, and building a strong pipeline for 2018/19.

As part of upReach's growth plans, there was significant further investment in our technology platforms: "REAL", our Contextualised Recruitment System and "getEmployable", our Graduate Employability Assessment tool, both of which we see as key to our strategy going forward.

100% of the total expenditure was on charitable activities.

Overall, during the year, there was a deficit of £30,500 (compared to a £57,361 surplus in the previous year – this included a £40,000 unrestricted donation which was received towards the end of the financial year). This reflects the planned investment in our technology platforms and delivery staff, positioning upReach to achieve further growth in partnerships and Associate numbers in 2018/19 and beyond.

At the end of July 2018, the cash balance was £144,518 (a slight reduction from £153,260 a year earlier), maintaining our conservative financial position.

Reserves Policy

Reserves are needed to bridge the funding gaps between spending activities and receiving resources through donations and fees. Following discussions at the July 2018 Trustee Meeting, the trustees agreed to implement a more detailed and conservative policy regarding reserves. In September 2018, an updated Reserves and Solvent Closure Policy was agreed whereby the Charity would aim to ensure that over the following 12 months, our unrestricted cash reserves are not projected to fall below the higher of:

- a) Three months unrestricted expenditure.
- b) Our estimated costs of closure, plus a 20% contingency.

In managing cash flow, it is noted that most of the Charity's unrestricted income for the year tends to be received during the first quarter of the financial year, with expenditure being more evenly distributed through the year. This means that our cash balance tends to be lowest at the end of the financial year. The unrestricted funds as of 31st July 2018 were £58,035 (compared to £88,535 the year earlier, following the deficit outlined above). This is lower than both of the twin targets of three months unrestricted expenditure (£73,461) and the estimated costs of closure including a 20% contingency (£130,466).

It is noted that, as of 31st July 2018, the Charity had a cash balance of £144,518, and that the growth in Other Creditors during the year from £89,573 to £150,295 includes £141,171 of income relating to activity in the following financial year. The significant investment made in partnerships growth and technology mean that the trustees are confident that the level of reserves will grow significantly during the financial year, expecting it to exceed both of these targets by the end of the 2018/19 financial year.

Appointment of Trustees

Our Trustees are appointed in accordance with the following process, which was revised in 2015. All Trustees appointed before this, have signed a declaration of known conflict of interests and the Charity Commission's Trustee Eligibility Declaration.

- Bi-annual assessment of need: At least twice a year, the Board of Trustees consider if there is a need for additional expertise or experience in a particular area. This should reflect both the medium-term needs of the Charity and the long-term aspirations.
- Area of need is identified and agreed.
- Trustee search: Dependent on the nature of the requirement the Board of Trustees will use a recruitment agency or informal professional networks to identify a shortlist of suitable candidates, supplemented by adverts in appropriate online forums.
- Interviews: The Chief Executive and at least two Trustees interview any potential candidates. This is an open conversation, which aims to understand more about their relevant experience and their motivation for becoming a Trustee. Where feasible these interviews are spaced to allow second interviewers to probe particular areas.
- Decision making: Recruitment decisions are made by consensus as a board, informed by the recommendation of interviewers and subsequent discussion prior to the appointments being made.
- If successful then the candidate will be offered the role subject to the following:
 - o A signed declaration of any known conflicts of interest; and
 - o A signed 'Fit and Proper Persons' declaration.
 - o An ordinary resolution is signed by the Board of Trustees to confirm the appointment. Once this is completed we inform both the Charity Commission and Companies House.

Trustee Induction

In November 2017, upReach formalised the trustee induction process, adding a checklist of items that a new trustee needs to complete with support from the Chair of the Board. A welcome pack, including the Trustee Handbook, is sent to the new trustee upon joining.

Organisation

The charity is governed by the Board of Trustees, who meet six times per year. Day to day management is carried out by the Chief Executive who is accountable to the Board of Trustees. The charity's core public benefit is delivered through a team of Programme Coordinators and Programme Leaders, who provide direct support to the Associates. These are managed by the Head of Programmes & Impact, accountable to the Chief Executive. An Advisory Group offer informal and unpaid advice and support to the Chief Executive, Head of Programmes & Impact and Chair of the Board.

Risk Management

The trustees carry out their duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

A comprehensive risk register was analysed by the board in November 2018, with risks categorised into Financial, Partnerships, Operational, Organisational, Competitors, Strategy and Mission, Programme, Structural and IT. Each risk was assessed according to their likelihood of occurrence and impact on the organisation, with a description of how the risk is mitigated. Each risk category has an assigned trustee, who is responsible to the Board for oversight. At each Board meeting, any significant incidents related to these risks are reported and discussed as appropriate.

Provision of Information to Independent Examiner

So far as each of the trustees is aware at the time this report is approved:

- There is no relevant audit information of which the charity's examiner is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the examiner is aware of that information.

upReach uses online accounting software for bookkeeping and payroll purposes, as well as producing management accounts. The independent examiner has been provided with full access to this software.

Public Benefit Statement

Our package of tailored support and opportunities allows talented undergraduates from less-privileged backgrounds to overcome the barriers to entry, access top jobs and secure professional employment.

The issue of social mobility is not simply one of fairness but also economic necessity for the country as a whole. Through tackling this issue, the UK economy could see cumulative gains totalling £1.3 trillion over the next forty years.

If the issue of access to the professions is not addressed, then 'the typical professional of the future will now be growing up in a family that is better off than seven in ten of all families in the UK'. The continuation of unequal access to professional employment contributes to persistent intergenerational inequality and the UK's sluggish social mobility performance. Our work plays a role in solving this.

For many years there has rightly been a focus on improving access to university. As a result, more individuals from less-privileged backgrounds now attend university; however, this does not translate into equal access to top jobs. In 'The Issue: Access to the Professions' we showed that a degree from a top university was not enough. Our work shows that graduates from less-privileged backgrounds face a number of challenges progressing into the professions. Our support empowers undergraduates to overcome these challenges, effectively compete for top jobs and realise their potential.

Trustees' Responsibilities Statement

The trustees (who are also directors of upReach Charitable Company for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's examiner is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the examiner is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Signed on behalf of the trustees on 29 April 2019:

Mark Fuller

M H Fuller

Chair Person

Registered Company Number: 08300398

Registered Charity Number: 1158896

Independent Examiner's Report to the Trustees For the Year to 31 July 2018

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 July 2018 which are set out on pages 37 to 46.

Responsibilities and Basis of Report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. Accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. The accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Margot Madin

Margot Madin FCA
(Senior Statutory Auditor)
for and on behalf of UHY Hacker Young
Nottingham, United Kingdom

Dated: 29 April 2019

Statement of Financial Activities For the Year to 31 July 2018

	<i>Note</i>	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Income from:					
Voluntary income	2	175,433	416,718	592,151	401,306
Investments	3	5,643	-	5,643	891
Charitable activities	4	81,200	-	81,200	45,750
Total income		<u>262,276</u>	<u>416,718</u>	<u>678,994</u>	<u>447,947</u>
Expenditure on:					
Raising funds	5	28	-	28	390
Charitable activities	6	292,748	416,718	709,466	390,196
Total expenditure		<u>292,776</u>	<u>416,718</u>	<u>709,494</u>	<u>390,586</u>
Net income		(30,500)	-	(30,500)	57,361
Reconciliation of funds:					
Total funds brought forward		88,535	-	88,535	31,174
Total funds carried forward	15	<u>58,035</u>	<u>-</u>	<u>58,035</u>	<u>88,535</u>

Balance Sheet as at 31 July 2018

	<i>Note</i>	2018 £	2017 £
Fixed assets			
Tangible assets	10	6,206	6,450
Investments	11	118	118
		<u>6,324</u>	<u>6,568</u>
Current assets			
Debtors	12	71,619	26,390
Cash at Bank		144,518	153,260
		<u>216,137</u>	<u>179,650</u>
Creditors			
Amounts falling due within one year	13	164,426	97,683
Net current assets		<u>51,711</u>	<u>81,967</u>
Net assets		<u>58,035</u>	<u>88,535</u>
Funds			
Unrestricted funds	15	58,035	88,535
Restricted funds	15	-	-
		<u>58,035</u>	<u>88,535</u>

For the year ending 31 July 2018 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' Responsibilities:

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with Financial Reporting Standard 102.

The financial statements were approved by the Board of Trustees on 29 April 2019 and were signed on its behalf by:

Alastair Marshall

A J B Marshall
Trustee

Notes to the Financial Statements For the Year to 31 July 2018

1. Accounting Policies

1.1 Basis of Preparation of Accounts

upReach Charitable Company is an incorporated charitable company registered in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the legal and administrative information on page 3 of these financial statements. The nature of the charity's operations and principal activity is to address the inequality of access to top jobs regardless of the associate's social background.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The charity has applied Update Bulletin 1 as published on 2 February 2016 and does not include a cash flow statement on the grounds that it is applying FRS 102 Section 1A.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated. The charity is exempt from the requirement to prepare consolidated accounts.

1.2 Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in note 15.

1.3 Income Recognition

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and grants are recognised on a receipts basis.

Donated services and facilities are recognised once the services have been performed.

1.4 Resources Expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Expenditure relating to those restricted funds linked to supporting a cohort of students has been calculated on the basis of the expected costs of supporting 80 students, this being pro-rated on an individual partner basis with reference to the number of students involved.

1.5 Charitable Activities

Charitable activities comprise those costs incurred by the charity in the delivery of its activities and service for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

1.6 Tangible Fixed Assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings – 20%-33% on cost

Computer equipment – 25%-33% on cost

1.7 Taxation

The charity is exempt from corporation tax on its charitable activities.

1.8 Donated Goods, Facilities and Service

Donated goods, facilities and services, including volunteers, are included at the value to the charity where this can be quantified.

1.9 Pension

Payments to defined contribution retirement pension schemes are charged as an expense as they fall due.

1.10 Leases

Rentals payable under operating leases are charged to income on a straight line basis over the term of the relevant lease.

1.11 Judgements and Key Sources of Estimation Uncertainty

In the application of the company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

In the opinion of the directors, there are no special disclosures required in respect of judgements and estimation uncertainty.

2. Voluntary Income

	2018 £	2017 £
Donations	183,114	155,962
Grants	230,234	171,533
Donated services and facilities	178,803	73,811
	<u>592,151</u>	<u>401,306</u>

Included within donations is restricted income of £7,681 (2017 – £2,179) and unrestricted income of £175,433 (2017 – £153,783).

Included within grants is restricted income of £230,234 (2017 – £171,533) and unrestricted income of £nil (2017 – £nil).

Included within donated services and facilities is restricted income of £178,803 (2017 – £73,811) and unrestricted income of £nil (2017 – £nil).

3. Income from Investments

	2018 £	2017 £
Deposit account interest	862	891
Other income	4,781	-
	<u>5,643</u>	<u>891</u>

All investment income is unrestricted income.

4. Charitable Activities

	2018 £	2017 £
Partner fees	6,000	45,750
Partner income	3,800	-
Management fee	71,400	-
	<u>81,200</u>	<u>45,750</u>

All charitable activity fee income is unrestricted income.

5. Fundraising Trading: Cost of Goods Sold and Other Costs

	2018 £	2017 £
Purchases	28	390

All purchases in this regard are unrestricted expenditure.

6. Charitable Activities Expenditure

	2018 Direct £	2018 Support £	2018 Total £	2017 Total £
Staff costs	416,329	-	416,329	278,643
Premises expenses	-	28,730	28,730	18,046
Outsourced services	-	95,002	95,002	63,025
Printing, postage and stationery	-	2,502	2,502	1,661
Advertising	-	18,308	18,308	4,681
Legal and professional fees	-	123,214	123,214	10,176
Computer and telephone	-	6,195	6,195	4,475
Subsistence and travelling expenses	9,275	7,014	16,289	7,485
Bank charges and foreign bank charges	-	149	149	164
Depreciation	-	2,748	2,748	1,990
Gain on disposal of fixed assets	-	-	-	(150)
	<u>425,604</u>	<u>283,862</u>	<u>709,466</u>	<u>390,196</u>

Included within the direct costs is restricted expenditure of £214,155 (2017 – £194,413).

Included within the support costs is restricted expenditure of £202,563 (2017 – £53,110).

7. Net Incoming/(Outgoing) Resources

	2018 £	2017 £
Depreciation – owned assets	2,748	1,990

8. Trustees' Remuneration and Benefits

There were no trustees' remuneration payments or other benefits for the year ended 31 July 2018 nor for the year ended 31 July 2017.

Trustees' Expenses

There were no trustees' expenses paid for during the year ended 31 July 2018 nor for the year ended 31 July 2017.

9. Staff Costs

	2018	2017
	£	£
Wages and salaries	374,647	260,019
Social security costs	28,164	16,595
Defined pension scheme contributions	13,518	2,029
	<u>416,329</u>	<u>278,643</u>

Included within staff costs is restricted expenditure of £207,899 (2017 – £192,235).

The average monthly number of employees during the year was as follows:

	2018	2017
Charitable activities	<u>15</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

The total employee remuneration and benefits of key management personnel was £99,906 (2017 – £81,367).

10. Tangible Fixed Assets

	Fixtures and fittings £	Computer equipment £	Totals £
Cost			
As at 1 August 2017	105	10,015	10,120
Additions	682	1,822	2,504
Disposals	-	-	-
	<hr/> 787	<hr/> 11,837	<hr/> 12,624
Depreciation			
At 1 August 2017	63	3,607	3,670
Charge for year	124	2,624	2,748
Disposals	-	-	-
	<hr/> 187	<hr/> 6,231	<hr/> 6,418
Net Book Value			
At 31 July 2018	<hr/> 600	<hr/> 5,606	<hr/> 6,206
At 31 July 2017	<hr/> 42	<hr/> 6,408	<hr/> 6,450

11. Fixed Asset Investments

	Unlisted Investments £
Cost	
As at 1 August 2017 & 31 July 2018	118
Net Book Value	
At 31 July 2018	<hr/> 118
At 31 July 2017	<hr/> 118

There were no investment assets outside of the United Kingdom. The charity wholly owns the £100 share capital issued in upReach Services Limited, which was incorporated on 4 May 2017 and commenced to trade on 1 August 2017.

12. Debtors: Amounts Falling Due Within One Year

	2018 £	2017 £
Trade debtors	61,354	23,623
Other debtors	10,265	2,767
	<hr/> 71,619	<hr/> 26,390

13. Creditors: Amounts Falling Due Within One Year

	2018 £	2017 £
Trade creditors	2,583	8,110
Taxation and social security	6,307	-
Other creditors	150,295	89,573
Amount due from subsidiary company	5,241	-
	<hr/> 164,426	<hr/> 97,683

14. Operating Lease Commitments

	2018 £	2017 £
Expiring: Within one year	-	2,416
	<hr/>	<hr/>

15. Movement in Funds

	At 1.8.17 £	Net movement in funds £	At 31.7.18 £
Unrestricted Funds			
General funds	88,535	(30,500)	58,035
Restricted funds			
Partner University Grant	-	-	-
University Intern Grant	-	-	-
Trust	-	-	-
Foundation	-	-	-
Associate travel expenses	-	-	-
Partner gifts in kind	-	-	-
Total funds	<hr/> 88,535	<hr/> (30,500)	<hr/> 58,035

Net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted Funds			
General funds	262,276	292,776	(30,500)
Restricted funds			
Partner University Grant	129,750	129,750	-
University Intern Grant	4,300	4,300	-
Trust	41,333	41,333	-
Foundation	54,850	54,850	-
Associate travel expenses	7,682	7,682	-
Partner gifts in kind	178,803	178,803	-
Total funds	678,994	709,494	(30,500)

16. Partner Gifts in Kind

These comprise of £28,142 (2017 – £32,074) relating to a partner employer providing an employee on full-time secondment to upReach (time basis has been used to arrive at a best estimate), £35,000 (2017 – £35,500) from JMAN Group for provision of pro-bono technology services, £1,300 (2017 – £1,330) from Imitor Graphica for design-related services, £106,000 (2017 – £nil) from Allen & Overy for pro-bono legal services relating to the development of REALrating, £2,790 (2017 – £nil) from Howard Kennedy LLP for pro-bono legal services, £5,000 (2017 – £nil) from Bank of America Merrill Lynch for providing rooms for team training events and £571 (2017 – £nil) from Allen & Overy for providing rooms for team training and events.

17. Legal Status of the Charity

The charity is a company limited by guarantee and has no share capital. The liability of each trustee in the event of winding up is limited to £1.

We are grateful for the support of these partners throughout the year ending 31 July 2018

Employers



Universities



Other Partners



Without upReach I would never have had the confidence, resilience, or capacity to apply.



I'd recommend upReach for its tailored, friendly and dedicated support.



The confidence, skills and networking opportunities you gain at upReach are priceless.

