

MOVEMENT TO WORK x BAE SYSTEMS IMPACT SUMMARY

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BAE SYSTEMS



Executive Summary

In partnership with Movement to Work and BAE Systems, Oxford Insights has compiled this summary to illustrate the positive outcomes and impact of BAE Systems' Movement to Work programme on its participants. The analysis was completed using data provided by Movement to Work and BAE Systems on all individuals who participated in their programmes in 2022.

The analysis found that BAE Systems' Movement to Work programmes have high completion rates (86%), and contribute to nearly 2 out of 3 participants who completed the programme achieving a positive outcome of moving into employment, education, or training. Retention rates are also very high among those hired via Movement to Work programmes.

Movement to Work participants also make up a diverse cohort, with higher percentages of participants being female, from an ethnic minority background, or having a disability than the engineering sector average.

Finally, an analysis using data from Movement to Work participants and a comparable group of BAE Systems employees from 2020-2022 found that due to reduced hiring costs by £2500 per Movement to Work participant, BAE Systems achieves a return on investment of 151%. This means that for every £1 invested, BAE Systems recovered that £1 plus an additional £1.51 in savings due to reduced hiring costs.

Scope & Limitations

Before discussing in detail the project and its findings, there are some limitations and scope which need to be outlined.

For ease of data collection and comparability across employers, we have only analysed data from the 2022 calendar year. It is important to note that BAE Systems has relatively small cohorts for its Movement to Work programmes (77 in 2022), so the figures provided here may not be considered entirely representative of all of BAE Systems' Movement to Work participants since the programme's inception.

Since BAE Systems' data collection structure spans over three years, we were not able to identify a comparable group for the year 2022. As a result, data for the comparable group was derived as an average over the last three years spanning 2020-2022. To ensure an appropriate comparison, the turnover rate of participants in the Movement to Work programme was also calculated based on a three-year average. It is also important to note that BAE Systems' Movement to Work programme acts as a pre-apprenticeship, which poses a challenge when trying to find a like-for-like control group. Therefore, BAE Systems provided data on the most comparable cohorts possible - the Early Careers Apprentice population.

Background

Movement to Work is a charity that supports employers to help young people move into work by providing quality work placement and training opportunities. It seeks to break the 'no experience, no job' cycle that prevents young people not currently in employment, education, or training from joining the workforce. In 2023, Movement to Work is celebrating its tenth anniversary by highlighting its positive impact, specifically the return on investment employers can achieve through running Movement to Work programmes.

BAE Systems is a founding member of Movement to Work and partners with the Prince's Trust's Get Into Engineering programme to provide work placement opportunities for unemployed young people across various UK locations. The programme provides two weeks of classroom learning and one week of work experience placement on a BAE Systems' site.

Key Findings

86% of participants completed the programme.

45% of those were hired or offered an apprenticeship.

15% of those who completed the programme became employed elsewhere or went into education or training and **61%** of participants had a positive outcome either with BAE Systems, other employment, or education/training.

In 2022, BAE Systems supported 77 participants across its Movement to Work programmes. 86% of participants completed the programme (66 participants) and 45% (30 participants) of those were hired or offered an apprenticeship with BAE Systems at the time of data collection. Movement to Work programmes clearly represent a direct talent pipeline for BAE Systems. A further 15% (10 participants) of those who completed the programme became employed elsewhere or went into education or training, meaning nearly 2 out of 3 participants achieved a positive outcome. Overall 61% of participants had a positive outcome either with BAE systems, other employment, or education/training.

Retention rates amongst Movement to Work participants were high in 2022, with all but one of those hired (97%) still employed by BAE Systems nearly six months later. This is in line with the engineering sector average according to a study by the [Institute for Employment Studies](#).

Movement to Work participants also bring diversity to BAE Systems. In 2022, 13% (10 participants) of BAE Systems' participants were female, and 13% (10 participants) came from ethnic minority backgrounds. In addition, 27% (21 participants) of participants disclosed having a disability. While the figures for female and ethnic minority representation are below that of the UK's population as a whole, they are still higher than average for the UK's engineering sector workforce, according to industry body [EngineeringUK](#).

As a founding member of Movement to Work, BAE Systems has supported hundreds of young people into work over the last decade, thus playing a key role in driving social mobility and positive outcomes for those involved.



Return on investment

In order to calculate BAE Systems' return on investment for its Movement to Work programmes, we compared data on BAE Systems Movement to Work participants to a comparable group, the company's Early Career Apprentices. For data availability reasons, some data from these groups reflected the years 2020-2022, rather than 2022 alone. We compared these groups' data on hiring and turnover costs and found that by hiring via Movement to Work, BAE Systems is saving approximately £2,500 per employee compared to the more traditional hiring routes of Early Career Apprentices.

While Movement to Work employees appear to have a higher turnover rate than other Early Careers Apprentices when averaged across 2020-2022, these costs are more than recovered by the lower hiring costs associated with Movement to Work employees. This gives BAE Systems a return on investment of 151%, meaning that for every £1 invested, BAE Systems recovered that £1 plus an additional £1.51 in savings due to reduced hiring costs. Even considering the difference in retention rates for the assessed period, BAE Systems is still able to benefit from reduced hiring costs and a diverse talent pipeline by hiring young people through Movement to Work.

"The young people placed by Movement to Work have overwhelmingly demonstrated their capabilities, challenging existing thinking within BAE Systems. Diversity of thought is critical to the technologies we deliver. Giving opportunities to young people from a variety of backgrounds has been of enormous benefit."

Richard Hamer, Education Director, BAE Systems.

Approach & Methodology

In order to develop this analysis, specific data on outcomes, retention, career progression, and demographics were collected for every individual who

participated in a Movement to Work programme at BAE Systems in the 2022 calendar year. To provide the most complete data picture possible, we used a combination of sources: data that BAE Systems had already submitted to Movement to Work and new data provided by BAE Systems. Where gaps remained or discrepancies existed between data sources, we reported results from the source that provided the most complete picture of the population.

Due to the nature of BAE Systems' Movement to Work programme, it is difficult to directly compare participants to other BAE Systems employees. For the purposes of this report, we have compared some figures to publicly available data on the UK engineering sector as a whole. Where we have done this, we link to sources in the text.

Return on investment was calculated by dividing the net savings (avoided turnover and hiring costs minus total Movement to Work hiring costs) by the total Movement to Work hiring costs.

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