



# **Building a Stronger Workforce of the Future**

# The Challenge: A Dynamic Business World & Unprecedented Change

## **Skills Mismatch & Inefficient Talent Marketplace:**

Skills training is key to filling in-demand jobs, and without access to it, workers are locked out of opportunities. This skills mismatch hurts workers, companies, and the economy.

## **Declining Economic Mobility & Opportunity Gap:**

Economic mobility is trending downward, and research shows that the pandemic will only exacerbate economic inequality—disproportionately impacting groups like Opportunity Talent.

**Keeping Pace with Employer Demand:** The education system is struggling to keep pace with the complex needs of today's rapidly-changing jobs—jobs that require education and training between high school and a four-year degree.

**Digital Workforce Transformation:** An exploratory shift towards virtual operations and digital experiences has become a necessity accelerated by the pandemic, pushing companies to re-think and change the way they hire, train, and work.

**A majority of America's jobs require skills training beyond high school, but not a four-year degree**

52%

**But too few workers can access the skills training and education needed to fill in-demand jobs**

43%



# The Challenge: Bridging A Widening Opportunity Gap

Social and economic inequities, systemic barriers, and an inefficient talent marketplace leave **Opportunity Talent disconnected from the economic mainstream and without access to quality jobs.**



Meanwhile, **employers face a growing need for diverse, skilled talent**—the talent they need for today's jobs and for those of the future.

**COVID-19 Impact:** The pandemic has erased 10 years' progress in months. With students physically disconnected from schools and unemployment the highest it's been since the Great Depression, **young people with the fewest resources will be left even further behind their peers and face the highest barriers to reconnection.**

## About Year Up: Who We Are

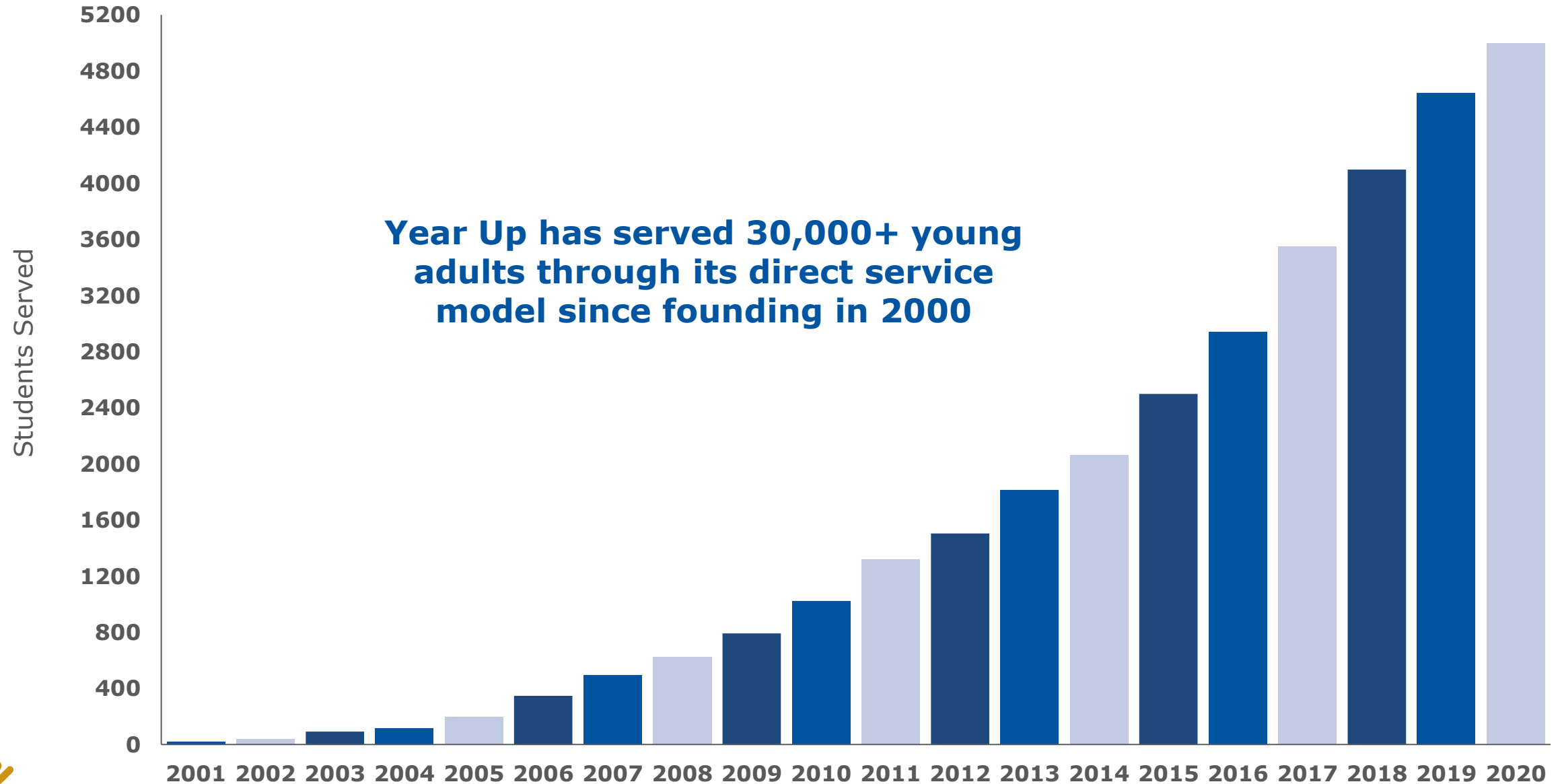
- A non-profit with **20+ years of demonstrated success** bringing talented young adults and top companies together to launch careers, power business, and build community
- A workforce development organization committed to ensuring **equitable access to economic opportunity, education, and justice for all young adults**—no matter their background, income, or zip code
- A **strategic source of talent and collaborative talent acquisition partner** for some of America's largest and best known companies





## **Demonstrated Results:** National Impact & Outcomes

# Demonstrated Results: Year Up Direct Service Growth



# Demonstrated Results: Program Outcomes & Corporate Track Record



## 90%

### GRADUATE PLACEMENT

Graduates employed and/or enrolled in postsecondary education within four months of program completion.



## \$42,000

### STARTING SALARY

Employed graduates earn an average starting wage of \$21.00/hour, equivalent to a salary of \$42,000 per year.



## 75%

### FULL-TIME, TRAINING-ALIGNED ROLES

Graduates employed full-time in roles aligned with one of the five career pathways Year Up trains students.

## 250+

### FORWARD-THINKING CORPORATE PARTNERS

## 41 of 100

### FORTUNE 100 COMPANIES PARTNER WITH YEAR UP

## 90%

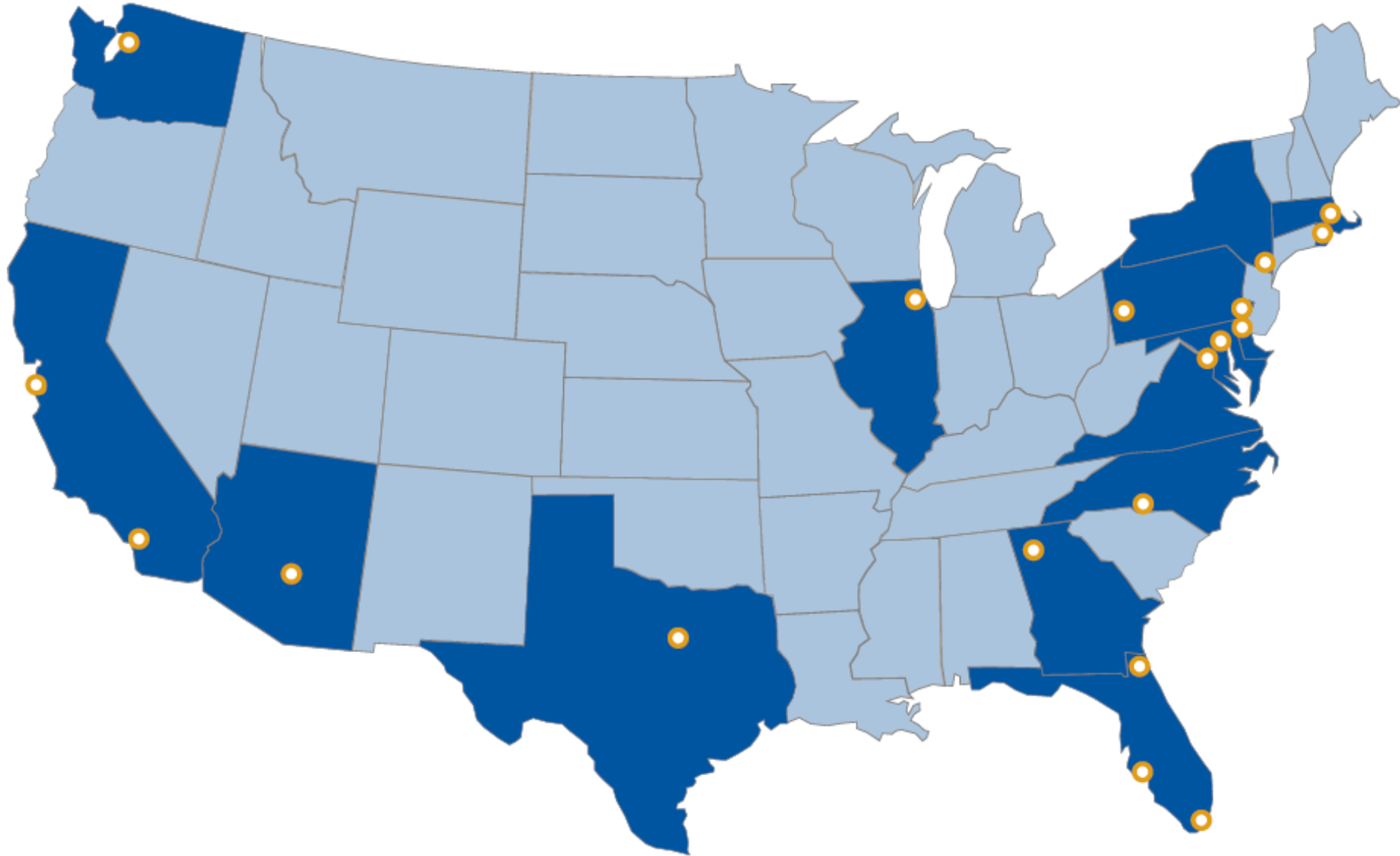
### PARTNER SATISFACTION RATE

## 45%

### INTERNSHIP-TO- HIRE CONVERSION



# Where We Serve: National Presence



# Example Employer Partners: Corporate Internship Partners by Industry

## FINANCIAL SERVICES

JPMORGAN CHASE & CO.



BANK OF AMERICA



## TECHNOLOGY



Microsoft



FACEBOOK



GE Digital



## HEALTHCARE



Boston Children's Hospital

Until every child is well™



KAISER PERMANENTE®



EXCEPTIONAL CARE. WITHOUT EXCEPTION.



Blue Cross Blue Shield of Rhode Island

## INSURANCE



Liberty Mutual™



Allstate®

## HIGHER EDUCATION



HARVARD UNIVERSITY



Massachusetts Institute of Technology

Northeastern University



Northwestern University

Stanford University

## The New York Times

"Tech Jobs Lead to the Middle Class. Just Not for the Masses."

[Read More](#)



Year Up featured on *60 Minutes*

[Watch Video](#)



"Making America More Equitable"  
Merck CEO & Chairman Ken Frazier speaks of Year Up as a solution

[Watch Segment](#)

## *The Atlantic*

"Getting High-School Grads Into the Closed Off World of Tech"

[Read More](#)

# PACE Evaluation Study: Validated Earnings Impacts

Year Up's earnings impacts are the **largest reported to date for workforce programs** tested by gold-standard RCTs.

**53%**

WAGE GAIN AFTER GRADUATION

**40%**

WAGE GAIN AT TWO YEARS  
AFTER GRADUATION

Results prove **effective job training programs such as Year Up can be highly efficient**—generating a significant earnings impact within a relatively short amount of time.





## **A Proven Approach:** The Year Up Solution



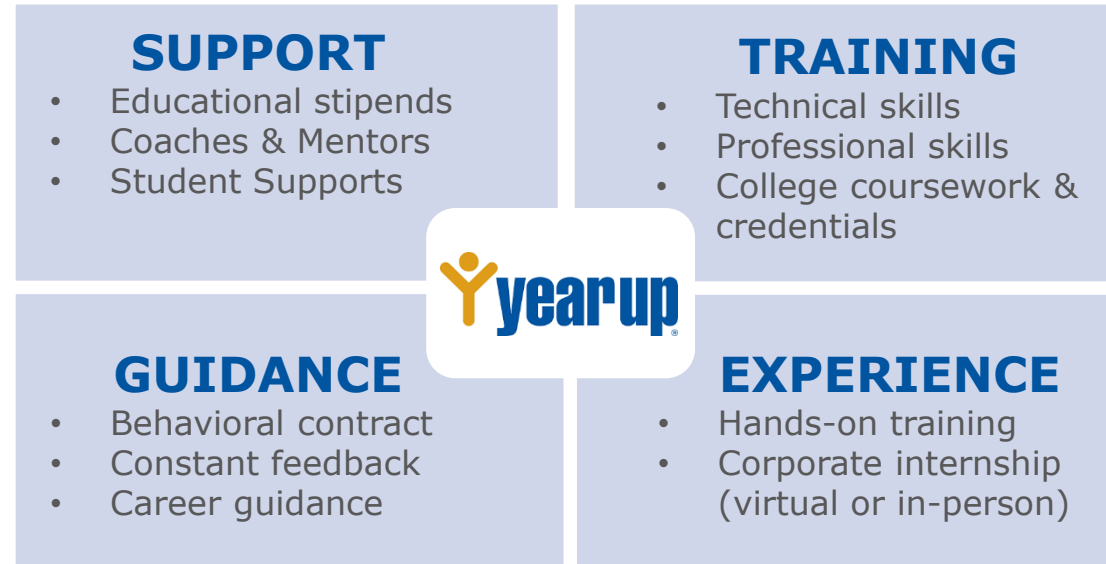
# Program Model: Phases & Core Principles

## Year Up Program Phases



## Year Up Model & Core Principles

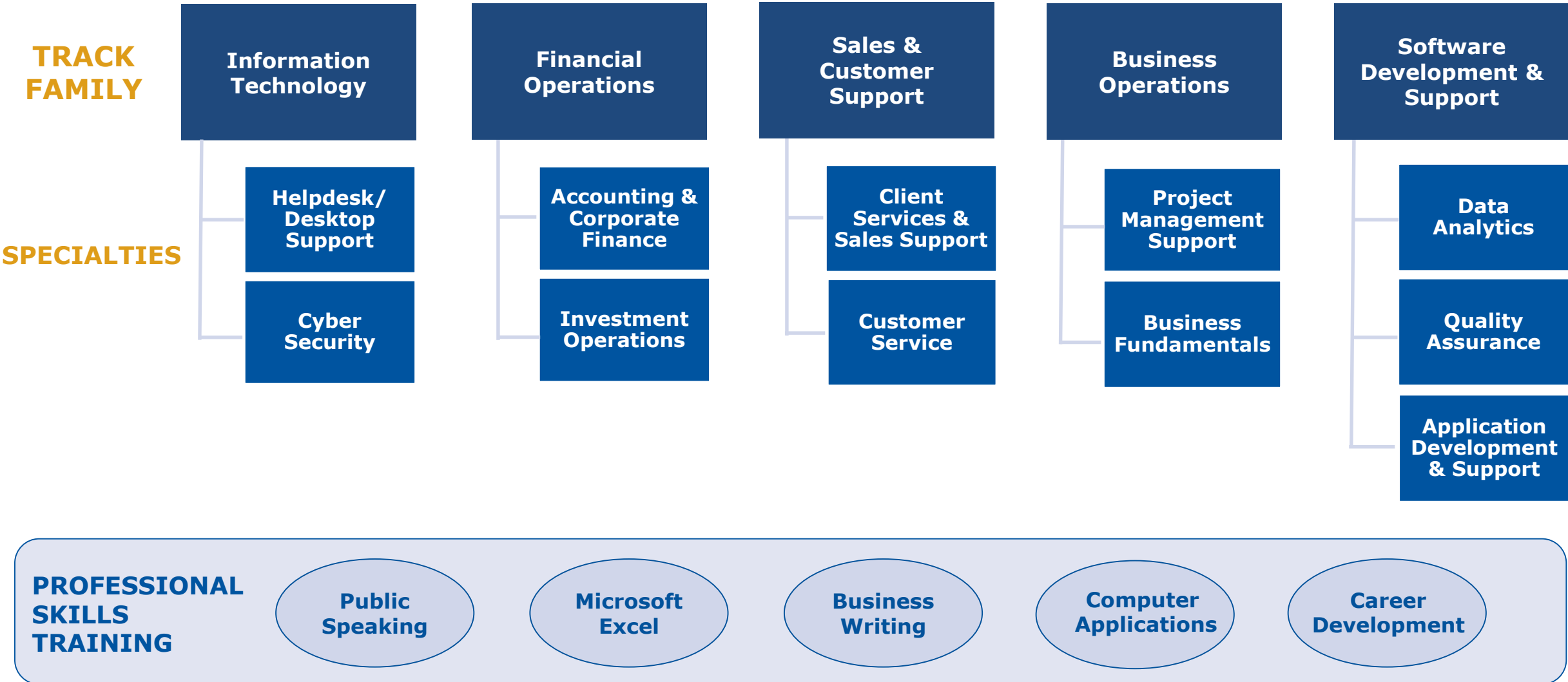
- High support, high expectations
- Commitment to strong outcomes
- Internship and career readiness



- Wraparound supports
- Coaching
- Community building



# Standard Offering: In-Demand Training Solutions



# Value in Partnership: Partnership Benefits



## A New, Broader Pipeline of Talent

Access a diverse pool of candidates you wouldn't otherwise reach with traditional recruitment channels, and tap into a pipeline of bright, skilled talent needed for today's jobs and those of the future.



## Diversity that Fuels Innovation

Diversity of talent means a diversity of thought and experience that leads to the fresh, new thinking, innovative companies want and need. Drive your company forward with fresh perspectives and ideas.



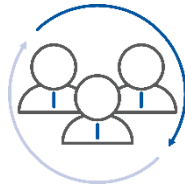
## In-Demand Training Solutions

Our training solutions are driven by our corporate partners' skills needs and responsive to industry trends, and we've designed our curriculum to enable entry and succession across a variety of in-demand roles.



## Flexible, Scalable Partnership

Year Up is a true collaborative talent acquisition partner. Whether you are looking to fill a position need immediately or develop a long-term hiring strategy, we're ready with a flexible, scalable solution designed to meet your unique, evolving needs and help you plan for growth.



## Stronger, More Productive Teams

We put heavy emphasis on the soft skills to create confident, accountable young adults who will thrive in an in-person or virtual workplace. Students learn effective communication, teamwork, adaptability, problem-solving, and time management, as well as skills essential to virtual settings such as self-management and self-advocacy.



## Reduced Hiring Risk

On average companies hire just one in 100 candidates. We offer a more effective way to assess potential hires with our "try-before-you-hire" approach. Through our program, you work hands-on with potential hires—a valuable opportunity to shape training to your specific needs.

# Hire Opportunity Talent | YUPRO at a Glance

## YUPRO: TALENT SOLUTIONS AT WORK

- Year Up's dedicated placement firm and upholds a shared social mission—to place Opportunity Talent in market wage roles that provide economic and career mobility with employer partners that invest in a diverse, inclusive, and equitable workforce.
- Public Benefit Corporation (PBC) & the nation's leading Opportunity Talent placement firm
- Talent placement solution provides access to 25,000+ diverse Opportunity Talent and offers a strategic, socially responsible alternative to traditional staffing
- Proprietary job readiness skills assessment maximizes client-talent matches, while their on-assignment customized coaching results in long-term placement success



Placement with social impact  
is better business.

### REPUTATION



Build your brand as a leader in diversity and inclusion by hiring **skilled, trained and vetted Opportunity Talent** across 19 markets

### RETENTION



YUPRO's **high-touch coaching** commitment drives diversity retention and career advancement

### RESULTS



**95%** of 150+ client partners state YUPRO met or exceeded their expectations

### IMPACT



**94%** positive outcomes representing full-time employment and successful assignment completion

A photograph of three young professionals, two men and one woman, in business attire. They are looking at a computer screen. The woman in the center is smiling. The man on the left is wearing glasses and a tie. The man on the right is wearing glasses and a blue shirt. The background is a blurred office setting.

## Year Up's Impact Strategy

Charting ahead, Year Up will achieve its mission through three interconnected strategies:

- **Direct service** for students and alumni
- **Empowering others to serve** and support Opportunity Talent
- **Changing systems** that perpetuate the Opportunity Gap in this country


# Changing Systems: Dismissed by Degrees

Without a college degree, millions of Americans who are ready, willing, and able to do middle-skill jobs, are increasingly ineligible to apply.

## 3 IN 5

Employers filter out non-grad applicants that are otherwise qualified

## Hidden Costs of Degree Inflation

- 
- Using a college degree as a proxy for competency in hard and soft skills is **an expensive and imperfect approach for finding middle-skill talent**
  - By limiting themselves to college grads for roles that don't require a four-year degree, **employers are creating artificial barriers that deny themselves access to otherwise qualified talent**
- **Premium of 11-30% in wages**
  - **Lower employee engagement and productivity**
    - **69%** of employers think non-grads are equally or more likely than grads to be productive in middle-skill roles
  - **Reduced staff retention**
    - **49%** of employers perceive that college grads are more likely to leave for a competitor
  - **Automatic exclusion of diverse candidates**
    - **84%** of Latinos and **77%** of African-Americans over the age of 25

# Changing Systems: Dismissed by Degrees

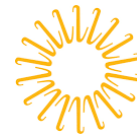
## Gain, Train, and Retain Talent: A New Approach

With an approach based on competence instead of credentials, employers can combat degree inflation. They can fill middle-skill roles more easily from a wider pool, attract employees from diverse, non-traditional backgrounds, mitigate costs, and boost their ability to compete.

1. **Identify** roles that are prone to degree inflation
2. **Define** specific skills for your critical middle-skills jobs
3. **Evaluate** hidden costs of hiring grads versus non-grads
4. **Hire** for competence rather than buying in credentials
5. **Work** with partners to futureproof your talent pipeline—internships can all play a vital part to grow your talent pipeline for middle-skill roles

## Champions of Change

Many employers are already investing in nurturing non-graduate talent—prioritizing **sustainable talent development to drive long-term success.**



Lifespan

### Average Tenure

Traditional hire: 18 mos.  
Year Up intern: **37 mos.**

Gap Inc.

### Retention

Employee hired via internship **retained 2x longer** than via traditional pipeline

SWISS POST

### Average Tenure

College Grad: 11 mos.  
Non-traditional intern: **18 mos.**

Expeditors

### Turnover

Employees hired via internship demonstrate **turnover rate 5x lower** than traditional hires



## **Value in Partnership: Partner Case Studies**



# Case Study: Demand-Driven and Market-Responsive



In 2008, Salesforce partnered with Year Up to create an alternative pipeline of entry-level talent that could augment their more traditional hiring practices and keep up with the company's rapid growth. Today, Year Up plays a significant role in Salesforce's talent sourcing strategy and organizational culture, with Year Up talent engaging with more than 80% of Salesforce business units across the country.

## 620+

Year Up Interns  
Hosted

## 300+

Year Up  
Graduates Hired

## 50%+

Year Up Interns  
Converted-to-Hire

## 83%

Of Salesforce business units  
have engaged with Year Up

**Partner Since:** 2008

**Training Tracks:** Business Operations, Information Technology, Sales & Customer Support, and Software Development & Support

**Partnership locations:** Bay Area, Chicago, Dallas/Fort Worth, Greater Boston, Greater Atlanta, National Capital Region, New York/New Jersey, Puget Sound

“ We provide internships for many Year Up students because it **provides Salesforce with access to a talented group of graduates whom we hire to meet our skilled labor needs**, which in turn increases our competitiveness. ”

**Ebony Beckwith**

Chief Philanthropy Officer and EVP, Marketing  
Salesforce



# Case Study: In-Demand Training Solutions



In 2009, Kaiser began hosting Year Up IT and Business Operations interns and soon recognized that they could map internship roles directly to in-demand entry-level roles in helpdesk, field service, project management, and more. Today, the partnership continues to supply Kaiser with a strong pipeline of entry-level talent across 5 locations and more than 10 functional teams.

## 345+

Year Up Interns  
Hosted

## 135+

Year Up  
Graduates Hired

## 90%+

Kaiser managers that would recommend  
Year Up to a friend or colleague

## 45+

Year Up Interns  
requested Per Year

**Partner Since:** 2009

**Training Tracks:** Business Operations, Information Technology, and Software Development

**Partnership locations:** Bay Area, Greater Atlanta, Los Angeles, National Capital Region, Puget Sound

“We very much value the partnership with the Year Up program and the young adults that we work with as they gain valuable real life work experience. **I can honestly say, our team members also learn a tremendous amount by mentoring and supporting the Year Up interns.** Big win – both for Kaiser Permanente and the Year Up program.”

**John Williams**

VP of Technology, Kaiser Permanente



# Case Study: Collaborative and Scalable Partnership

## FACEBOOK

Since 2011, the partnership with Facebook has continued to grow through strong collaboration and leadership. Facebook has served as a key partner in the launch of Year Up's Data Analytics specialty training, working closely with Year Up Bay Area to scope and design the curriculum. In 2018, we launched an innovative employer-based location with Facebook at their Menlo Park headquarters. This collaboration is a strong testament to Facebook's commitment to growing the partnership, strengthening local communities, and empowering young adults in technology.

**420+**

Year Up Interns  
Hosted

**225+**

Year Up  
Graduates Hired

**150+**

Facebook employees have  
volunteered at Year Up

**90+**

Year Up interns requested  
per year

**Partner Since:** 2011

**Training Tracks:** Business Operations, Information Technology, Sales & Customer Support, and Software Development & Support

**Partnership locations:** Bay Area, Chicago, Greater Boston, Los Angeles, New York/New Jersey, Puget Sound

“As we grow, it is increasingly important to hire strong local talent and create opportunities for our neighbors. **Through this expanded partnership with Year Up, we aim to create a pathway to professional development and equitable employment for our community.**”

**Bernita Dillard**  
Public Policy Manager,  
Facebook



# Case Study: A New Pipeline of Skilled, Trainable Talent



Since 2007, American Express has looked to Year Up to recruit and develop top talent to support company growth, innovation, and diversity. With tech skills at a premium across every industry, American Express partners with Year Up as an innovative solution—an alternative to traditional university recruitment and coding boot camps—to access an untapped and reliable pipeline of skilled, entry-level talent to meet the company's evolving needs.

## 495+

Year Up Interns  
Hosted

## 215+

Year Up  
Graduates Hired

## 49%

Year Up Interns  
Converted-to-Hire

## 80+

Interns Requested  
Per Year

**Partner Since:** 2007

**Training Tracks:** Business Operations, Information Technology, Sales & Customer Support, and Software Development & Support

**Partnership locations:** Arizona, Bay Area, New York/New Jersey, South Florida

“At American Express, we’ve hosted more than 410 Year Up interns and hired nearly 180 graduates. These young adults are doing amazing work in software engineering and other tech roles, as well as in fraud, collections, and sales in our customer service centers. **By partnering with Year Up, we have access to a pool of highly-skilled, enthusiastic and motivated millennial talent that will help us continue to innovate and grow.**”

**Marc Gordon**  
CIO, American Express





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