

# Sharing our impact with Britain

Progress to June 2020



**MIGRANT LEADERS**

*connections • capabilities • courage*



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# The problem

## PARKER REVIEW 2017

Citizen Directors of colour represent only

2%

of FTSE 100 Boardrooms  
compared to

14%

of UK population  
A further 6% are non-British whites

## MIGRANT LEADERS REVIEW

Citizen Directors of colour who  
migrated to Britain represent only

1.3%

of FTSE 100 Boardrooms

## ALL PRIVATELY EDUCATED

Citizen Directors of colour who  
migrated and grew up in Britain  
who made it into that 1.3% were all

privately  
educated

apart from one person

WE ARE GOING TO CHANGE THIS ...

# 2020

THE POSITION IN 2020 SHOWS INSUFFICIENT PROGRESS

## PARKER REVIEW 2020

Citizen Directors of colour represent only

3.2%

of FTSE 100 Boardrooms

*Considering non-responses,  
a full dataset may paint a  
picture broadly consistent  
with the Parker Review 2017*

## FTSE 250

Citizen Directors of colour  
represent only

1.8%

of FTSE 250 Boardrooms

## ONE BY 2021

FTSE 100 Boards which have  
no ethnic minority Directors:

37%

of FTSE 100 Boardrooms



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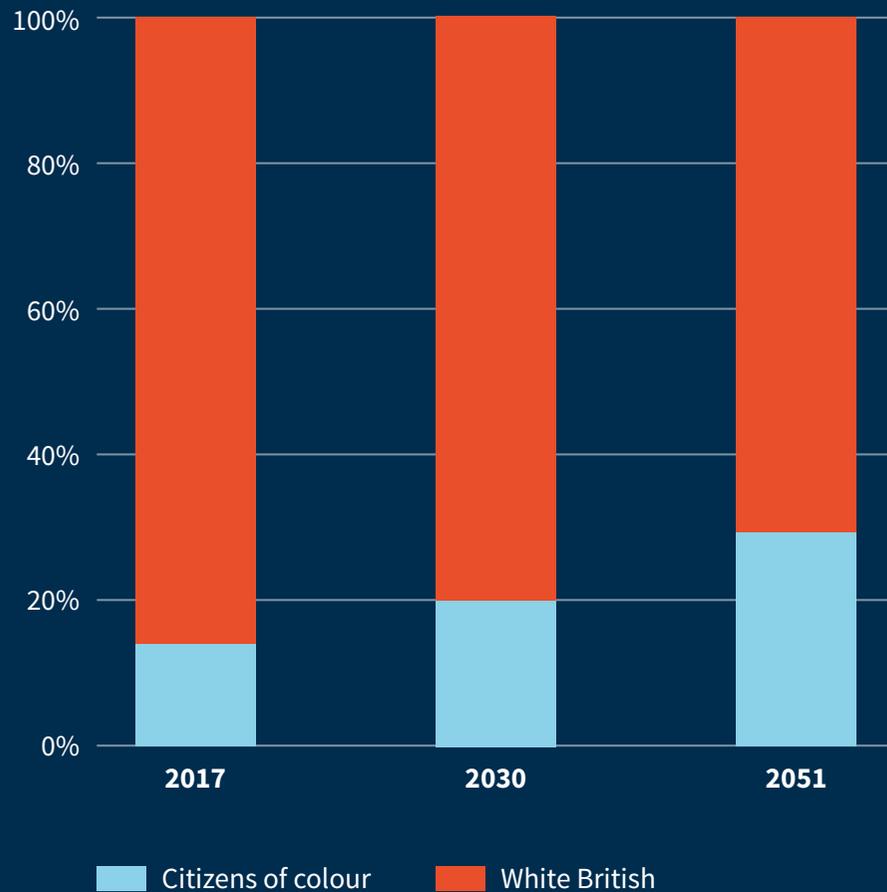
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## Estimated impact on UK population



*We are going  
to step up  
our work ...*



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# Our charity mission

*“There is an endless source of energy to use to the advantage of the UK economy and communities: first and second generation migrants are hungry for achievement. They are driven to prove themselves and gain recognition in their host country. I know from my own experience that 30 years after moving to the UK, I still have a strong sense that I want to do something for this country that welcomed me as a young person.”*

Elham Fardad,  
Migrant Leaders Founder & CEO



## About Migrant Leaders

Migrant Leaders is an independent UK registered charity programme, which works directly with young people from deprived backgrounds, educational institutions, communities and large corporates to inspire and develop disadvantaged young people and in particular young migrants. Our aim is to provide bespoke support to equip talented young migrants with the knowledge, skills and confidence to enter and take on leadership roles in major public and private sector organisations.

## Our mission

Our mission is to equip every young migrant regardless of their background, with the leadership mindset and capabilities they need to capture opportunities to fulfil their potential. Concurrently they will feel productive and valued members of British society, thereby boosting social mobility, tackling discrimination and strengthening communities.



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# Words from our Patron

“As a patron of Migrant Leaders it gives me enormous pleasure to provide a message of support of the work that our charity carries out to develop and help young migrants fulfil their potential.

The valuable Parker Report highlighted that citizens of colour represent only 2% of FTSE100 Boardrooms compared to 14% of UK population. Migrant Leaders carried out further research and looking at the same population this number goes down to only 1.3% who migrated to Britain and almost all were privately educated. Migrant Leaders sets out to change this.

The value of this diversity to the growth of the British economy and the benefit to everyone in British society is immense. I wholeheartedly believe in the Migrant Leaders mission and the intelligence and resilience it has taken to bring it to where it is today.”

Dr Yvonne Thompson CBE FKCL,  
The Parker Review Steering  
Committee Member



A dynamic, entrepreneurial, award winning Top 100 BAME Leaders in Business, Yvonne has a proven record for building high performing teams. Since starting her own PR company over 30 years ago she has been involved in many successful firsts in the UK. She also has over 20 years' experience for which she is well known on public sector boards, which includes, Charing, DTI's Ethnic Minority Business Forum, African Caribbean Business Network, and many others to where she brings energy and experience. Often called upon for media interviews, on issues concerning small businesses, women and minorities; Ms Thompson is no stranger to engaging with Prime Ministers, Ministers, and high profile personalities in business.



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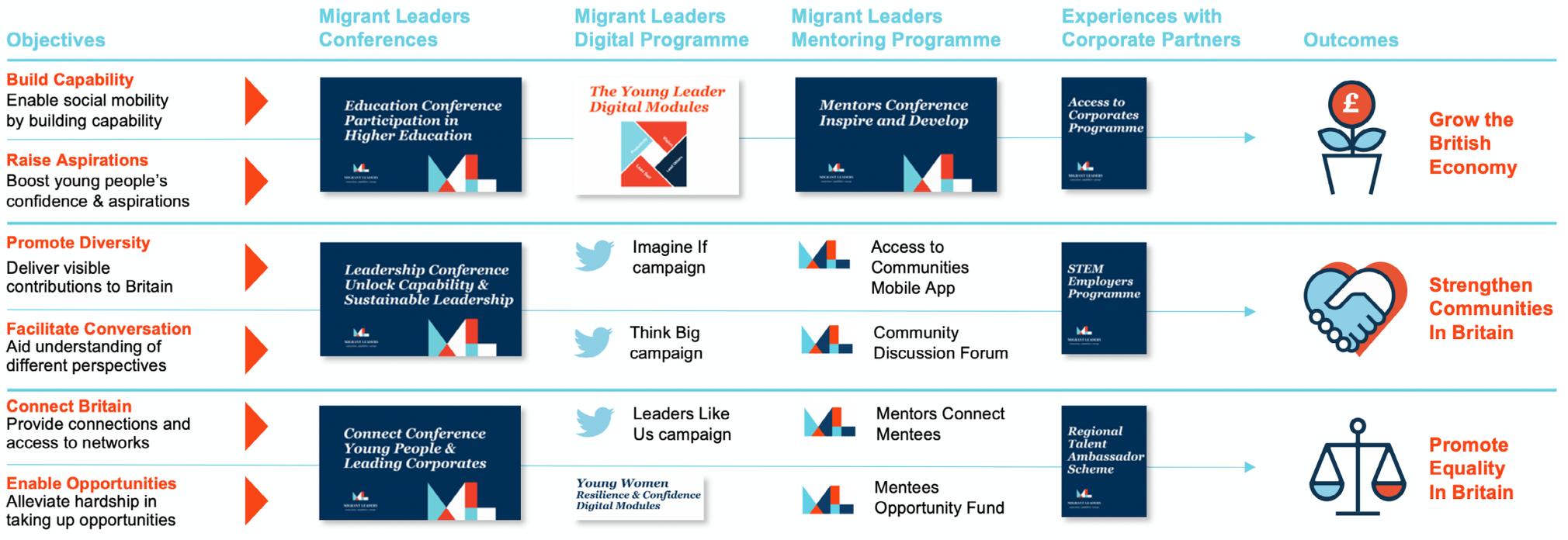
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# Our vision and outcomes

Our programme aims to ‘Give Back to Britain’ by sharing our programme with all young people from under-represented and deprived backgrounds. We deliver this development programme at no cost to young people or educational institutions:





**Mentee:** Bavisha Guiga Babu  
A Level Student

**Mentor:** Barbara Gottardi  
Chief Information Officer, HSBC

“Due to my parents being immigrants from India and Portugal, it was hard for me to make use of their experiences and contacts however Migrant Leaders has provided me with the opportunity. Learning about and utilising the experience of my mentor has made me more aware about the importance of always developing new skills through jobs or work experiences I take. My mentor’s understanding and friendly behaviour meant that it was much easier for me to ask questions to my mentor and thus form a clear vision of how I can get into a good career.”

**Impact:** Gaining corporate insights, senior connections and vision of a top future career. Now studying for a Masters Degree in Mathematics at Kings College, London.



**Mentee:** Luke Sagay  
University Student

**Mentor:** Elham Fardad  
Senior Manager, Ernst & Young

“My mentor has encouraged me and helped me remove very real barriers in taking up work experience opportunities in leading firms. Without her direct advice and help to build an outcome driven mindset, I might have let those opportunities pass me by. She made me understand that these decisions early on in life will set the direction for the rest of my career. She has given me a vision for my future which my family alone as migrant parents from Nigeria and Dominica may not have been able to give me. The end result was that I have secured a graduate job offer with EY even before I finish my degree.”

**Impact:** Raising aspirations and obtaining work experience opportunities. Now on a graduate training programme at EY.



*“The leadership in the FTSE100 is not as diverse as it should be. That is why I chose Migrant Leaders to be my programme of choice.”*

Diego Henriques,  
General Manager, Anglo American





**Mentee:** Heli Shah  
A Level Student

**Mentor:** John Ashworth  
Senior VP Finance, Smith & Nephew

“I want to be the most successful accountant in the UK. My parents are originally from India and my father works hard as a bus driver so I have learnt so much by hearing from my mentor about the life of an accountant and what needs to be done to be a successful accountant in the UK. I have really enjoyed listening to him and learning from him. Thank you for setting me up with such a great mentor. I want to build my skills, learn and put my knowledge into big firms to make them the most successful in the UK.”

**Impact:** Building the roadmap and knowledge to achieve career aspirations & personal dreams. Now studying for a Bachelors Degree in Accounting & Finance at Kings College, London.



**Mentee:** Hitik Jaihanta  
A Level Student

**Mentor:** Sabry Salman  
Managing Director, Barclays

“I believe this programme is an excellent platform to fulfil my aspirations of being a successful investment banker and will help me to reach the highest level within my field. I aspire to lead my firm and dominate the banking sector. I hope to use my skills to contribute to the economy and I believe this programme will give me an excellent platform to do so. The opportunity to be matched to such a senior mentor and role model in the field I wish to excel at is something that would have been almost impossible given my parents type of work and migrant background.”

**Impact:** Providing relatable role models and connections to the right mentors based on career aspirations. Now studying for a Bachelors Degree in Economics at London School of Economics & Political Science (LSE).



*“There are so many high potential people who come from circumstances which makes it hard for them to fulfil their potential. The Migrant Leaders programme is a perfect example of how to bridge this gap and we look forward to continuing this partnership.”*

Philip Smiley,  
Chief Executive Officer, Kantar Consulting

**KANTAR**



**Mentee:** Wasifa Khalid  
A Level Student

**Mentor:** Dr Sayee Papineni  
NHS Consultant

“This development programme and my mentor have given me opportunities by visiting the UCL campus with me before my interview where my mentor graduated from herself and she did a mock interview with me which led to UCL offering me a place. She even worked with Migrant Leaders to arrange for an afternoon of talks by doctors from different specialities including the first female black orthopaedic surgeon appointed in the UK who was born in Guyana. The Migrant Leaders special development programme has made me realise I can achieve my dream of helping people and developing countries through my career in medicine.”

**Impact:** Providing insights and access to inspirational relatable role models in chosen field. Now studying Medical Sciences at University College London (UCL).



**Mentee:** Kanav Moudgill  
A Level Student

**Mentor:** Lester De Leon  
Vice President, Standard Chartered Bank

“I moved to the UK at the age of 11 with hopes and dreams of becoming an Aerospace Engineer. I knew that I may not be able to afford to go to university and that I should explore different career options. Migrant Leaders matched me to a mentor I could relate to and when I decided to explore degree apprenticeships Elham personally connected me with her senior contacts in GSK, Airbus and GKN Aerospace. The mentoring, experiences, advice and contacts the Migrant Leaders programme has given me has been incredible. I hope that I can give back to the programme by fulfilling my potential.”

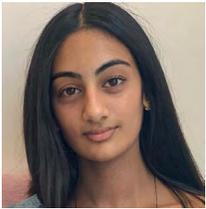
**Impact:** Connecting to senior leaders in top companies in the chosen field. Now studying for a Bachelors Degree in Aerospace Engineering at University of Manchester.



*“I really believe in the cause that Migrant Leaders supports which is to create a landscape where there is equality of opportunities for 1st and 2nd generation migrants to really succeed.”*

John Ashworth,  
Senior Vice President, Smith & Nephew





**Mentee:** Nirali Shah  
A Level Student

**Mentor:** Bhavin Shah  
Head of Debt Products, RBS

“My mission in life is to use my disadvantage to my advantage and until I joined the Migrant Leaders programme I did not have the connections to get this opportunity. My Migrant Leaders mentor arranged for me to gain work experience in an accountancy firm and also helped me consider and apply to degree level apprenticeships in my gap year. This guidance, support and feedback has been so important to me and an opportunity that I would not have otherwise had.”

**Impact:** Providing guidance and the connections needed to action career decisions. Now on a gap year working with Migrant Leaders to secure a degree level apprenticeship.

*Permission has been obtained from individuals to use their full names in this report.*



# Key impact numbers:

WHAT WE HAVE ACHIEVED SINCE 2017:

450

senior mentors  
from more than 95  
FTSE100 and leading  
organisations



823

Corporate experiences &  
workshop participants



11

UK locations



5,650

Digital Modules and Content Views



365

mentees between  
16 and 25 years old



96%

BAME mentees



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# Our story:

2017

JULY



**Design:** Elham developed the charity programme proposal on a family holiday in China. Hit by jetlag, Elham saw this as her luck that the jet lag gave her 5 hours a day to work on this while her children slept.

**Consultation:** Migrant Leaders Youth Conference to introduce programme and seek feedback from potential participants.



OCTOBER

2018

JANUARY



**Launch:** Migrant Leaders Leadership Conference with representatives from Accenture, Deloitte and EY among more than 100 attendees from private and public sector to seek further consultation.

*"Elham's vision for what can be achieved for young people by working collaboratively and empowering them is highly motivating. Her efforts have seen top business leaders come together to support incredible young people to achieve great things."*

Kate Kettle  
Migrant Leaders Advisory Board  
Kings College Participation Department

**Future Britain Young Leaders Workshop:**



Opened programme to encourage economic participation from all ethnicities across Britain, in consultation with our Young Leaders Panel and Kings College Widening Participation Programme.

JUNE



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*“It is equally important for BAME talent to hold up a mirror to themselves as it is for organisations to support them. The need for a collaborative approach is greater than ever.”*

Rene Carayol MBE  
Migrant Leaders Patron  
Inclusion Expert & CEO Coach

**Afro-Caribbean Youth:**

Commenced drive towards targeting young girls and boys from Afro-Caribbean ethnicity to raise their aspiration and access to opportunities to fulfil their potential.



JULY

SEPTEMBER



**First Mentors Conference:**

65 senior Mentors attended the inaugural Migrant Leaders Mentors Conference to hear our Founder Elham Fardad introduce the programme and Patrons Dr Yvonne Thompson CBE and Rene Carayol MBE speak.

**First Education**

**Conference:** Migrant Leaders Education Conferences aim to inspire and boost participation at top universities and provide practical expert training on university applications.



OCTOBER

2019

FEBRUARY



**National Coverage:** Engaged with universities and schools across the country to help address regional disparity in youth training and employment.

**Corporate Partner:**

Mentees Access to Corporates Mining Conference.



NOVEMBER



APRIL



**First Connect Conference:** Connecting our Mentors and Mentees.

**Leaders Like Us Campaign:** Interviews with leaders as relatable role models to inspire and share experience with diverse young people across the country.



JUNE



**Digital Programme Launch:** To provide further guidance, training and tools as well as inspirations through our Leaders Like Us and Imagine If campaigns.

**Charity Times Awards:** Selected as Finalist for Charity Times Awards 2019.



JULY



OCTOBER



**Corporate Partner:** Mentees Access to Corporates STEM Conference.



NOVEMBER

**KANTAR**

**Corporate Partner:** Mentees Access to Corporates Marketing Conference.



DECEMBER



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# Our response to Covid-19 is to scale up our impact and expand the scope of our support of BAME communities:



**Mentee:** Brian McAuslan  
University Student

**Mentor:** Elham Fardad  
Senior Manager, Ernst & Young

“I grew up in a deprived part of London where opportunities were few, expectations were low, and my aspirations were disregarded rather than nurtured. I am the first person in my family to attend university, now studying at King’s College London. My mentor’s recognition of my potential and ambition has inspired me to persevere and continue to achieve. She shares her deep experience with me at every point and even arranged for me to directly intern with an Executive VP at Unilever, who is a Migrant Leaders mentor. The bespoke development programme has given me pivotal opportunities I simply would not have otherwise had, and I am delighted to be part of Migrant Leaders.”

**Impact:** Enabling social mobility and breaking down barriers to success. Now working as Intern at Unilever while studying for a Bachelors Degree in Politics at Kings College.

2020

APRIL

## Resilience & Confidence Training:

Launched Migrant Leaders Resilience digital module followed by live webinar training with Winston Ben Clements on a mission to inspire 1 Billion people.

## First Digital Education

**Conference:** Live webinar training in collaboration with Varsity Scholars to support university applications and enhancing mentees’ communication skills with Kantar.

JUNE



## STEM Careers Deep Dive:

In collaboration with our corporate partner Smith & Nephew.

JULY



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### Engineering in Diamonds

**Deep Dive:** Focused on aspiring female engineers in collaboration with our corporate partner Anglo American.



### Mentors Milestone:

500 senior Mentors from more than 95 FTSE100 and leading firms.

SEPTEMBER

2020

2020

**BAME Support App:** We are widening our support of BAME families by providing pro bono expert advisers, support and connections to the wider economy.

### KANTAR

### Marketing & Consulting Virtual Internships:

In collaboration with our corporate partner Kantar.

AUGUST

*“The BAME communities need the allyship of a network that supports and connects them. They need hope that the future will be better than the past.”*

Chrisann Jarrett  
Migrant Leaders, Young Leaders Panel



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# Our mentors

We have over 450 volunteer mentors who have joined us to support our programme and the talented young mentees we select. Our mentors work in senior roles in FTSE100 and leading organisations including:

## FINANCIAL SERVICES

HSBC  
Barclays  
Goldman Sachs  
Morgan Stanley  
JP Morgan  
UBS  
Citi  
RBS  
AXA  
Mastercard  
American Express  
Lloyds BG  
NatWest  
Blackrock  
Barclaycard  
Moody's  
Visa

## PROFESSIONAL SERVICES

SAP  
Oracle  
Microsoft  
Cisco  
HP  
EY  
PwC  
KPMG  
Deloitte  
Clifford Chance  
Capita  
IBM  
Accenture  
Wipro Consulting  
Tata Consulting  
GENPACT  
Infosys  
Grant Thornton  
Alvarez & Marsal  
Kantar

## INDUSTRY SECTORS

GSK  
Pearson  
Thomson Reuters  
Sky  
G4S  
Conduent  
Anglo American  
Experian  
Kantar  
SAS  
Tata  
Intertek  
Black & Decker  
Unilever  
Astra Zeneca  
Smith & Nephew  
Diageo  
Whitbread  
GKN Aerospace  
Vodafone  
Jaguar Land Rover  
BAT  
Emirates  
Mind Tree

Uber  
The Telegraph  
BP  
GE  
Gartner  
BT  
Travelers  
Mitie  
Aon Risk Solutions  
Nissan  
Fujitsu  
Travis Perkins  
Jacobs  
Vodacom  
Penguin  
Burberry  
Chanel  
Pfizer  
Tarmac  
BAE Systems  
Airbus Group  
Coats Group  
JLL  
Merlin Entertainment

Rio Tinto  
Hitachi  
Transport for London  
AECOM  
NHS  
Thames Water  
Network Rail  
BBC World  
Cambridge Uni  
Dyson  
ABB  
Ericsson  
eBay  
Essentra

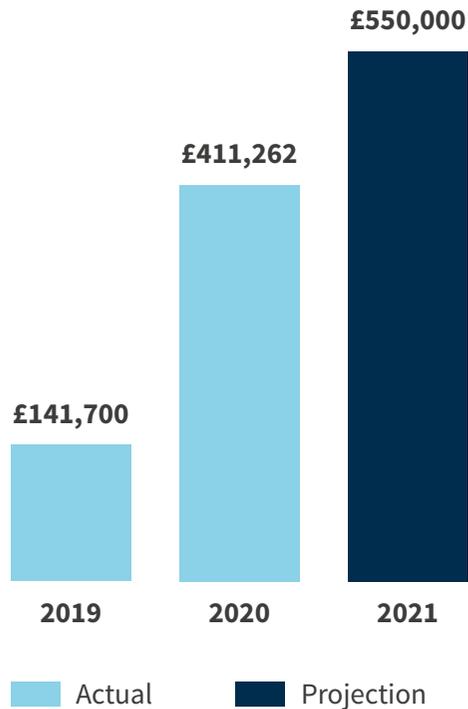
Balfour Beatty  
Royal Mail  
Direct Line Group  
Toyota  
Emergen  
Dixons Carphone  
Boots  
Omnicom  
Atos  
Air Products  
KBR  
WNS  
IBEX  
Phillip Morris

*“I am delighted and humbled to have been asked to support the great work that is being led by Migrant Leaders.”*

Michael Brennan  
Transformation Director, BAE Systems

# Income & charity effectiveness:

In the 12 months to March 2020 the charity increased its income by 190%, achieved mostly through corporate partnerships:



We continue to work to deliver our programme as cost effectively as possible, while supporting more young people each year. We are committed to delivering high quality and impactful programmes to even more disadvantaged young people across the UK.

In the 12 months to March 2020 the charity increased the number of young people it supports by

# 106%



In the 12 months to March 2020 the charity increased the number of mentors by

# 75%



We launched our Digital Zone increasing our impact and quality of support through a range of bespoke materials and our Young Leader Modules.



We launched our Leaders Like Us Campaign to inspire through relatable role models.



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# *A bright future through collaboration:*

Our vision is to scale up the charity's impact to reach out to more young people across Britain. We will concurrently continue to build further corporate partnerships to widen young people's horizons and provide them with opportunities and work experiences.



We have deepened the support we provide to our mentors and mentees through further guides, training and webinars illustrated by the launch of our Digital Zone and operations team. In response to the disproportionate impact of Covid-19 on disadvantaged young people we are addressing the deeper root causes of the challenges migrants and ethnic minorities in disadvantaged communities face by launching a mobile app to deliver families further support by providing pro bono expert advisers, support and connections to the wider economy.



**Mentee:** Sophiya Volkova  
University Student

**Mentor:** Elham Fardad  
Senior Manager, Ernst & Young

“I have joined the Silver Circle law firm Ashurst after a challenging job search process and 10 years studying in the UK. This journey at times made me feel as if I was at breaking point emotionally, financially and mentally. My mentor Elham Fardad like no one else understood my situation and always found time to speak to me, motivate and mentor me. Her pivotal advice at the right times was critical to my decisions and success on this journey. It makes me so happy Migrant Leaders exists as a platform to help support international talent fulfil their career ambitions in the UK.”

**Impact:** Providing mentor decision support, motivation and direction to set early career path. Now working at the Silver Circle law firm Ashurst.



# About the Founder



*“Have courage and your capabilities will connect you”*

Elham Fardad,  
Accelerated Leadership Conference  
The O2 London March 2017

## Professional career

Elham’s professional career spans 25 years in senior leadership roles in blue chip multinationals including GE, News Corp and Ernst & Young, where she has advised clients on their most challenging operational problems. Elham advises leadership teams on strategy, operations and talent. She is the Founder and CEO of Migrant Leaders, Co-Founder and CEO of ID Inclusion and is a member of Advisory Boards including WinTrade and on the Global Committee of GTF Athena40.

## Personal values

Her philosophy is underpinned by her enduring personal values and vision for her family. Elham sees her role as helping develop the next generation of leaders both in her professional and personal life. She continues in her personal time to mentor many talented ethnic minorities in the UK from different walks of life to help them fulfil their true potential.

*“Elham has been my dedicated mentor for 3 years and her vision for my future and career, her bespoke guidance and connections have had an instrumental impact on my entry to a top university and a valuable internship at a leading firm ...”*

Ehsan Rahmati, LSE Graduate



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*“She is clearly very accomplished and very successful and it is great to see behind it all the thinking and struggles which made that happen ...”*

Wincie Wong, RBS

### Charity work

In 2017 Elham launched Migrant Leaders™ to identify talented young migrants and help them through a world class programme of bespoke modules, workshops, mentoring and quality work experiences at leading firms. She has designed this programme bringing the best of her experience and the network she has gained throughout her professional career and charitable work.

### Commitment to family

Elham also devotes much of her time and care towards her two children who are aged 14 and 11 and she manages a ‘dual career household’ as her husband works in IT Advisory at Accenture. Elham’s inspiration comes from her desire to help leave the world a better place for her children and for others to be able to succeed no matter where they come from.

*“The highlight of the leadership conference for me has been the opportunity to listen to Elham Fardad speak ...”*

Chris Dixon, Santander



[in linkedin.com/company/migrant-leaders](https://www.linkedin.com/company/migrant-leaders)  
[twitter.com/MigrantLeaders](https://twitter.com/MigrantLeaders)  
[facebook.com/MigrantLeadersUK](https://www.facebook.com/MigrantLeadersUK)  
[migrantleaders.org.uk](https://migrantleaders.org.uk)

# Thank you *Be part of the Migrant Leaders story.*

If you are as passionate as we are about helping young migrants fulfil their potential in the UK, then we want to talk to you about mentoring, sponsorship and partnership opportunities.

## Corporates

We work with companies who share our vision of providing opportunities to disadvantaged young people. Our corporate partnerships deliver conferences, workshops, quality work experiences and access to job opportunities. Company volunteers work closely with our experienced team to change young people's lives, learn about the next generation of the workforce and develop by working with us on leading practice programmes. They find new purpose to work with their colleagues through a refreshed sense of common values and belonging.

## Public sector

We collaborate with educational institutions, charities and the public sector to provide our programme free of charge to young people. We would like to continue to expand our partnerships with other organisations who would like to, with our support, give opportunity to their 16-25 year old students to apply to our programme.

## Volunteers

Become a mentor, facilitator or join us in other volunteer roles. You will make a pivotal difference to the direction of young people's lives, will gain the opportunity for personal development and join our network of connections.

## Support us

We are a registered charity with the Charity Commission. If you are a UK taxpayer, the charity will receive up to £250 through Gift Aid for every £1000 you donate to the charity.



**Contact us:**  
[enquiries@migrantleaders.org.uk](mailto:enquiries@migrantleaders.org.uk)



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# Appendix A: Our programme

Our programme participants are guided through the learning journey designed to support and build their capability and character:

ORIGINAL HIGH LEVEL PROGRAMME DESIGN

YEAR 1

YEAR 2

YEARS 3-5

BEYOND

## Capabilities

Bespoke structured learning modules will address the key factors determining the future success of migrants, delivered in classroom or as interactive online modules.



Workshop/Online Modules and Materials

**How to Get the Best Out of Your Mentoring Programme On Boarding Materials**

**Raise Aspirations ML Think Big campaign**

**Build Confidence & Resilience ML online modules**

**Build Character & Integrity ML Character Cards**

**Enable Education Participation in Higher Education Conference**

**Build Future Leaders ML Leadership online Young Leader modules**

**Build Life Leadership Life skills workshops and sustainable leadership**

**Boost Access ML Leaders Like Us campaign**

**Unlock Capability Workshops on target topics and Leadership Conferences**

**Connect Conferences Networking events with top firms – London & Regions**

**Show Possibilities ML Mentees invited to corporate events**

**Share Leading Practice Expert top firms speakers**

**Give Back to Britain ML alumni to mentor British in deprived areas**

**Strengthen Support ML Community App for 24/7 support and mental health**

**Build ML Community ML website members discussion forum**

## Courage

To build confidence and the courage to succeed, Migrant Leaders™ development programme is designed to match participants with the right trained mentor given the diverse needs and challenges of young migrants.



Bespoke Mentoring

Remote 1-2-1 Mentor monthly (or as agreed) voice/ video calls

Formal mentoring

Connection to other mentors based on specific personal and professional needs

Formal referrals

## Connections

Providing Migrant Leaders™ valuable network of contacts to enable the participants to gain quality work experiences in leading firms and public sector organisations of relevance to their chosen professional field.



Quality Work Experiences

1 Week formal work shadowing at mentor's or other place of work

Top 10% get further support to accelerate faster

*Based on exam results, interview with Super Mentor and other criteria*

Other informal work experience opportunities such as a day at a top firm or public sector events

Ongoing learning through formal work placements such as summer internships at top firms and public and voluntary sector organisations

**Graduation from Migrant Leaders™ Programme and Ongoing Support:**

Participants who graduate from the programme successfully based on participation and achievement of individual targets would be given access to the network of contacts of all the registered mentors of the charity



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# Appendix B: The Young Leader

## Our Model to Develop Success Characteristics in Young People and the Sustainable Leaders of the Future

### Adds Value

Attains the motivation and self discipline required for real focus on operationalising a vision, supporting plans and execution of those plans.

### Builds Self

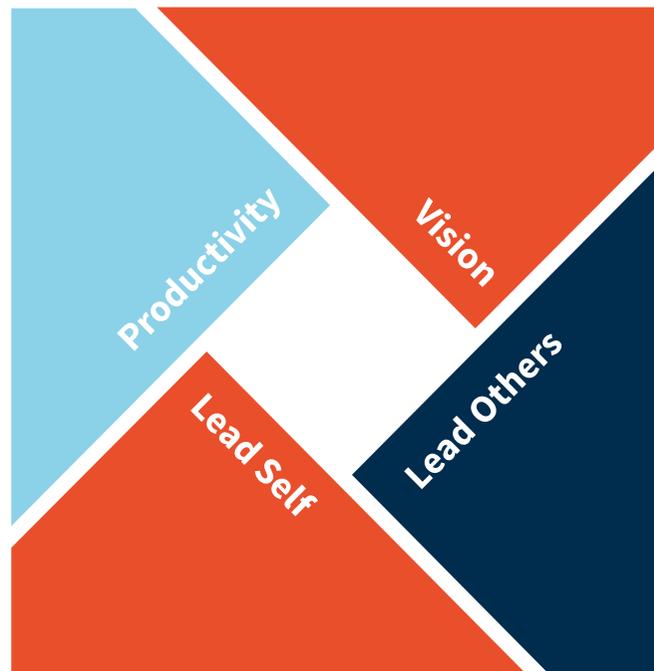
Develops self awareness and gains an understanding of own needs in order to achieve happiness. Maintains a positive attitude, builds resilience and patience in achieving own personal objectives.

### Works at Pace

Demonstrates continued determination and the physical and mental endurance and momentum required to see through to the end objective and beyond.

### Instils Trust

Demonstrates behaviours and strengths that instil trust in a leader. These include the ability to inspire, confidence, decisiveness and clear communication.



### Intense Ambition

Attains a firm belief in own ability to achieve own objectives and has the courage to commit to that responsibility.

### Builds Others

Demonstrates gratitude for opportunities and makes positive contributions to society. Sets an example through personal integrity, empathy, compassion and respect for others.

### Vision of the Destination

Has the creativity, intuition and proactivity to devise a vision of the end result. Leverages curiosity and adapts vision to the environment and resources.

### Trusts Others

Learns to trust others and give people a chance so we place trust in each other and demonstrates this through flexibility of approach, honesty and tact.

These 4 level 1 'capability components' describe our 'Young Leader Model' framework. No leader is the best in all these 8 level 2 traits, though the strongest leaders achieve a good level on all 8 traits while showing exceptional strength in particular traits. This framework aims to balance work and people skills. The critical factor determining young leaders' development is early self awareness and guidance on the level 3 behaviours, capabilities, values, emotional and social intelligence needed to succeed in their life, in Britain and their chosen career. It is assumed that 'technical functional expertise' to enable progression in their chosen career is developed during their education, work experience and employment when they are on the right path leveraging the above traits.





## MIGRANT LEADERS

*connections • capabilities • courage*

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**FARDAD**  
FOUNDATION

The Fardad Foundation (TFF) is a UK registered charity that works directly with young people from deprived neighbourhoods, educational institutions and employers to provide bespoke support pathways towards the fulfilment of their true potential. TFF develops and delivers programmes, working with third parties and volunteers. Incorporated independently, TFF is governed by a diverse Trustees Board.

The Fardad Foundation (TFF) is registered as a charity with the Charity Commission in England and Wales with registered charity number 1176049.

