

From barriers to bridges: A decade of impact

An independent review of the Aziz Foundation's impact
by Sonnet Advisory & Impact CIC

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1. Executive Summary

1.1. About the Aziz Foundation

The Aziz Foundation was established in 2015 by the Aziz family, inspired by Islamic values of social justice, cooperation, and compassion and with a vision of a fair, inclusive society where British Muslims thrive. Its mission is to reduce equality gaps and promote social mobility among British Muslims. It is dedicated to supporting the most disadvantaged communities in Britain.

The Foundation's vision is for a 'Britain where Muslims are valued and empowered to fulfil their true potential and continue making positive contributions to their communities and beyond.' To achieve this, the Foundation strives to tackle the challenges, both systemic and inherent, facing British Muslims by giving them opportunities to improve their social mobility. The Foundation's marquee programmes are its scholarship and internship programmes for British Muslims with significant leadership potential. The Foundation and its trustees are constantly considering how its offer can evolve to make the most difference to British Muslims.

1.2. Scope of our work and our approach

The Aziz Foundation appointed Sonnet Advisory & Impact CIC to evaluate the impact of the Aziz Foundation's scholarship and internship programmes to date, to explore the barriers faced by alumni, and to assess new programme options. We took a mixed methods approach in our research. Figure 1 summarises the methodology and research flow of this project.

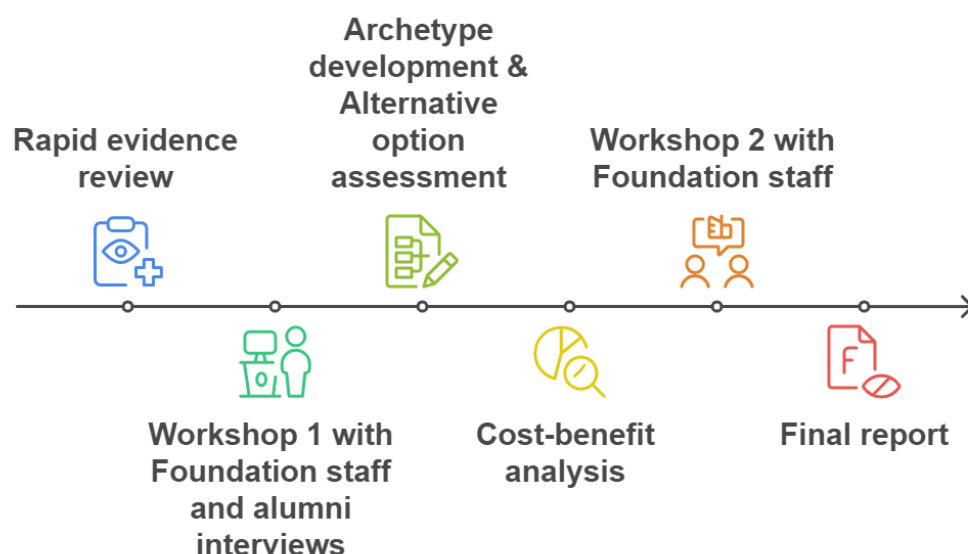


Figure 1: Research flow

We undertook the following activities in the delivery of this project:

- **Rapid evidence review:** we reviewed evidence from the Foundation and third parties to understand the Foundation's offer, the needs it meets, and the existing evidence base on its impact.
- **Workshops with the Foundation:** we held two interactive discussions with the Foundation's staff team and one trustee to shape our research approach, and to test our emerging findings and conclusions.
- **Interviews:** we held semi-structured focused interviews (SSFIs) with alumni (24 interviews), employer partners (3 interviews),¹ and universities (4 interviews) to understand their experiences of being supported by or working with the Foundation. In the interviews with alumni, we explored the difference their internship or scholarship had made to them, the barriers that British Muslims continue to face, and their ideas for programmes that could further enhance the Foundation's impact.²
- **Archetypes development:** we developed profiles of five archetypal alumni whose profiles and stories provide insight into the careers and achievements of alumni, and the difference programme participation made to them.
- **Options appraisal:** we assessed potential new programmes for the Foundation to consider, recommending a small number for further exploration.
- **Social cost-benefit analysis:** this was carried out for both the archetypes and a shortlist of alternative programme options. We sought to value tangible and intangible benefits, comparing them against programme costs to form a view regarding the Foundation's impact based on its current programmes, and its potential additional impact if the Foundation extended its offer.

1.3. Key findings

We have drawn the following conclusions from our research:

- The Foundation is achieving some of its intended impact.** There is evidence that alumni in media and journalism, and arts and culture are already bringing about change. There is good potential in policy where several alumni are progressing well in their careers and have the potential to reach the senior civil service. We saw few examples of wider change brought about by alumni in law. However, this may be because it will take time for alumni in the legal sector to reach more senior positions in which they will be able to use their platforms to influence outcomes for British Muslims.
- The Aziz Foundation should continue its programme of scholarships and internships.** This mixture of internships and scholarships allows the Foundation to provide support to future

¹ Two of these three employer partners were also Foundation alumni.

² These interviewees were not selected at random; instead they were identified as alumni and partners/universities who could provide good detail about their experiences with the Foundation to inform an understanding of what the best outcomes for alumni and the Foundation look like.

Muslim leaders with different needs who are at various stages of their career. This allows the Foundation to support talented individuals, wherever they are, on their professional journeys. This should help the Foundation maximise its impact.

- iii. **Barriers remain despite alumni's success.** Generally, internships and scholarships support alumni to enter and progress in their chosen fields. However, these programmes do not remove all barriers to progress and some fields remain extremely difficult for alumni to enter, even with the relevant qualification(s) (e.g., law).
- iv. **The Foundation should continue to provide grants and other support to facilitate systems change.** The continued existence of other barriers (e.g., workplaces that do not recognise and meet the needs of Muslim staff) demonstrates the need for the Foundation to continue to offer direct support to universities and sector partners to work towards removing these barriers.
- v. **Successful alumni can deliver significant social value.** Results from analysis valuing the socio-economic outcomes of successful alumni show that the Foundation's investment in alumni generates positive social returns, that, overall, exceed the cost of support provided to them by the Foundation.
- vi. **Some alumni would benefit from further support to reach their full potential.** Results also demonstrate the importance of supporting those with the greatest potential, ensuring that they have the skills and support to progress in their careers. For those with the greatest potential supporting their professional development, beyond sponsoring their internships or Master's degrees, would create considerable social value for the alumni themselves and for other British Muslims.
- vii. **The Foundation should undertake further engagement with alumni to understand their outcomes and to explore new offers.** If the Foundation changes its programme mix in the future, it should consider the potential of offering further professional development support to alumni to enable them to reach their potential. This would help consolidate the Foundation's original investment. The Foundation should test this, as well as other potential programmes, to determine how its offer should evolve.

Below we provide further detail on each key finding.

i. **The Foundation is achieving some of its intended impact.**

The Foundation offers scholarships and internships to 'confident and articulate British Muslim leaders' who can 'critically engage with public narratives and address the social challenges facing British Muslim communities and wider society.' The Foundation has focused on internships and scholarships in select sectors:

- Arts and culture
- Law
- Media and journalism

- Policy
- Sports
- Sustainability/Environment
- Technology
- Philanthropy and grant-making

The above are sectors where British Muslims are underrepresented, especially at leadership level,³ and sectors where people can effect social change. A lack of diverse leadership in these sectors helps perpetuate a lack of understanding of Muslims and could be a factor in worse economic and social outcomes for British Muslims. The change the Foundation would like to see its alumni deliver, by sector, is summarised in Figure 2.

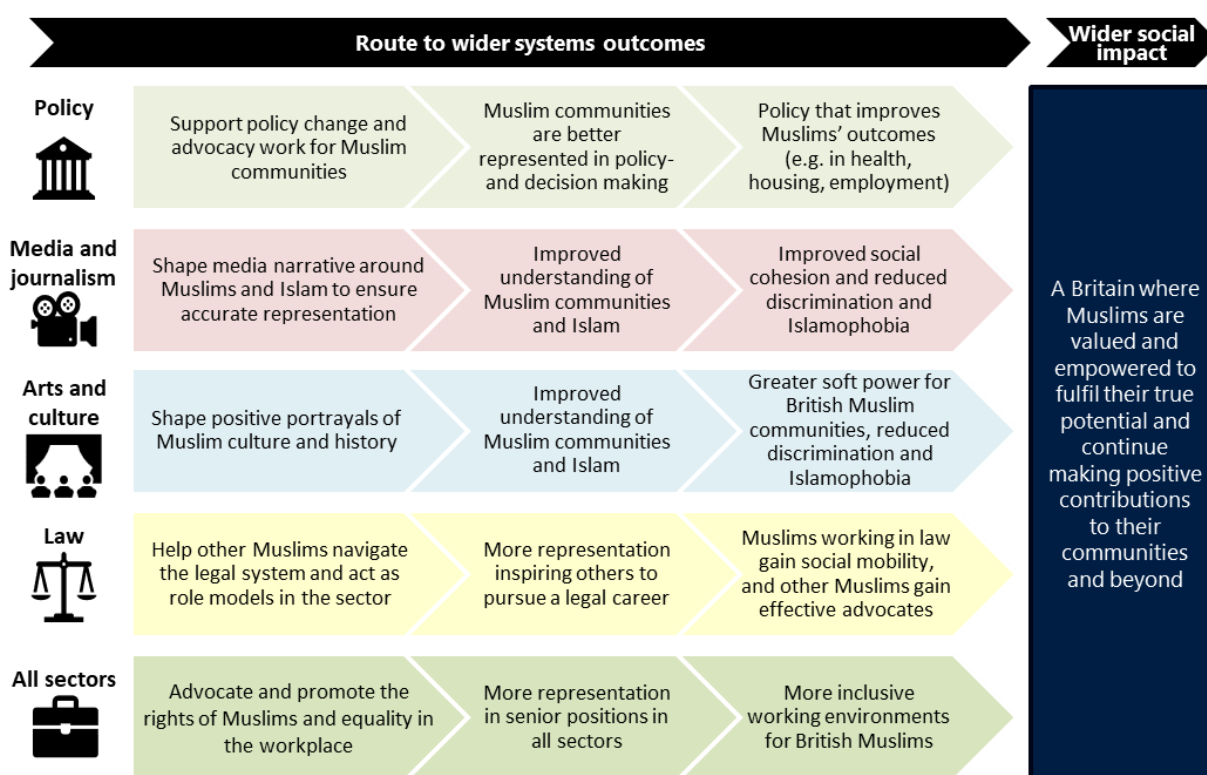


Figure 2: Routes to wider systems outcomes for scholars and interns in different sectors

Our research (interviews and desk-based research) shows that many Foundation alumni are progressing well in their careers and are bringing about social change in the sectors that the Foundation focuses on. Figure 3 provides a summary of the changes the alumni we interviewed, said they have brought about in their fields of work.

³ Social Mobility & Child Poverty Commission. (2014). *Elitist Britain?*

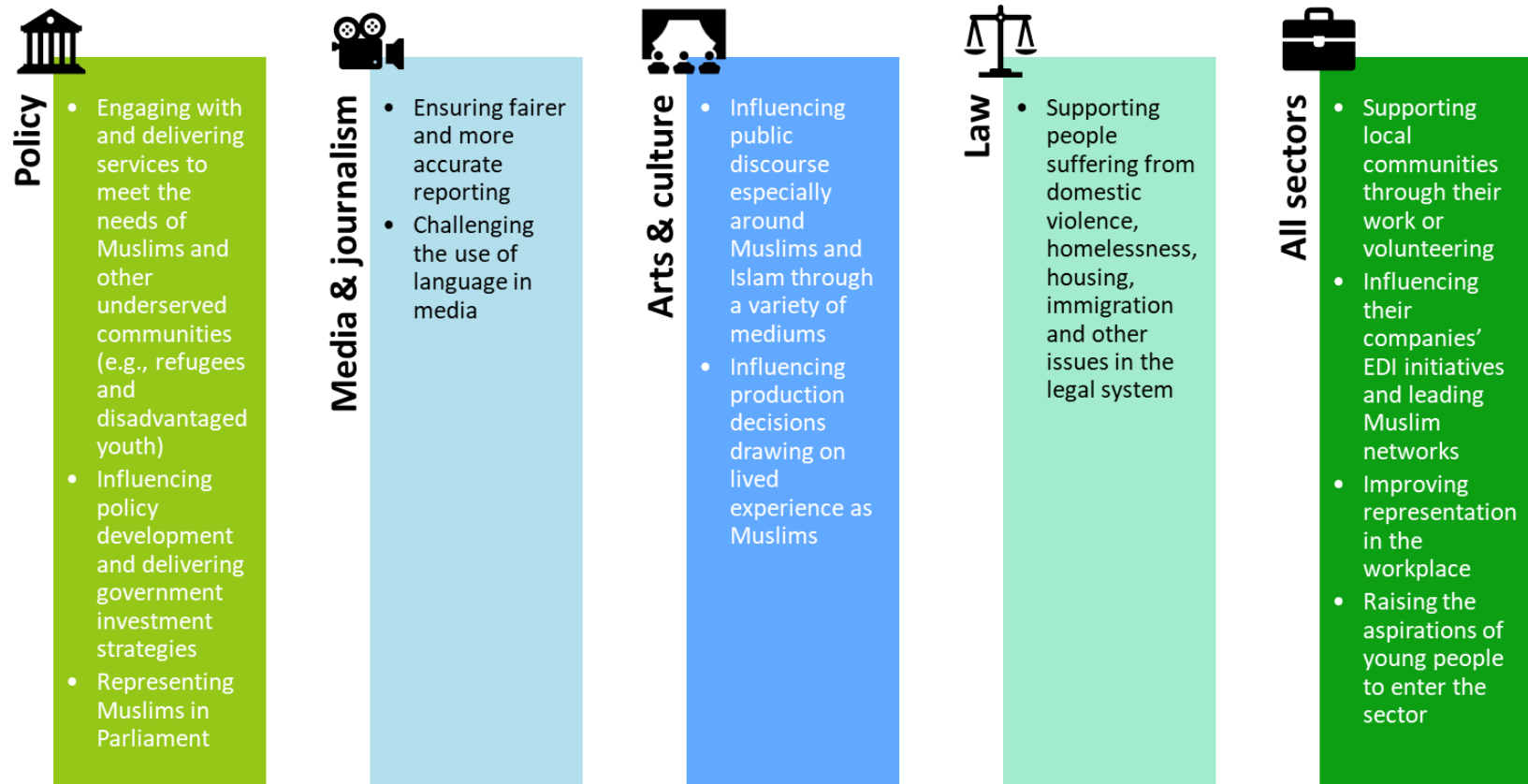


Figure 3: Sector-specific outcomes that alumni achieve

ii. The Aziz Foundation should continue its programme of scholarships and internships

The Foundation wants to empower British Muslims to fulfil their true potential and to make positive contributions to their communities and beyond. British Muslims face significant barriers to social mobility, particularly in terms of employment and workplace progression.^{4,5,6} Many British Muslims do not have the opportunity to reach their true potential.

Evidence from academic research and official sources confirm that investing in education and skills (human capital) boosts social mobility. Master's degrees improve the skills and knowledge of individuals, giving them an advantage in the jobs market. Internships provide opportunities for work-based learning which is helpful to secure roles for which prior relevant experience is expected.⁷

Our findings, both quantitative and qualitative, provide support for the Foundation to continue to offer both scholarships and internships. The alumni stories and our analysis illustrate how the internships and scholarships make a difference to alumni's trajectories:

- Being a Foundation alumnus gives them the confidence to apply for more prestigious opportunities and helps them stand out from other applicants.
- Internships provide the necessary work experience required for entry-level positions in competitive sectors like media and journalism, and arts and culture.
- Scholarships give alumni an advantage when applying for roles, bringing their education up to the same level as competitors, and giving them the minimum level of knowledge or qualifications to progress in some fields (e.g. law)

As such, the Foundation is right to offer a blend of scholarships and internships, giving their alumni a labour market advantage to enter and progress in sectors that are often challenging for anyone, let alone British Muslims who are underrepresented in those workforces.

iii. Barriers remain despite alumni's success

Despite the success of many alumni, some continue to face barriers and challenges in their careers. Some of these barriers may result in alumni changing career paths away from those paths they had intended to follow when taking the scholarship or internship.

⁴ Hargreaves, J. (2016). *Opinion: Hard Evidence: Muslim women and discrimination in Britain*. University of Cambridge, The Centre for Islamic Studies.

⁵ Social Mobility Commission. (2023). *State of the Nation 2023: People and places*

⁶ Office for National Statistics. (2023). *Religion by housing, health, employment, and education, England and Wales: Census 2021*.

⁷ Deming, D., Fuller, J., Lipson, R., McKittrick, K., Epstein, A., & Catalfamo, E. (2023). *Delivering on the Degree: The College-to-Jobs Playbook*.

We heard that barriers vary by sector and include the following:

- Policy – alumni need to have the right mentorship and support. They need to know how to navigate their careers to get the right experience in roles that will help them reach the senior civil service.
- Media and journalism – an unstable job market and industry that is difficult for anyone to navigate. Competition for full time roles is intense, especially for Muslims. Management in these organisations tends to be from a narrow social stratum.⁸
- Arts and culture – barriers are similar to those in journalism. Many roles are contract-based and that brings uncertainty. Alumni need connections to find that next contract and need advice on how to forge sustainable careers in a sector where remuneration is often low and uncertain.
- Law – it is very difficult to secure a training contract given the level of competition and preference among employers for candidates with undergraduate degrees from prestigious universities.⁹ A changing landscape for preferred post-graduate qualifications acts as a further barrier to entry.

iv. The Foundation should continue to provide grants and other support to facilitate systems change.

The continued existence of additional barriers (e.g., workplaces that do not recognise and meet the needs of Muslim staff) demonstrates the need for the Foundation to continue to offer direct support to universities and sector partners to work towards removing these barriers. For example, the Foundation has worked successfully with partners in higher education to improve how they engage with Muslim students, so Muslim students have equality of access.

To date, 11 universities have adopted the definition of Islamophobia, and the Muslim Friendly Universities initiative has had strong engagement. Replicating this model of direct support to sectors in which the Foundation's alumni are active is something we would recommend the Foundation considers. This will help to ensure that the burden is not entirely on scholars to remove barriers to progress for British Muslims. Several alumni told us in interviews that 'being the first' to do something in an organisation is challenging and requires considerable resilience.

v. Successful alumni can deliver significant social value.

Figure 4 provides an overview of the archetype alumni whose stories we tell and whose impacts we explore in this research. The archetypes have been developed as blended case-studies of the Foundation's alumni, and their journeys are collectively representative of alumni's journeys. The

⁸ Social Mobility & Child Poverty Commission. (2014). *Elitist Britain?*

⁹ Bridge Group (2020), Socio-economic background and progression to partner in the law

archetypes and their stories enable us to explore the Foundation's impact in the short and medium terms.

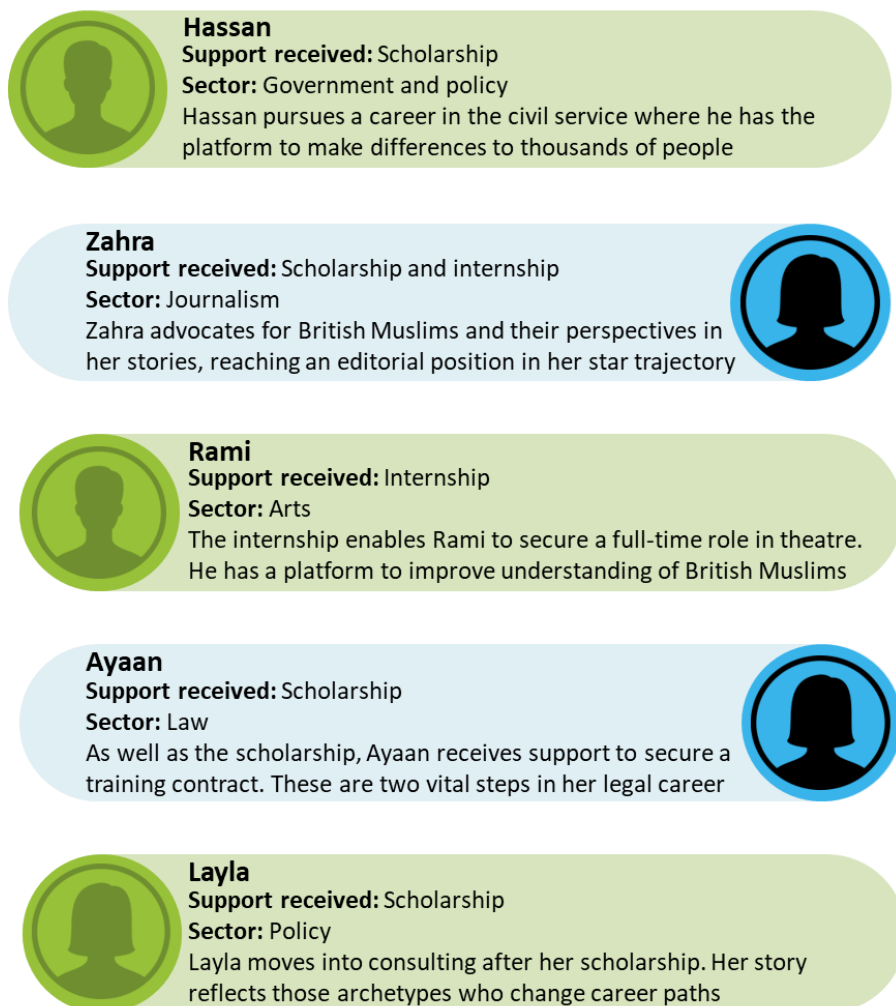


Figure 4: Overview of alumni archetypes

For each archetype we developed three life-courses, mapping the different trajectories their lives could follow:

- **The star scenario:** where they receive funding for a scholarship or internship and wider Foundation support, and go on to have successful and impactful careers, bringing about change for themselves and others in society. This is what the Aziz Foundation aims for their alumni to achieve, and the trajectory represents what success could look like for them.
- **The base scenario:** where they receive funding for a scholarship or internship and wider Foundation support, but go on to face barriers and have less success and impact than in the star scenario. They still have success relative to a scenario in which they had not engaged with the Aziz Foundation (the counterfactual).

- **The counterfactual (or 'no support') scenario:** where the archetypes do not receive Aziz Foundation support, and their lives are therefore far less impactful for themselves and others in society.

We compare outcomes between the base and counterfactual scenarios, and between the star and counterfactual scenarios to demonstrate the impact of the Foundation. The results are summarised in Figure 5. These results show that, in the star scenario, where alumni reach their full potential, the improved outcomes are much higher than in the base scenario. Taking an average across the five archetypes, the value of improved outcomes is £38,000 in the base scenario and £300k in the star scenario.

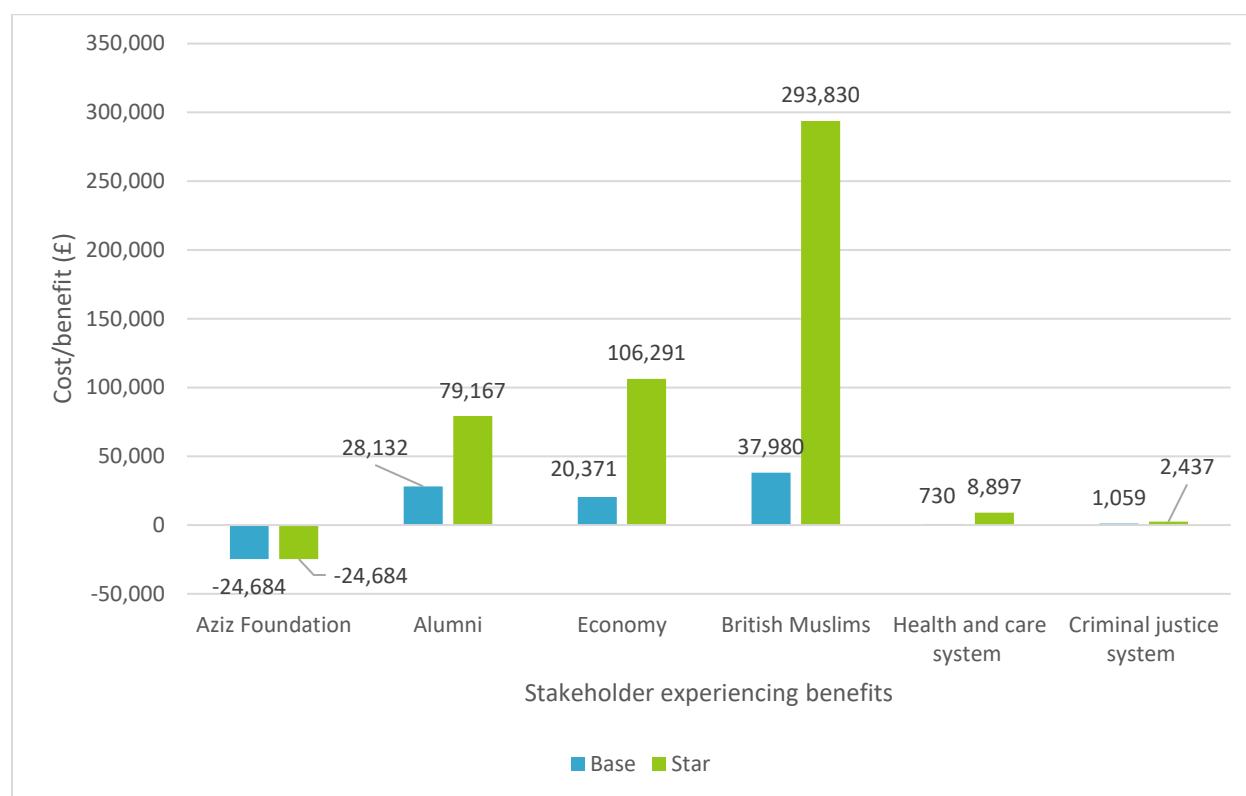


Figure 5: Average costs and benefits across the five archetypes in the base and star scenarios

This difference is driven by multiple factors. In the star scenario, relative to the base scenario:

- The archetypes can secure higher paying roles and promotions earlier in their journeys
- Their more rapid success means they are able to bring change sooner for those around them:
 - This means they inspire, encourage, or support more British Muslims to follow similar career paths, which rewards them in terms of greater career satisfaction, and, for others it could lead to higher earnings

- Those working in journalism and media, and arts and culture have platforms for thousands of people to see their work. This can change the hearts and minds of people within and outside of Muslim communities. For example, their work could help improve British Muslims' sense of belonging, it could reduce misunderstandings among non-Muslims and could reduce hate-motivated crimes against British Muslims. The impacts of a reduction in crime against Muslims and the value of improved health and wellbeing among British Muslims engaging with the arts are valued in our modelling

Our results emphasise the importance of selecting candidates for internships and scholarships who have ambition and drive, and who are driven to bring about change and give back to their communities.

vi. Some alumni would benefit from further support to reach their full potential.

Where some of the Foundation's alumni need additional support to reach their potential – whether that is in terms of professional development or the opportunity to give back, the results from the socio-economic modelling make a good case for the Foundation to provide this, where appropriate. Providing additional support to alumni so that they reach their potential and follow their 'star' trajectories would benefit those individuals but would also yield significant returns for other British Muslims. Targeted additional support that enables the Foundation's alumni to reach their full potential appears to be a worthwhile investment. This would help consolidate the Foundation's original investment.

vii. The Foundation should undertake further engagement with alumni to understand their outcomes and to explore the need for new offers

If the Foundation changes its programme mix in the future, it should first engage with the alumni base to test their appetite and interest for support. It is only worth developing new offers if, after consulting a wide range of alumni, the Foundation can be confident that these offers would be beneficial to them. We would also recommend piloting new offers with select alumni to test their initial success.

More broadly, we recommend that the Foundation continues to engage with alumni to track their career paths, outcomes, and success. It would be helpful to develop an annual monitoring and evaluation of the Foundation's programmes to develop a more consistent and complete picture of the Foundation's impact – this would include regular surveys of alumni. This would provide an evidence base to help determine if the Foundation is selecting the right candidates for the programmes and would provide further evidence on the relative impact of the different programmes, both those that are current and those that are introduced in the future.

1.4. The key findings raise the following questions for the Foundation's consideration

We recommend that the Foundation reflects on these findings and considers its programme mix. For example, the Foundation could revisit its relative spend on scholarships and internships, and how much is committed to each sector. The level of support post-internship or scholarship could also be considered.

In conclusion, we recommend that the Foundation considers the following questions in the development of its next strategy:

- As demonstrated in our socio-economic modelling, there are higher returns (particularly to wider British Muslim communities) when alumni reach their full potential. This raises questions about resources directed to the Foundation:
 - Does the Board of Trustees have an appetite to commit more resources to expand its impact and to achieve more? This is the maximalist option, and would involve supporting the same number of British Muslims through internships and scholarships, but committing more resources to enable their success, directly or indirectly. If so, the Foundation could seek additional funding allowing it to deliver complementary programmes, like a professional development offer for alumni, or direct support for employers to become better employers of Muslims and people from other minoritised groups
 - Alternatively the Board of Trustees could maintain the same level of resources and seek to maximise impact within that same envelope. For example, should the Foundation offer fewer scholarships and internships overall, providing these to only the most promising candidates who also receive further career support (e.g. directly through a career development offer, or indirectly through greater support to employers)?
 - A third option would be for the Foundation to continue to offer the same number of scholarships and internships, accepting that some individuals may not reach their full potential due to barriers or lacking the soft skills or resilience to navigate difficult sectors and workplaces
 - Another means of supporting alumni to reach their potential would be to help them become a self-supporting group, facilitating this through a formal network
- Would the Foundation consider reducing the number of scholarships or internships in sectors that do not have an in-built platform to bring about considerable change? If there is one area that is worth considering further it is the issue of scholarships in law. While working in law does offer the opportunity for more Muslims to enter a sector in which they are underrepresented, and compensation in those roles should boost wealth in the community, we do not find the same compelling link between careers in law and outcomes for the community / discourse.
- Where Foundation alumni do not pursue a career in the sectors envisaged, to what extent is this a problem? This may be an issue where they are also not active in wider initiatives to support

their community or other British Muslims. The Foundation could consider offering them a direct channel for them to give back, e.g. by developing an ambassador programme where alumni can take part in outreach activities. (This programme would, of course, also be open to those alumni who are already making a difference via their careers and other activities.)

1.5. Next steps and recommendations

Based on our findings in this report, and our assessment of potential new programme offers, we recommend the following next steps for the Aziz Foundation:

i. Reflect on our findings

- Reflect on the outcomes reported by alumni in this research. Are these the outcomes that the Foundation wants to see alumni achieving? Or does the Foundation expect to see different or better outcomes?
- Set new ambitions for the Foundation and identify areas where the Foundation might want to reduce or halt activities.

ii. Engage with alumni

- Engage with alumni to understand their needs, their appetite for further support and of what nature, and the blockers they face in reaching their potential. This will help inform a judgement around which of the potential new programmes the Foundation should take forward.
- To support engagement with alumni, the Foundation may need additional staff resource
- Undertake further research (e.g. a survey of alumni) to understand the extent to which alumni align to the archetypes developed as part of this work, and whether they are following 'base' or 'star' trajectories.

iii. Pilot potential changes in programme options

- For the new programme the Foundation wants to pursue, run pilots or trials of the new programmes. Insights from pilots and trials should help the Foundation determine the scope and design of new programmes.

iv. Revise programmes offer and mix

- Key in determining the Foundation's future programme offer and mix is its ambition as an organisation. Does the Foundation want to pursue a strong brand, scaling up as an organisation with a variety of offers to reach larger audiences and boost its recognition? Or should the Foundation continue its targeted focus of bringing change through support for future British Muslim leaders in chosen sectors?

- Changes to the Foundation's offer (whether that is changing existing programmes or grants, or introducing new offers) should be evidence-based and drawn from reflections and engagement with those who would be involved or affected.

v. Monitor, evaluate and engage

- Develop a framework and methods for ongoing monitoring and evaluation of the Foundation's programmes, existing and new,
- The Foundation could set up an Alumni advisory panel, who could be consulted on changes to programmes and offers. Beneficiary advisory groups are increasingly common among larger charities, or charities with a significant outward focus.

2. The change needed for British Muslims

This section explores the current outcomes for British Muslims in terms of their empowerment and social mobility. It sets out how access to education, training and job opportunities should improve their social mobility and empower them.

2.1. Social mobility and empowerment of British Muslims

Of the 3.9 million Muslim population in England and Wales,¹⁰ 40% live in the most deprived local authorities (the equivalent figure for the overall population is 20%). Deprivation in this context includes poor housing, childhood poverty, underachievement at school, and ill health.¹¹

The inter-generational impact of disadvantage is well documented and recognised.¹² Childhood poverty and disadvantages early in life limit people's opportunities in the future. Evidence shows us that children facing the greatest socio-economic disadvantages are, on average, likely to learn less as adults and are less likely to progress into management-level roles.¹³ These are the 'sticky floors' that prevent upward mobility.¹⁴

These disadvantages are then amplified by the discrimination Muslims can face based on their ethnicity and gender.¹⁵ For example, in 2023 the Social Mobility Commission identified downward social mobility among a substantial proportion of Bangladeshi and Pakistani families in the UK.¹⁶

Social mobility can be defined as:

...The moving of individuals, families, or groups up or down the social ladder in a society, such as moving from low-income to middle class. Social mobility is often used to describe changes in

¹⁰ Office for National Statistics. (2023). *Religion by age and sex, England and Wales: Census 2021*.

¹¹ Muslim Council of Britain. (2021). *British Muslims striving for fairness*.

¹² Marta. (2021). *New proposal for a European Child Guarantee focuses on children at risk of poverty or social exclusion*. EURoma.

¹³ Li, Y. (2023). *The social mobility of ethnic minorities in Britain in the last fifty years (1972-2019): A report for the Commission on Race and Ethnic Disparities – Summary Report - Understanding Society*. Understanding Society.

¹⁴ Csathó, Á. (2023). A Broken Social Elevator? How to Promote Social Mobility. OECD report (Paris, OECD Publishing, 2018). *Corvinus Journal of Sociology and Social Policy*, 14(2), 185-194.

¹⁵ Hargreaves, J. (2016). *Opinion: Hard Evidence: Muslim women and discrimination in Britain*. University of Cambridge, The Centre for Islamic Studies.

¹⁶ Social Mobility Commission. (2023). *State of the Nation 2023: People and places*.

*wealth, but it can also be used to describe general social standing or education. Social mobility describes a rising or falling social transition of status or means and varies between cultures.*¹⁷

Changes in a person's social mobility could be in relation to their parents' socio-economic status (inter-generational mobility) or throughout their own lifetime (intra-generational mobility).¹⁸ Education, occupation, income, and wealth are considered 'the big four' dimensions of intergenerational social mobility.^{19, 20}

A concept closely related to but with a slightly different emphasis to social mobility is empowerment. Social mobility relates to the upward movement of an individual, family or group across social classes. Empowerment is what they gain when they are upwardly mobile, moving into these higher socio-economic strata where they have greater control over resources and their own outcomes.

A group that is empowered has control over the following seven categories of assets. Control of these assets gives them access to resources within society; these resources are detailed after each category:²¹

1. Economic: Ownership of land, farms, factories, professional practices, businesses, liquid assets, labour power
2. Political: Household authority (e.g. head of household); workplace authority (e.g. manager); party and societal authority (e.g. legislator); charismatic leader
3. Cultural: High-status consumption practices; 'good manners'; privileged lifestyle
4. Social: Access to high-status social networks, social ties, associations and clubs, union memberships
5. Honorific: Prestige; 'good reputation'; fame; deference and derogation; ethnic and religious purity
6. Civil: Rights of property, contract, franchise, and membership in elective assemblies; freedom of association and speech
7. Human: Skills, expertise; on-the-job training; experiences; formal education; knowledge

¹⁷ Crossman, A. (2019). *What is social mobility?* ThoughtCo.

¹⁸ Business in the Community. (2024, September 30). *Social mobility - business in the community*.

¹⁹ Hällsten, M., Thaning, M. (2022). *Wealth as One of the "Big Four" SES Dimensions in Intergenerational Transmissions*. Social Forces, Volume 100, Issue 4, June 2022, Pages 1533–1560, <https://doi.org/10.1093/sf/soab080>

²⁰ Social Mobility Commission. (2023). *State of the Nation 2023: People and Places (Chapter 2: Mobility outcomes)*.

²¹ Grusky, D. (2019). *Social stratification, class, race, and gender in sociological perspective*. Routledge.

2.2. Barriers to the social mobility and empowerment of British Muslims

We use the categories of empowerment above (excluding civil and honorific),²² setting them in the context of the Foundation's work, to present findings from our rapid evidence review regarding barriers to the empowerment of British Muslims in the UK.

Human: personal development in terms of skills and expertise, including formal education or in-post training and/or experience

- While educational attainment for the overall British Muslim population has risen in the past 10 years,²³ Muslim students are underrepresented among the intake at Russell Group universities, and in undergraduate degree awarding gaps.^{24,25} This has therefore limited their access to postgraduate research opportunities and research funding.
- According to the Office for Students, Muslim students face more risks that hinder their access to equal opportunities in higher education when compared with students who identify with other religions. These risks include insufficient personal support and cost pressures.²⁶
- Muslims also have the lowest rate of progression²⁷ among students who identify with other religions and those with no religion, for both undergraduate and postgraduate studies in 2021-2022.²⁸

Economic: creating opportunities for employment and earning potential that would not have been possible, or would have taken longer to attain

- Among faith groups in England and Wales, Muslims aged 16 to 64 years represented the lowest percentage of those in employment (51.4% compared with 70.9% in the overall population).²⁹ Muslims were also the group with the lowest share working in 'top professions' or senior roles.³⁰

²² We have excluded these categories as they are not outcomes the Aziz Foundation seeks to achieve and hence are not relevant to or the focus of this research.

²³ Muslim Council of Britain. (2024). *2021 Census: British Muslims – Striving for Fairness* | Muslim Council of Britain.

²⁴ Stevenson, J. (2016). Under-representation of Muslim students in Russell Group universities and possible causes. In *UK Parliament* (MIE0025).

²⁵ Codioli McMaster, N. (2020). *Research Insight: Religion and Belief in UK Higher Education*. Advance HE.

²⁶ Office for Students. (2024). *Religion - Office for students. Equality of opportunity risk register*.

²⁷ Progression into managerial or professional employment, further study or other positive outcomes.

²⁸ According to Student characteristics data: outcomes data from the Office for Students, the progression rates (the proportion of graduates in managerial or professional employment, or further study 15 months after graduation), for full-time undergraduate and postgraduate students were 68.8% and 82.7% respectively.

²⁹ Office for National Statistics. (2023). *Religion by housing, health, employment, and education, England and Wales: Census 2021*.

³⁰ According to Census 2021 data, only 9.8% of Muslims were working as 'managers, directors and senior officials' and 19.2% were in 'professional occupations'. These were the lowest shares among all religious and non-religious groups. The population averages for these were 12.6% and 20.4% respectively in England and Wales.

This highlights the underrepresentation of British Muslims in leadership roles, leaving younger generations with fewer role models to inspire them or to guide them towards diverse career paths.

Political: an individual's standing and influence within society and in the workplace

- Many Muslims face discrimination in employment, with over half born in Europe reporting experiences of racial discrimination while seeking employment.³¹
- A survey found that 69% of UK Muslims in employment had experienced some form of Islamophobia in the workplace.³²
- Muslim women are especially affected by discrimination and stereotypes.³³
- Issues in and around the workplace, such as an after work drinking culture, stigma from being 'too religious', the lack of a prayer room, clothing, and Ramadan flexible work adjustments are other issues outside of stereotypes and discrimination that British Muslims might face and which affect their sense of belonging and social inclusion in the workplace.³⁴

Cultural: The perception of British Muslims within wider society and, the presence of positive role models in visible positions within society

- Misrepresentation in the media – around two-thirds of Gen Z Muslims say that Muslims are not represented accurately by the British media.³⁵
- 40% of all religiously motivated hate crimes target Muslim communities, making Muslims the most affected faith group.³⁶

Social: the networks available to an individual to support their career and gain access to wider support

- Lack of confidence and Pioneers' syndrome – a report found that British Muslims are more likely to report low self-esteem and confidence in dealing with challenges.³⁷

³¹ Kassam, A. (2024). *Muslims in Europe experiencing 'worrying surge' in racism, survey finds*. The Guardian.

³² Wazir, B. (2024). *More than two-thirds of UK Muslims have experienced Islamophobia in the workplace*. Hyphen.

³³ Opara, V., Sealy, R., & Ryan, M. K. (2020). *The workplace experiences of BAME professional women: Understanding experiences at the intersection*. Gender, Work & Organization, 27(6), 1192-1213.

³⁴ *Landmark report reveals 75% of women of colour have experienced racism at work*. (2022, May 25). The Fawcett Society.

³⁵ Hyphen. (2024). *Gen Z Muslims in the UK — the figures*.

³⁶ Home Office. (2024). *Hate crime, England and Wales, year ending March 2024*.

³⁷ Centre for Mental Health. (2024). *Fact sheet: Muslim mental health - Centre for Mental Health*.

- Family and cultural expectations – expectations in some families may be different for daughters when compared to sons, and some young Muslims may also feel pressure to pursue specific careers or academic studies due to family expectations.³⁸

2.3. Education and work can improve social mobility and empowerment

The Aziz Foundation operates on the basis that, nurturing a cadre of talented British Muslim leaders and supporting them to enter and progress in key fields will help improve outcomes for both them and other British Muslims.

It is well recognised that education and employment opportunities can promote social mobility. Individuals with a degree earn, on average, significantly more than those with only GCSEs or A-Levels.³⁹ Research from the Sutton Trust shows that higher education is a key factor in reducing inequality, offering disadvantaged individuals access to more stable and rewarding employment opportunities.⁴⁰ Furthermore, education fosters critical thinking and personal growth, empowering individuals to make informed decisions and improve their quality of life.

Internships are an effective means of opening doors for young people to gain their first work experience. These programmes are effective in developing interns' interpersonal and problem solving skills, reinforcing self-efficacy, and improving resilience.^{41,42} According to the Harvard Kennedy School, internships show the strongest evidence of progress into employment from a degree and are relatively easy to implement when compared to other interventions, such as career coaching, mentorship and job

³⁸ Stevenson, J., Demack, S., Stiell, B., Abdi, M., Ghaffar, F., & Hassan, S. (2017). The social mobility challenges faced by young Muslims.

³⁹ Social Mobility Commission. (2023). *Labour market value of higher and further education qualifications: a summary report*.

⁴⁰ The Sutton Trust, Britton, J., Drayton, E., Van Der Erve, L. (2021). *Universities and social mobility - the Sutton Trust*.

⁴¹ Ismail, Z. (2018). Benefits of internships for interns and host organisations. *K4D Helpdesk Report. Birmingham, UK: University of Birmingham*.

⁴² Goodenough, A. E., Roberts, H., Biggs, D. M., Derounian, J. G., Hart, A. G., & Lynch, K. (2020). *A higher degree of resilience: Using psychometric testing to reveal the benefits of university internship placements*. *Active Learning in Higher Education*, 21(2), 102-115.

shadowing.⁴³ Various research studies have shown that internship opportunities decrease the risk of unemployment and increase earnings.^{44,45}

By giving more British Muslims the opportunity to invest in their knowledge and skills (their 'Human' capital), this should enhance their employment outcomes. Improved employment outcomes should, in turn, improve their economic power which gives rise to the potential for greater political, cultural, and social status. As such, access to other assets will become more likely (this is summarised in Figure 6). It is key that British Muslims have access to assets through the 'Human' category – principally education and work-based learning, as these provide opportunities for entry into and better progress in employment.

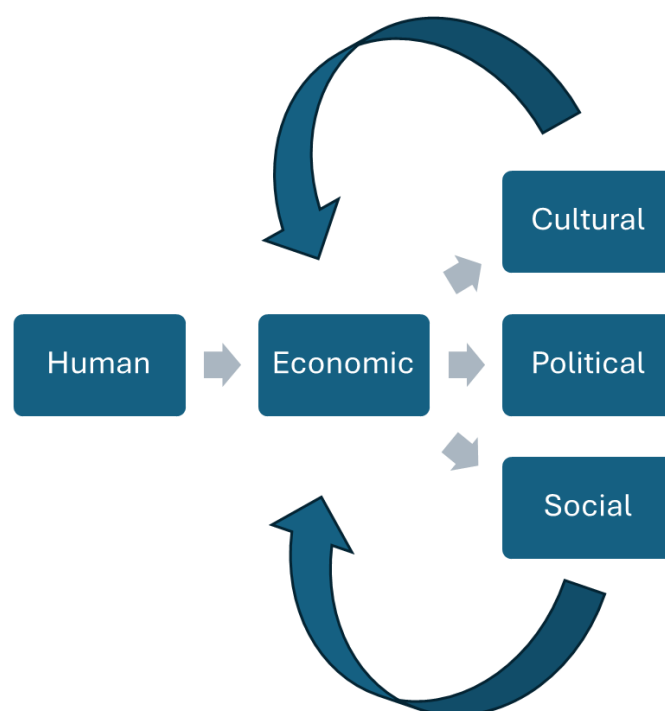


Figure 6: How these assets are interrelated

⁴³ Deming, D., Fuller, J., Lipson, R., McKittrick, K., Epstein, A., & Catalfamo, E. (2023). *Delivering on the Degree: The College-to-Jobs Playbook*.

⁴⁴ Margaryan, S., Saniter, N., Schumann, M., & Siedler, T. (2022). *Do internships pay off? The effects of student internships on earnings*. *Journal of Human Resources*, 57(4), 1242-1275.

⁴⁵ Bolli, T., Caves, K., & Oswald-Egg, M. E. (2021). *Valuable experience: How university internships affect graduates' income*. *Research in Higher Education*, 62(8), 1198-1247.

Key take-aways from Section 2

- Many British Muslims face barriers which hinder their social mobility and empowerment. This has a bearing on outcomes for the current generation of British Muslims, as well as future generations
- Official statistics show downward social mobility among some British Muslim communities
- Barriers can be in education, employment, and communities, and can be perpetuated by misrepresentation in the media
- Research has shown that education and employment are key interventions to boost social mobility. There is strong evidence that higher education and internships provide opportunities for better progress in employment
- The Aziz Foundation is supporting a cadre of talented British Muslims to enter and progress in key fields to improve outcomes for Muslims in Britain

3. How the Aziz Foundation aims to bring change for British Muslims

This section focuses on how the Aziz Foundation, by implementing targeted initiatives and providing resources to future British Muslim leaders and organisations in key sectors, acts as a catalyst, creating opportunities to promote the social mobility and empowerment of British Muslims.

3.1. The Foundation's current offering

The Foundation's scholarship and internship programmes

The Foundation aims to nurture a community of confident and articulate British Muslim leaders who are already actively involved within a Muslim community. The Foundation aims to identify and support leaders who can, 'critically engage with public narratives and address the social challenges facing British Muslim communities and wider society.'⁴⁶

Reflecting the discussion in section 2, the Foundation supports future British Muslim leaders by supporting their education and creating employment opportunities for them. For individuals, the Foundation can provide one or both of the following:

- Post-graduate scholarships, predominantly in arts and culture, media and journalism, law, policy, environment and sustainability, philanthropy and grant making, and sports and technology
- Internships in organisations in the areas of media and journalism, the arts, policy, and law

The Foundation wants alumni to be trailblazers in their fields. Scholarships and internships should accelerate alumni's career progress and empower them to remove barriers for other British Muslims in the same fields. The Foundation also expects that alumni will inspire others and change public discourse around British Muslims and Islam.

The ultimate goal is that alumni will collectively create opportunities for other British Muslims. The objective is that, independently of the Foundation, alumni will bring about systems change for other British Muslims, so that they can live in a society where they can fulfil their potential.

By summer 2025 the Aziz Foundation had awarded 660 scholarships in total. Table 1 provides a breakdown of the numbers of scholarships and internships funded by subject area from the inception of

⁴⁶ The Aziz Foundation (2024). *About - Aziz Foundation*.

the Foundation to the year 2023/24 (up to that point, the Foundation had only awarded 532 scholarships).

Table 1: Breakdown of number of scholarships and internships the Foundation funded by subject area (as of 2023/24)

Subject area	Scholarships		Internships	
	#	%	#	%
Arts and Culture	37	7.0%	2	5.3%
Business	3	0.6%	-	-
Charity	9	1.7%	-	-
Education	35	6.6%	-	-
Engineering	10	1.9%	-	-
Sustainability/ Environment	14	2.6%	1	2.6%
Health	38	7.1%	-	-
Law	90	16.9%	2	5.3%
Media and journalism	62	11.7%	23	60.5%
Policy	173	32.5%	10	26.3%
Philanthropy	0	0.0%	-	-
Psychology/ Counselling	34	6.4%	-	-
Science	6	1.1%	-	-
Sports	3	0.6%	-	-
Technology	18	3.4%	-	-
TOTAL	532	100%	38	100%

In the early years of the Foundation, there were few restrictions on the fields of study for scholarships. However, since 2019 the Foundation has refined its focus areas and has made three changes to ensure more targeted support and impact:

- **Limiting scholarships for Master's courses** to fill the gap in post-graduate scholarships specifically supporting British Muslims in their studies
- **Commencing the internship programme** in 2020 to complement the scholarship programme and build a pipeline of British Muslim leaders early on in their careers. This provides pivotal access to 'elitist industries' and helps interns 'get their foot in the door'
- **Targeting specific sectors that are underrepresented and crucial for systems change** to focus resources in achieving the Foundation's vision. The Foundation shifted from providing scholarships to unrestricted subjects in 2021 to focusing only on sectors such as media and journalism, policy, and the legal sector. These are sectors in which the workforce is

disproportionately from higher socio-economic backgrounds.⁴⁷ Sectors with limited resources and representation, such as arts and culture, and philanthropy are also targeted.

A focus on the change the Foundation wants to bring about in key sectors

Figure 7 describes how the Foundation should bring about change by providing opportunities for scholars and alumni in key sectors (policy, media and journalism, arts and culture, and law).

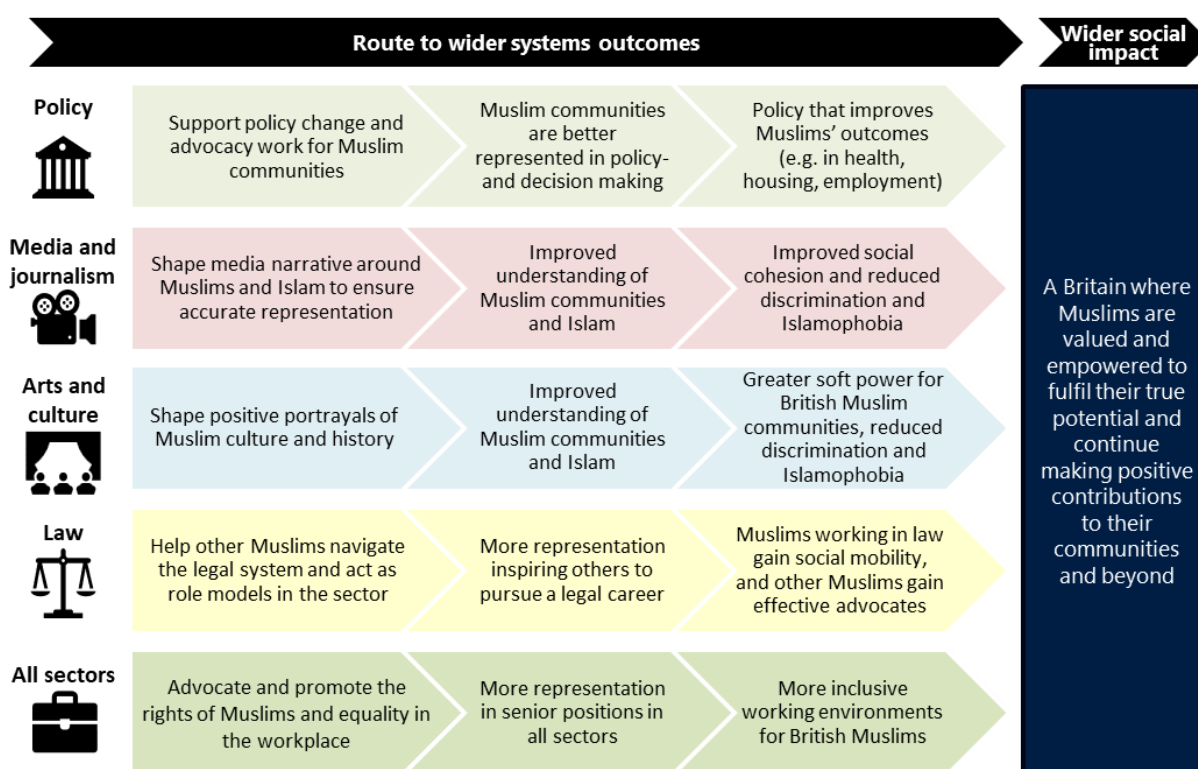


Figure 7: Routes to wider systems outcomes for scholars and interns in different sectors

Each alumnus will contribute to their communities in their own unique manner and will follow different and sometimes untraditional career paths. Alumni in different sectors can achieve different outcomes that contribute to systems change. Some alumni are working in sectors that have the potential for direct impact, such as policy, which offers the potential to influence policy decisions (depending on the nature of their role). By contrast, routes to change in other sectors are more subtle, for example in journalism, and arts and culture. In these sectors, alumni's work can influence the attitudes and mental models of both reader and audience, for example, in empowering many Muslims to feel pride in their identity. It is

⁴⁷ Social Mobility & Child Poverty Commission. (2014). *Elitist Britain?*

inevitable that some of these wider systems outcomes would be more difficult to measure and quantify than others, but the social value in these outcomes should not be underestimated.

3.2. The Aziz Foundation's other offers and systems change

We all live within multiple systems. These systems include family and friendship networks, community networks (e.g., neighbours), workplaces or places of education, and public sector infrastructure (e.g. health and care services). These systems shape the opportunities and challenges each person faces. Systems change involves working collaboratively to redesign and influence people, processes, rules, power, and structures. This is what the Aziz Foundation seeks to do on behalf of British Muslims.

In addition to their main programmes, the Foundation provides other support to enhance the impact of their alumni and to foster wider systems change. For example, the Foundation provides direct support to systems through collaboration with universities and internship host companies, encouraging them to widen participation and improve diversity and inclusion in their student base and workforce. The Foundation's wider public awareness campaigns and other events contribute to societal systems change. The Foundation also envisages that its alumni can change these structures and perceptions of British Muslims, both within Muslim communities and outside of them.

These offers and activities complement the Foundation's scholarship and internship programmes and aim to bring about direct change by promoting inclusive communities for British Muslims, combatting Islamophobia, and working with partners to remove systemic barriers. These other offers include:

- Invitation-only grants for organisations that support British Muslims
- Providing mentors for scholars and interns
- Ad hoc alumni events (e.g., The Emerald X Aziz Foundation Inspiring Muslims - Next Gen Edition)
- Preferred partner schemes and awards with universities (i.e., Aziz Inclusion Award)
- Special projects, such as Ramadan Lights
- Launching the Muslim Friendly Universities initiative and promoting inclusive policies (for example, the adoption of an Islamophobia definition by 11 universities)

3.3. A more detailed theory of change for the Aziz Foundation

To provide further detail on how the Foundation achieves systems change, we have expanded the Foundation's original theory of change, drawing on findings from our rapid review and primary research. The activities and outcomes are also separated into three levels to highlight how the Foundation brings about change at each level (individual, community, and society). This also captures how these levels interact – i.e., how societal outcomes can affect individual outcomes.

Figure 8 is the detailed theory of change, which follows the structure outlined in Table 2.

Table 2: Keys for the Foundation's updated Theory of Change

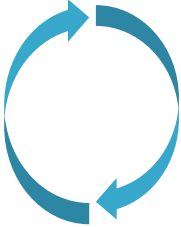
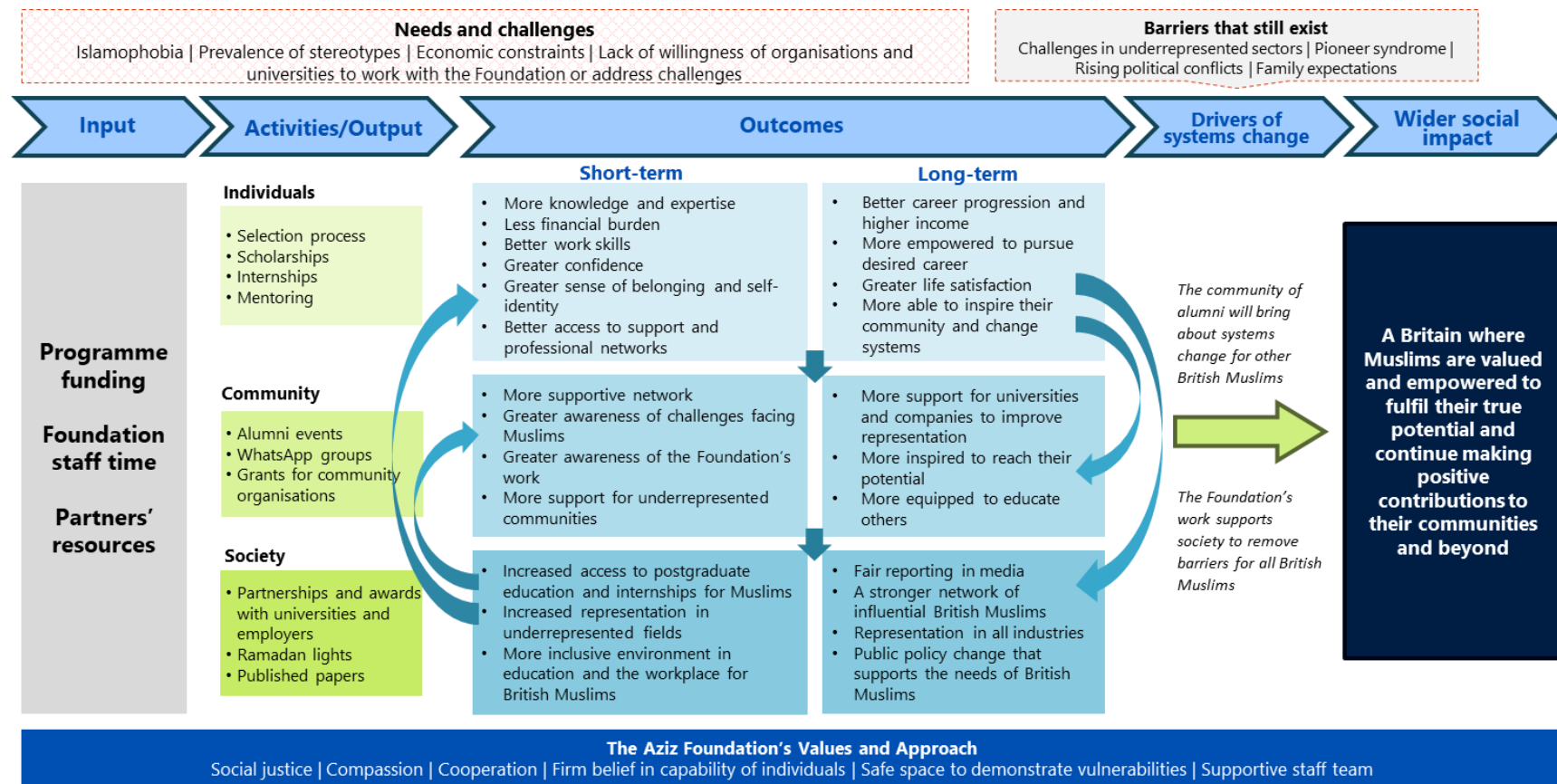
Key	Definition
Needs and challenges	The challenges facing British Muslims
Input	The resources the Foundation dedicates to its programmes
Activities and outputs	The key deliverables of the Foundation's offering. These are separated into three levels: individual, community and society
Outcomes	The short-term (during or shortly after completing the 'activities') and long-term (a few years after the activities) benefits experienced at each of the three levels
Wider social impact	'Bigger picture' outcomes that the Foundation hopes to achieve. These may be less tangible and less measurable relative to the short-term and long-term outcomes
Drivers of systems change (arrows) 	How the Foundation eventually achieves its impact in a self-sustaining way (i.e., Aziz alumni bring about change themselves)
The Foundation's approach	The way the Foundation delivers its work to achieve success
Barriers that still exist	Challenges facing alumni after completing their scholarship and/or internship

Figure 8: The Aziz Foundation Updated Theory of Change



Key elements of this detailed theory of change

The Foundation seeks to achieve impact through both its work with scholars and interns, as well as its direct work with the systems (i.e., the community and society level of activities). This is a mechanism that is key to the Foundation's work and is based on two assumptions, that:

- Individuals can bring about systems change, and they can do this independently of the Foundation. This is illustrated in Figure 8 with arrows leading from 'individual' outcomes to 'community' and 'society' outcomes
- The Foundation's direct work with partners and the wider community removes barriers for all British Muslims. This is illustrated in Figure 8 with arrows leading from 'society' outcomes to 'individual' and 'community outcomes'

Together, the Foundation's own direct activities, and their alumni's (indirect) activities should lead the Foundation towards achieving its ultimate goal. This is to build a society where all British Muslims are empowered to reach their full potential and contribute to their own communities.

The Foundation's approach

While not presented in the theory of change, complementing it is our assessment of how the Foundation delivers its activities and what is particularly effective. We found that scholars and interns benefitted significantly from how the Foundation delivers its programmes, in the following ways:

- **Firm belief in one's capability:** As the Foundation's programmes do not solely focus on the academic success of their alumni, but also on their purpose and stories, alumni felt that, throughout their journeys, the Foundation sees and believes in their potential, despite any challenges they might face. This had helped alumni become more confident in pursuing their true passion and mission in life.
- **Providing a safe space:** While scholars and interns are all exceptional in their own way and are extremely resilient, they still face considerable barriers in their journey to reach their long-term goals. Scholars felt that the Foundation has provided a safe space for them to show their vulnerabilities during the interview process and provided a network of support where they felt comfortable enough to express themselves.
- **Supportive team:** Scholars and interns were very appreciative of the advice and support the Foundation team has given them along their education and career journeys. One interviewee mentioned that they felt reassured knowing the team is 'always there to support' them. Some scholars have developed personal relationships with the team that they said they valued as much as the tangible programmes that the Foundation offered them.
- **Working with organisations that offer structured internships.** Former interns have espoused the benefits of structured internships in media and journalism and in arts and culture. These programmes have enabled them to rapidly develop a range of experiences, skills, and

knowledge. This better prepares them for employment and helps them make good applications for permanent roles.

In the next section we set out the evidence detailing the change the Foundation has brought about to date, and the barriers that still exist to further change and positive outcomes for British Muslims.

Key take-aways from Section 3

- The Aziz Foundation currently offers individuals support through scholarship and internship programmes. These programmes focus on sectors that provide platforms to challenge and influence public discourse in relation to British Muslims and Islam, or are sectors in which British Muslims are underrepresented
- The Foundation's other activities complement its scholarship and internship programmes, e.g. grants to organisations in targeted sectors
- We have produced a more detailed theory of change that captures how the Aziz Foundation's wider offers should reduce systemic barriers for alumni and other British Muslims
- Alumni who engaged in our research were grateful for the supportive approaches of the Foundation staff team – they say that these approaches have made a positive difference to their experiences and personal outcomes

4. A summary of the change that the Aziz Foundation has achieved to date

In this section we summarise evidence from interviews with alumni and our review of Aziz Foundation data. We explore the change that the Foundation has achieved to date.

4.1. Findings from interviews

We undertook 30 interviews as part of this work. We worked alongside the Foundation to recruit interviewees to take part in this research. Of the 30 interviews, 24 of them were with alumni. Most of the alumni we interviewed had been very engaged with the Foundation team since their internships and/or scholarships. As such, they were not a representative sample of the alumni base; this was a deliberate choice as we wished to build stories of what success could look like for alumni and what change would be possible for them on their chosen paths.

The remaining six interviews were with partner universities and employers, with one among these six providing a dual perspective as a Foundation alumnus and employer. We agreed with the Foundation to focus our research on sectors in which the Foundation has made greater investments and which they intended to continue to support.

Table 3 provides a breakdown of the 30 interviews by interview type and sector.

Table 3: Breakdown of interviews by sector and stakeholder type

	Government and politics	Media and journalism	Arts and culture	Law	Others
Scholars interviewed	6			4	8
Interns interviewed	1	2			
Alumni that received a scholarship and internship interviewed	1	3		1	

	Government and politics	Media and journalism	Arts and culture	Law	Others
Internship employers interviewed		1	1 ⁴⁸		

Table 4 overleaf summarises the key themes and findings from our interviews. These are presented according to the three different levels in the theory of change (individual, community, and systems level). More detailed findings from interviewees and our evidence review can be found in Appendix 2.

It is worth noting that the Foundation has only been operating its Master's scholarship programme since 2019 and its internship programme since 2020. This means that the Foundation's alumni are still in the initial stages of their careers, and there is therefore currently limited evidence on the wider systems and long-term change that they can bring about. This is reflected in the lower ratings for strength of evidence in Table 4. This is not to say we will not see these outcomes in the future; it is simply too early for them to have emerged.

⁴⁸ This interviewee was a representative of a theatre group with whom the Foundation had placed interns. The representative was themselves a Foundation alumnus and was therefore able to offer a dual perspective.

Table 4: Summary of interview findings related to outcomes

Themes	Outcomes	Strength of evidence ⁴⁹	Quotes & findings from interviews
Individual level			
Improved employability leading to better career and financial outcomes	Better equipped with professional knowledge and skills for the workplace	●●●●○ (n=10)	"These areas interlink ... in some way and ... I can use my knowledge from academia and bring it into the workplace"
	Better access to professional networks	●●○○○ (n=5)	"Before I started, I barely ever had a network... The help of the Aziz Foundation building that network has been super helpful in terms of [my] role"
	Less financial burden with scholarships and better salary increments in employment	●●●●● (n=16)	"I was privileged to get the scholarship... which was a real lifeline" "The scholarship helps in terms of taking that worry off your mind in terms of finance, which is huge"
	Faster career progression, such as securing full-time employment, promotions	●●●●● (n=12)	"I have seen multiple promotions over very short periods of time... So, I feel like I have been well equipped from my further education to help me progress in my career" We have also seen success as a result of the internship scheme with many interns subsequently securing full-time positions with the organisation with which they interned. One employer partner mentioned the Foundation is their only access to interns, which provides them with additional staffing and gives a wonderful opportunity for British Muslims to enter the industry.

⁴⁹ A higher number of solid green dots represent stronger evidence from interviews - keywords relevant to the outcomes were mentioned more frequently. Five solid green dots represent the highest level evidence of impact, whereas one solid dot represents the lowest level of evidence. Lower level evidence does not imply a lack of impact in the area, but demonstrates that further or long-term research is needed to validate and strengthen the level of evidence in that outcome. See more about limitations on the methodology in Appendix 1.

Themes	Outcomes	Strength of evidence ⁴⁹	Quotes & findings from interviews
Better wellbeing and higher life satisfaction	Greater confidence	●●○○○ (n=5)	"The investment that the Foundation made, that small gesture of someone believing in you goes a long way... because obviously there's been so many setbacks I had in life"
	Better access to support networks	●●●●○ (n=8)	"I did make really good friends with one student who's also an Aziz Foundation scholar... having her support has been immensely helpful... it's helpful to speak to someone that's kind of on the same journey as you"
	Greater sense of belonging and self-identity as British Muslims	●○○○○ (n=3)	"Before the Aziz Foundation, I wasn't as involved within the British Muslim community... through them I think that there's that kind of community sense of identity"
	More empowered to pursue desired career	●●○○○ (n=3)	"It was basically exactly what I wanted to be working in... I didn't think I'd get the privilege of doing this immediately."
Community level			
Impact on people both within and outside of their community	More support for British Muslims and other underrepresented communities	●●●●● (n=12)	"I enjoy law... you can help people on an individual level, and I felt like that was a good way for me to make a difference with my skills."
	More able to inspire their personal networks and become role models in their communities (e.g., family, friends, and colleagues)	●●●●○ (n=9)	"I've had the opportunity and ... driven some initiatives myself providing students from schools (in underserved areas that have a high British Muslim population) with an overview of a career..."
Wider systems and societal level			

Themes	Outcomes	Strength of evidence ⁴⁹	Quotes & findings from interviews
More inclusive environment in education and in the workplace for British Muslims	Better equipped to implement initiatives that promote a more inclusive environment	●●●○○ (n=6)	Interviewees said that they have influenced structures and workplace policies, advocating for flexible working during Ramadan, and creating mentoring programmes in the company.
	Partners more empowered to foster an inclusive environment	●●○○○ (n=4)	<p>One university partner mentioned that engagement with scholars enhanced their understanding of Muslim students' experiences on campus, which helped them foster a more inclusive environment.</p> <p>Another university said that working with the Foundation has helped increase the enrolment of Muslim students. There is also evidence of a participating university emphasising the belonging of Muslims instead of just increasing representation.</p> <p>One employer partner mentioned that they have taken on suggestions regarding changes to the set-up of prayer rooms from interns.</p>
Fairer reporting in media	More empowered to promote accurate media portrayal of Muslims	●○○○○ (n=3)	<p>"I'm that voice that is able to say, 'Actually, the way we're handling this story isn't very good.' ... or 'From a British Muslim perspective, this is how they would see it. When we write like a story or headline like this, it's not the right way.'"</p> <p>"I think it has shifted some of the rhetoric around certain issues, whether it's young British Muslims or the wider Muslim population, or more broadly, the immigrant population in the UK... those themes are being covered more sensitively than they have been historically. And that's in large part because there are more people from that background in the newsroom. And the reason they're</p>

Themes	Outcomes	Strength of evidence ⁴⁹	Quotes & findings from interviews
			in that newsroom is because they've received support from the Foundation."
Representation in all industries	Increased representation in underrepresented fields	●●○○○ (n=5)	There is evidence from interviews that there is better representation of Muslims within the Master's programmes and companies supported by the Foundation.
Public policy change that supports the needs of British Muslims	Increased participation in the policy development process, research, or challenging judiciary systems	●●○○○ (n=4)	There is limited evidence from interviews that alumni have brought about policy change to date, but they have been involved in certain policy-related processes research or advocacy work, as well as challenging the court in cases related to refugees and migrants.

4.2. Findings from analysis of Aziz Foundation data

We have analysed Aziz Foundation data regarding their employment outcomes. This data is only for 284/660 scholar alumni and 38/57 interns that reported their current employment status to the Aziz Foundation in their latest survey. It is therefore not comprehensive, but is indicative of the career paths followed by those alumni who responded.

This analysis shows that some alumni follow different career paths to those envisaged by the Foundation (see Table 5 and Table 6).⁵⁰ Scholars in media and journalism and arts and culture have had the highest share of alumni remaining in the same sector. However, it is relatively low for scholars in policy; this might reflect the breadth of career opportunities that open up with a relevant Master's degree or experience in policy development or government.

Table 5: Analysis of self-reported career status of 284 scholarship alumni as of 2024

	Working in the same/a related sector	Working in other sectors but in roles that bring direct community impact	Working in unrelated sectors	Other career outcomes*	Total
Policy (n=142)	51%	19%	20%	10%	100%
Media & journalism (n=40)	78%	3%	13%	8%	100%
Arts & culture (n=41)	88%	5%	2%	5%	100%
Law (n=61)	64%	16%	10%	10%	100%

*e.g., currently looking for work, in temporary positions, volunteering or pursuing further studies

Overall and to date, intern alumni seem more likely to stay in the Foundation's targeted sectors (see Table 6). However, it is yet to be observed whether this will shift as internship alumni progress in their

⁵⁰ There are two caveats to this comparison: 1) there have been far fewer internships supported by the Foundation than scholarships to date; and 2) as the internship programme is newer, alumni are at an earlier stage of their careers and so fewer might have switched fields so far.

careers. It might also be worth considering that internships offer work-based learning and experience in the sectors that alumni want to pursue; this makes securing related employment easier. Internships may even lead to offers of employment for alumni in the same organisations. It is worth tracking whether these observations change over time, or whether the share of interns remaining in the same sector or a related field continues to be higher than the share of scholarship alumni.

Table 6: Analysis of self-reported career status of 38 intern alumni as of 2024

	Working in the same/a related sector	Working in other sectors but in roles that bring direct community impact	Working in unrelated sectors	Other career outcomes*	Total
Policy (n=10)	67%	20%	0%	13%	100%
Media & journalism (n=23)	78%	13%	4%	4%	100%
Arts & culture (n=3)	67%	0%	0%	33%	100%
Law (n=2)	100%	0%	0%	0%	100%

**e.g., currently looking for work, in temporary positions, volunteering or pursuing further studies*

4.3. How experiences and the change alumni bring can vary by sector

In the interviews, we explored how alumni's experience and outcomes varied by sector; we also reviewed the Foundation's own information on alumni outcomes and prior alumni case studies. Findings from this analysis are below and summarised in Figure 9:

- Alumni in media and journalism have already brought about change in how their outlets cover issues related to Islam and British Muslims
- Alumni in policy, in addition to bringing more focus on issues that affect British Muslims in their work, have established a network for British Muslims in public policy
- Alumni in arts and culture have staged theatre productions, and the Foundation has supported a group to perform at the Edinburgh Fringe

- The alumni in law who have progressed well in their careers are bringing change to the lives of individuals they support, but they are not yet driving systems change (e.g. setting case law, weighing in on national debates, or developing platforms as business leaders)
- For alumni working in other sectors, we have seen examples of them delivering change via other routes, for example by working in charities or in education

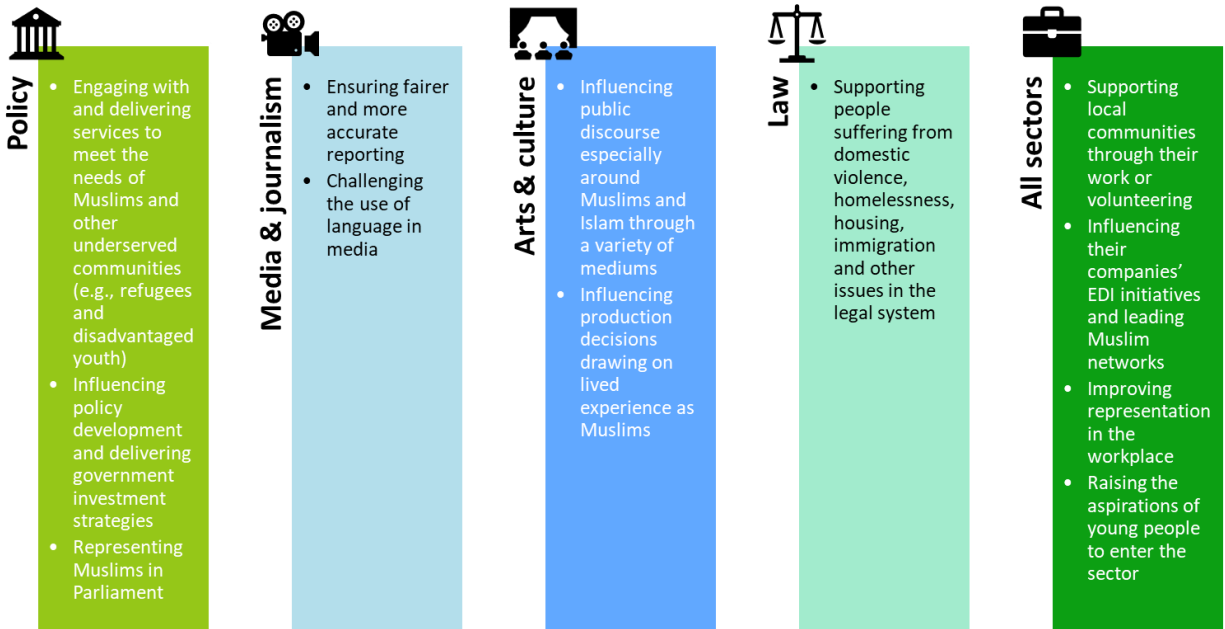


Figure 9: Sector-specific outcomes that alumni achieve

4.4. Barriers that still exist for scholars and interns

In all interviews with alumni, we heard that barriers still exist for scholars and interns, both during and after their programmes. Five barriers stand out. These are summarised in Table 7. Detailed findings of these barriers are in Appendix 2.

Table 7: Summary of interview findings related to barriers

Barrier	Strength of evidence ⁵¹	Quotes from interviews
1) Difficulty getting into competitive and traditionally elitist sectors due to lack of experience, opportunities and networks.	●●●●● (n=10)	<p><i>"The theatre world isn't meritocratic... the odds are stacked against people who are from Black and Asian and Muslim and global majority backgrounds..."</i></p> <p><i>"I'm in a field where ... people who are either properly educated or come from a background where people have worked in a similar field, they hit the ground running with a network of very strong connections or people that can support them or champion them throughout their career."</i></p>
2) Challenges in the workplace in targeted sectors such as subtle biases against Muslims, industry hierarchies, tough working environments, and unstable contracts and income in tight job markets.	●●●●● (n=14)	<p><i>"At the civil service the top is quite slim... those kind of roles are, what I'd say, are the more prestigious roles... those are the ones I'd say are the greatest challenge for someone from my demographic to get into..."</i></p> <p><i>"I went to other ethnic women, even Muslim and ask them for advice, and I'd get advice about hiding my identity."</i></p>
3) Pioneer's syndrome as the 'first' in their sectors lacking role models, experiencing self-doubts and a lack of confidence.	●●●●○ (n=5)	<i>"I think this whole industry is quite daunting and you're always questioning yourself and I struggle with confidence."</i>
4) Pressure from rising political conflicts including the Israel-Gaza conflict and local politics.	●●●○○ (n=3)	<i>"When everything happened with the Israel Gaza stuff last year and even now, I still feel a bit like should I be here, am I doing the right thing?..."</i>
5) Family expectations and caring responsibilities impacting career planning and financial burdens.	●●●○○ (n=6)	<i>"If people want to start a family, it can be a bit difficult because it [offers only] very short-term contracts"</i>

4.5. A mixture of scholarships and internships is helpful

The first barrier in Table 7 (*Difficulty getting into competitive and traditionally elitist sectors*) was mentioned far less frequently in our interviews with internship alumni when compared to scholarship

⁵¹ A higher number of solid red dots represents stronger evidence from interviews - that is, keywords related to barriers were mentioned more frequently. Five solid red dots represent the highest level evidence for the barrier, whereas one solid dot represents the weakest level of evidence. A lower strength of evidence does not necessarily mean the barrier is smaller, but could be an indication of sampling bias. See more about limitations on the methodology in Appendix 1.

alumni. Hiring managers often ask applicants for proof of relevant previous experience for opportunities that are designed to help individuals gain experience (e.g. internship or entry level/graduate roles). This was mainly a barrier for scholarship alumni who did not have any relevant work experience. This is more likely to be the case for scholarship alumni who entered during the Foundation's earlier years.⁵²

We observed from our interviews that internship alumni had experienced the following outcomes:

- Gained full time employment in the companies in which they had interned
- Secured full time opportunities in other companies within the same sector because of the experience gained through their internship
- Accessed professional networks and found mentors who provided valuable career advice and connections that helped them progress in their careers
- Better career planning with earlier exposure to the sector

Offering both scholarships and internships enables the Foundation to support potential British Muslim leaders who face different barriers in their chosen careers or who need different markers of eligibility to progress. The internship programme supports those who do not need a Master's degree or further education but, instead, need relevant work experience to secure employment and relevant skills. By contrast, the scholarship programme equips alumni with the qualifications or knowledge necessary to enter or progress in a given field – this helps them compete with other applicants who have these qualifications.

4.6. Limitations and gaps in the evidence base on alumni outcomes

This research was based primarily on interviews with engaged alumni. We would recommend that the Foundation develops a broader and representative picture of alumni outcomes at a future stage. In terms of future research, we recommend the following:

- A more detailed survey and analysis is needed to better understand the extent to which the full alumni base have progressed in their careers and what outcomes they have achieved for other British Muslims.
- We recommend continuing to monitor the progress of alumni in their careers to understand how their platforms and influence continue to develop, and the extent to which both individual and collective alumni are effective in bringing about systems change. The first cohort of scholars engaged with the Foundation in 2019 and are therefore only six years into their careers. They are likely to bring more change in the future and the Foundation would benefit from knowing what these changes are.

⁵² Work experience in a relevant sector is now a filter for applicants to the scholarship programme.

- One of the ambitions of the Foundation is for its alumni to inspire change in their own families and communities. We heard few examples of these sorts of changes in our interviews with alumni. It would be worth exploring this in further research and whether this is a change that will emerge in the future, or if this is not how most Foundation alumni will inspire and drive change.

Key take-aways from Section 4

- Interview findings demonstrate that scholarships and internships have made big differences to outcomes for individual alumni. Common outcomes mentioned included improved employability and better wellbeing. There is also strong evidence of their impact on others within their communities
- Barriers still exist for scholars and interns after completing their programmes. These include difficulty gaining work, facing Pioneers' syndrome and seeing a lack of role models once in work
- There was less immediate evidence on the wider systems change that alumni have brought about. We saw positive signs that Foundation alumni are starting to bring about systems change. We expect that they will drive further change in future years when they have reached more senior roles, or have developed larger platforms

5. Stories of Aziz Foundation alumni and how they bring about change

This section tells the stories of five composite profiles of people who have received support from the Aziz Foundation, and the difference that it has made to their lives and those around them.

5.1. Approach to developing archetypes

We use the stories of archetypical Aziz Foundation scholars and interns to demonstrate the impact of the Foundation's funding and support. Following best practice for evaluation in complex systems,⁵³ this approach is qualitative, story-based, and person-centric, using profiles of five archetypical individuals. We have designed these 'archetypes' to be representative of the individuals that the Foundation supports.

As shown in Figure 10, we explored alumni case studies with Aziz Foundation staff in our first workshop, and then used the interviews with alumni, universities, and partners to develop the archetypes into full, evidenced storylines.

Thematic analysis of these interviews has been used to develop our alumni archetypes. The archetypes have been developed as blended case-studies, representative of those common themes from our research. The archetypes and their stories enable us to explore how the Foundation's support can have an impact on its alumni, their communities, and other British Muslims.

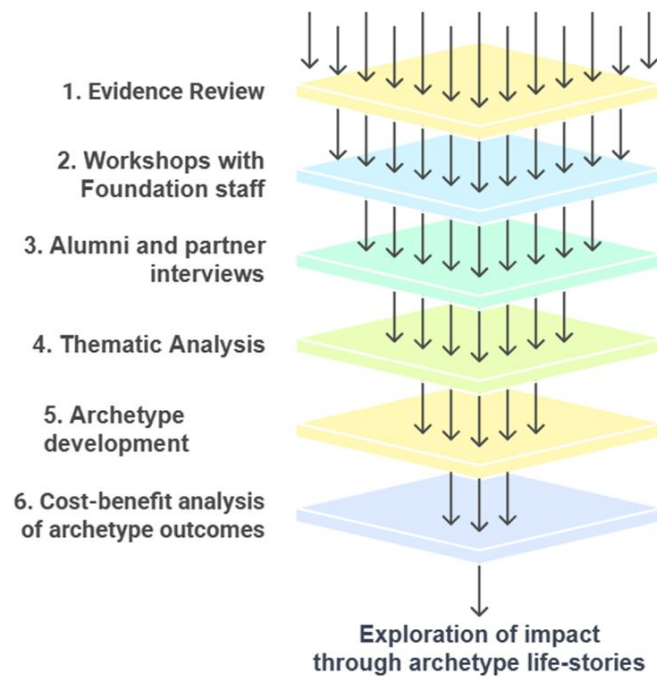


Figure 10: Exploring impact through the development of archetypes

For each archetype, we have developed three life-courses (see Figure 11), mapping the different trajectories their lives can follow:

- **The star trajectory:** where they receive funding for a scholarship or internship and wider Foundation support, and go on to have successful and impactful careers, for themselves and others in society. This is what the Foundation aims to achieve for its alumni, and the trajectory represents what success could look like for them.

⁵³ HM Treasury. (2020). *Magenta Book 2020, Supplementary Guide: Handling Complexity in Policy Evaluation*.

- **The base trajectory:** where they receive funding for a scholarship or internship and go on to face barriers and have less success and impact than in their star trajectory, but still achieve more success than if they had not engaged with the Aziz Foundation.
- **The counter-factual trajectory:** where the archetype does not receive Aziz Foundation support, and their lives are therefore far less impactful for themselves and others in society.



Figure 11: Life-course trajectories

We develop their stories for 15 years after the start of their scholarship or internship. We note, however, that given the age of the Foundation's programmes, we only know outcomes experienced by actual alumni for up to five years after the first scholarships took place. These longer-term perspectives in the archetypes' life stories are based on judgement, extrapolating from the alumni's current trajectories and the ambitions alumni have for themselves. The outcomes achieved in our archetypes' stories in their late 20s and 30s are therefore less certain and must be treated as potential outcomes rather than outcomes that are currently achieved.

5.2. Overview of our archetypes

Stories of each archetype are detailed in the pages that follow. These take the form of life-story charts that show the likely trajectory of the archetypes' lives, contrasting with what happens if they had not received funding and support from the Foundation.

These life-stories are blended case studies of alumni of the Foundation, pseudonymised to protect their identities. The names given to the archetypes are chosen at random, without consideration as to gender or any other elements of their stories; this is to minimise the risk that they could be identified with particular alumni.

Table 8 introduces each archetype briefly: where they were before their internship or scholarship; how the Foundation supports them (the ‘base’ or ‘star’); and what would have happened to them in the absence of support from the Foundation (the ‘counterfactual’).

Table 8: Overview of Aziz Foundation archetypes

	Life pre-engagement with the Foundation	Star life-course trajectory	Base life-course trajectory	Counterfactual trajectory
Hassan	Working in a government department in an operational role. Wants to study for a Master’s degree to continue to pursue roles in Policy.	Completes Master’s degree and earns a promotion almost straightaway. Starts a group for British Muslims working as Civil Servants. Mentors a new graduate.	Completes Master’s degree, remaining in his operational role. Eventually promoted in an operational role. Joins an advocacy group at work.	Cannot fund the Master’s degree without support. His employer agrees to part fund the Master’s degree but he must pay the rest, which delays his progression.
Zahra	Studied journalism at university and wants to be a human rights journalist. Wants to study for a Master’s degree in journalism to improve her career prospects.	Is funded to study for a Master’s in Journalism. Unsuccessful in applying for internships due to a lack of experience. Applies for an internship with the Foundation. Internship enables her to secure a full-time role at another outlet.	Is funded to study for a Master’s in Journalism. Applies for an internship with the Foundation. Internship helps her secure a full-time role at another outlet. Made redundant after brief period and turns to freelance journalism.	Funding a Master’s degree herself is not possible. Applies unsuccessfully for internships with large newspapers. Works with a local newspaper. Applies again to national outlet later in her career, and takes on a relatively junior role to work in a national outlet.

	Life pre-engagement with the Foundation	Star life-course trajectory	Base life-course trajectory	Counterfactual trajectory
Rami	<p>Studied theatre production as an undergraduate.</p> <p>Willing to move to London to find work in theatre but struggles to get work.</p> <p>Applied unsuccessfully for several internships but repeatedly told he does not have enough experience.</p>	<p>Placed as an intern with a local theatre group so he does not need to relocate.</p> <p>Builds vital experience.</p> <p>Offered full-time role after completing internship.</p> <p>Moves to London to work in a senior role in the West End.</p> <p>Eventually reaches leadership role for headline productions.</p>	<p>Placed as an intern with a local theatre group.</p> <p>Offered full-time role after completing internship, but is made redundant shortly afterwards.</p> <p>Finds full-time work with another local theatre group.</p> <p>Works on several successful local productions.</p>	<p>Carries on applying for internships but is unsuccessful.</p> <p>Takes an office-based administrative role to support himself whilst still applying for internships.</p> <p>Eventually gives up on theatre aspirations.</p>
Ayaan	<p>Studied law at university.</p> <p>Working as a legal administrator and wants to apply for training contracts.</p> <p>Identifies the LPC qualification as something that will make her a more attractive candidate.</p>	<p>Studies for LPC.</p> <p>Whilst studying, she is promoted to a paralegal.</p> <p>Completes her LPC and begins applying for training contracts.</p> <p>Offered a training contract with a practice in London.</p> <p>Qualifies and is eventually put onto a partner pathway.</p>	<p>Studies for LPC.</p> <p>Unsuccessful applying to large legal firms, eventually earning a training contract with a small immigration firm.</p> <p>Qualifies with the firm and begins career as an immigration lawyer.</p>	<p>Continues working as a legal administrator, moving firms several times.</p> <p>Finds the legal sector is extremely hard for someone without connections and friends to support her.</p> <p>Gives up dream of becoming a lawyer and becomes a legal secretary at the firm.</p>

	Life pre-engagement with the Foundation	Star life-course trajectory	Base life-course trajectory	Counterfactual trajectory
Layla	Working in local government. Wants to further her career and move into central government policy.	Studies part-time whilst still working. Fellow students introduce the idea of going into consultancy instead of becoming a civil servant. Completes Master's degree and explores consultancy route. Progresses within her firm and eventually headhunted for a role in New York.	Studies part-time whilst still working. Completes Master's degree and explores consultancy route. Does not enjoy consultancy and returns to local government. Progresses well within local government.	Cannot fund a Master's degree on her own and remains working in local government. Becomes frustrated at her lack of progress. Upon turning 30, leaves local government and retrain as a teacher.

5.3. Archetype life-courses

On the pages that follow, the life-course charts map in detail the contrasting stories of the archetypes: the green line shows the star trajectories, the orange line shows the base trajectories, and the red line shows the counterfactual trajectories. Each life-course shows the archetypes' journeys in these scenarios for fifteen years after the start of their scholarship or internship.

These charts present events over time, but some events would be more compressed and happen over a shorter timeframe than the formatting in the diagram allows us to present.

Archetype 1: Hassan, a policy scholar

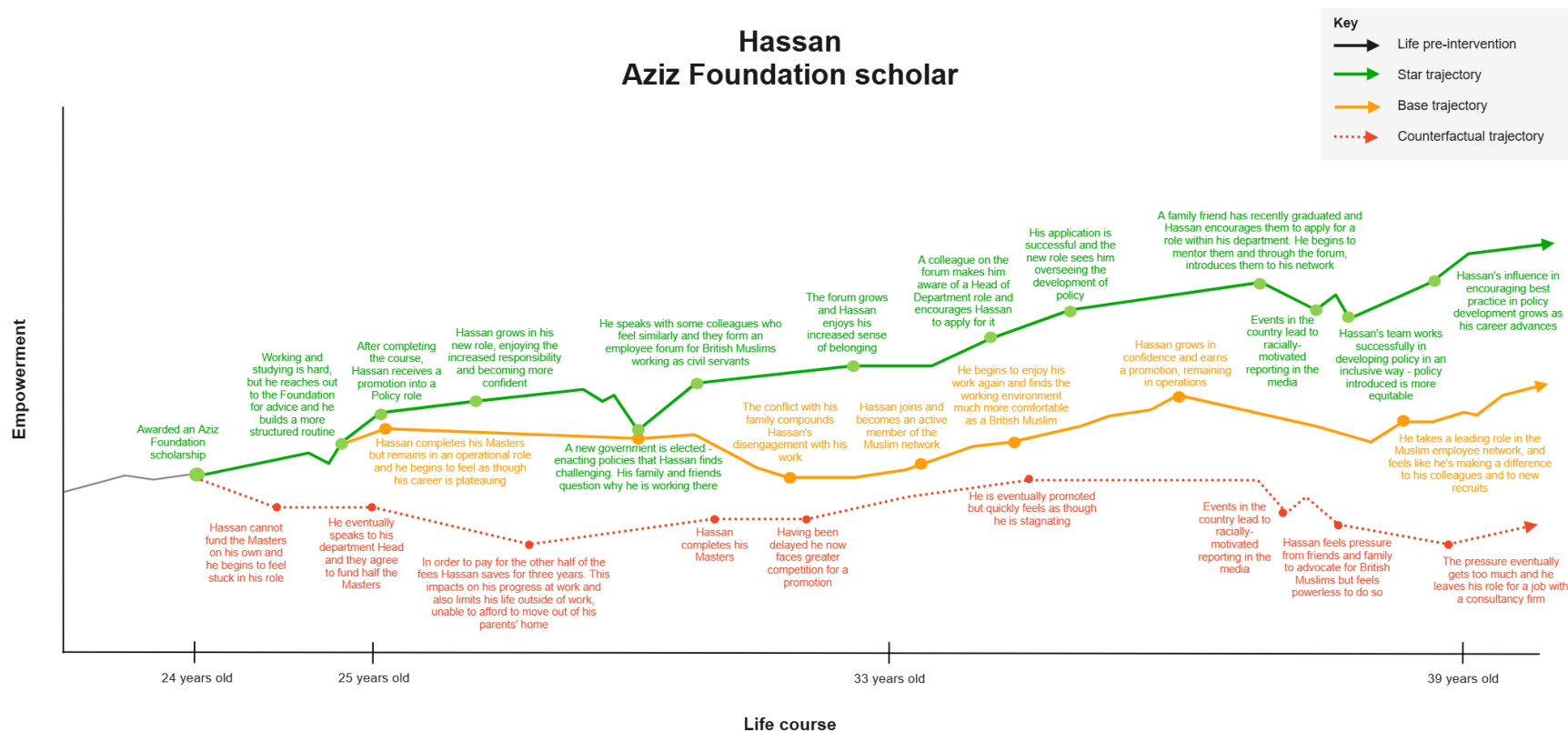


Figure 12: Hassan's life course diagram

Key points from Hassan's story (see Figure 12)

Before the Aziz Foundation scholarship

Hassan is the first member of his family to go to university and his family are extremely proud of him. After he graduates, he secures a role in a government department in an operational role. Hassan really enjoys his work and sees the potential for his career in government to give him the opportunity to contribute to things that make a difference to society. When it is time to move to his next role, he struggles to secure a role in the area that he wants: policy. He is well supported by his line manager, who encourages Hassan to consider studying for a Master's degree in order to gain the relevant knowledge and qualifications to stand out from other internal applicants.

Akin to many of the Foundation's scholars, Hassan is driven, resourceful and community minded. He has the ability to know that, if he is facing an issue, he is not alone, and others are therefore likely having the same experience. It is these qualities that the Foundation recognises, and it awards him a scholarship. He studies part time and remains in his role at work.

Star life-course

In this Star scenario, Hassan secures, not only a role in policy, but also one on promotion in policy. He navigates his career in Whitehall effectively, getting the experience and recognition he needs to be on track to become a senior civil servant. Recognising that Muslims are underrepresented in policy roles, he is driven to set up a forum for British Muslims working in the civil service. The forum in Hassan's story demonstrates three types of benefit that can be drawn from being part of a peer network:

1. Members of the network can draw upon the support of others, provide a group with whom an individual can identify and share their concerns and successes
2. A network can serve as a practical resource to its members, for example making Hassan aware of the job role he eventually secures, representing a step-up for his career
3. A collective strength, removing the sense of responsibility to tackle issues alone, demonstrated by Hassan and the forum developing a strategy to advocate for Muslims in response to a racially negative media narrative

His Master's degree gives him the qualifications he needs to compete successfully with others for prime jobs in the civil service, the cachet of his scholarship helps him stand out from other candidates, and his experience with the Foundation gives him the confidence to build internal and external networks and support other British Muslims in public policy.

Base life-course

Hassan completes his Aziz Foundation-funded Master's degree and continues with his career in government. He does not attain a promotion until later in his career and therefore his ability to influence policy development is limited to contributing to meetings, as opposed to taking the lead on policy development, as in the star life-course.

Counterfactual life-course

Hassan also demonstrates his drive in the counterfactual life-course, this time with his dedication to attaining his Master's degree by funding it himself. This also puts his progression on hold as he needs to save money before he can begin the course. After completing the Master's course, Hassan is eventually promoted. He struggles to know how to navigate his career effectively and to reach the roles he wants, feeling as though he does not have the platform to support a more inclusive approach to policy and decision-making in his department. He decides to leave the civil service for a role in consultancy.

Archetype 2: Zahra, a journalism scholar, and intern

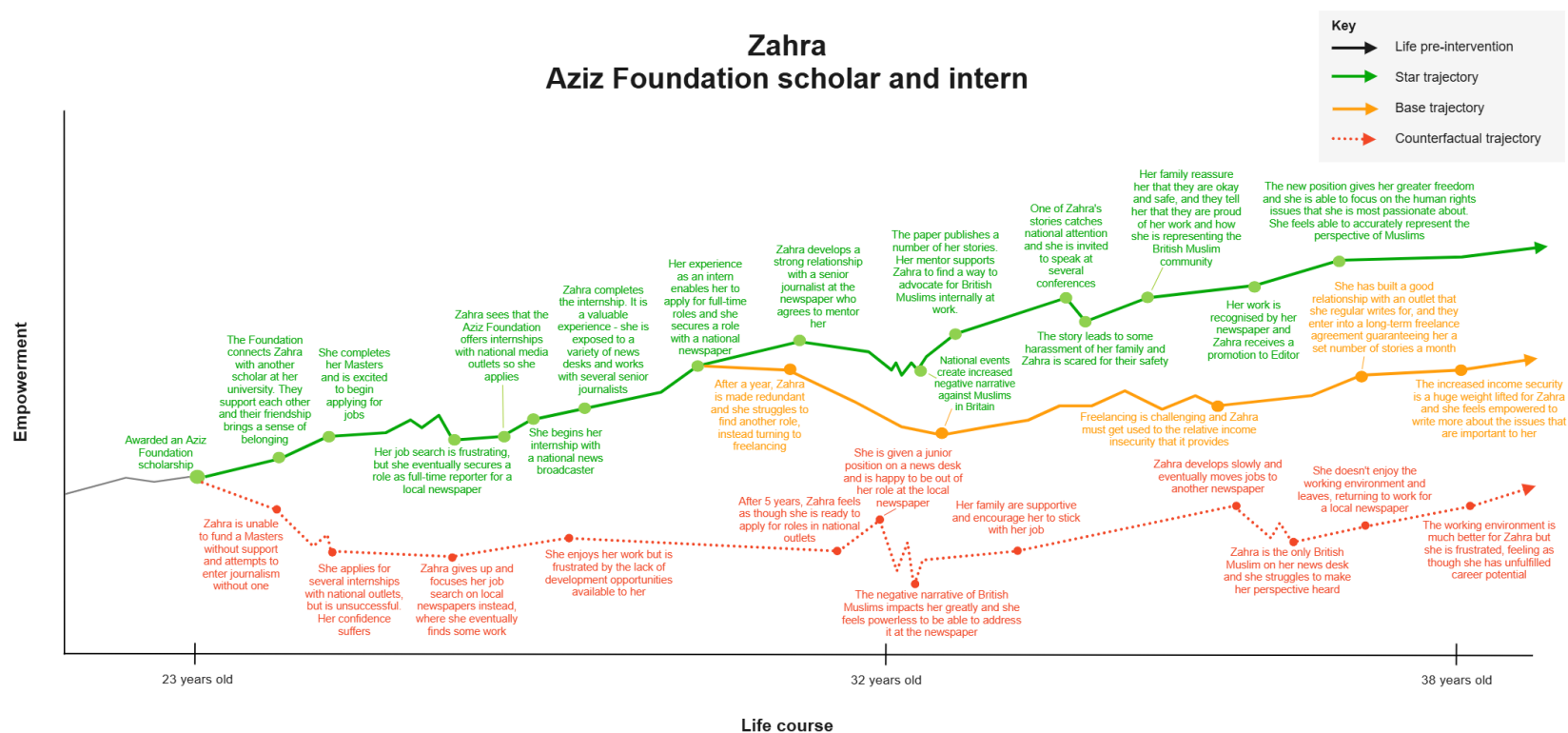


Figure 13: Zahra's life course diagram

Key points from Zahra's story (see Figure 13)

Before the Aziz Foundation scholarship and internship

Zahra lives and studies for her undergraduate degree in the north-Midlands. Whilst she studies journalism, she finds a passion for human rights issues and decides that this is the career that she wishes to pursue. Zahra knows that in order to compete for roles at national news outlets where she will be able to report on the biggest stories, she must find a way to stand out and believes that a Master's in journalism is the best way to do so. She applies to the Aziz Foundation for a scholarship.

Star life-course

Zahra's story demonstrates a common path for Aziz Foundation scholars into paid employment. For many, a Master's degree alone is not enough to ensure employment in their desired sector. Employers require relevant experience in addition to proof of academic ability. The difficulty is that, for those who have immediately followed their undergraduate studies with a master's course, they have not had the chance to build up that experience. Additionally, internship programmes are extremely competitive which means that, without further support from the Foundation, it would still be extremely difficult for Zahra to enter journalism – this highlights the power of an Aziz Foundation internship.

Her story also highlights the benefit that can come from developing a relationship with a mentor. For Zahra, this means that she has, in front of her, an example that someone like her can reach a senior position. Her mentor also provides invaluable advice regarding navigating the workplace so that she can simultaneously progress in her career and advocate for British Muslims.

Zahra's scholarship and internship give her the necessary qualifications and experience to secure employment. The scholarship means that she is not sifted out at application stage for not having the same qualifications as others, and her internship gives her the experience she needs to secure competitive full-time positions in national outlets.

Base life-course

Zahra also becomes a full-time member of staff at the media outlet where she interns. However, unfortunately she is made redundant a year after her internship finishes. After an unsuccessful search for another full-time journalism role, Zahra begins to freelance, writing for various outlets. She eventually writes full-time as a freelancer for one national newspaper. In this position she can more effectively influence the subject and tone of reporting.

Counterfactual life-course

This is a relatively positive counterfactual for Zahra as she does pursue a career in journalism in spite of not having a Master's or an internship.

Zahra is resilient in the pursuit of her dream until she reaches a point where she feels stifled and unable to reach a position within a national newspaper that would enable her to truly have her perspective heard. At this point she leaves her role and returns to working for a local newspaper.

She will always feel as though she has unfulfilled potential, both in terms of her career achievements and in supporting other British Muslims to enter journalism to address the lack of representation in the sector. Zahra's counterfactual story demonstrates the difference the Foundation can make. If Zahra had received the support of the Foundation, she would have built the confidence and support network to help her overcome workplace and professional challenges in this national newspaper setting.

Zahra does not have the support of a mentor to guide her through this challenging time and the only people with whom she can share her troubles are her family. Notwithstanding their efforts, her family does not understand her workplace and, as a result, are unable to support and guide her; all they can do is encourage her to be resilient.

Archetype 3: Rami, an arts intern

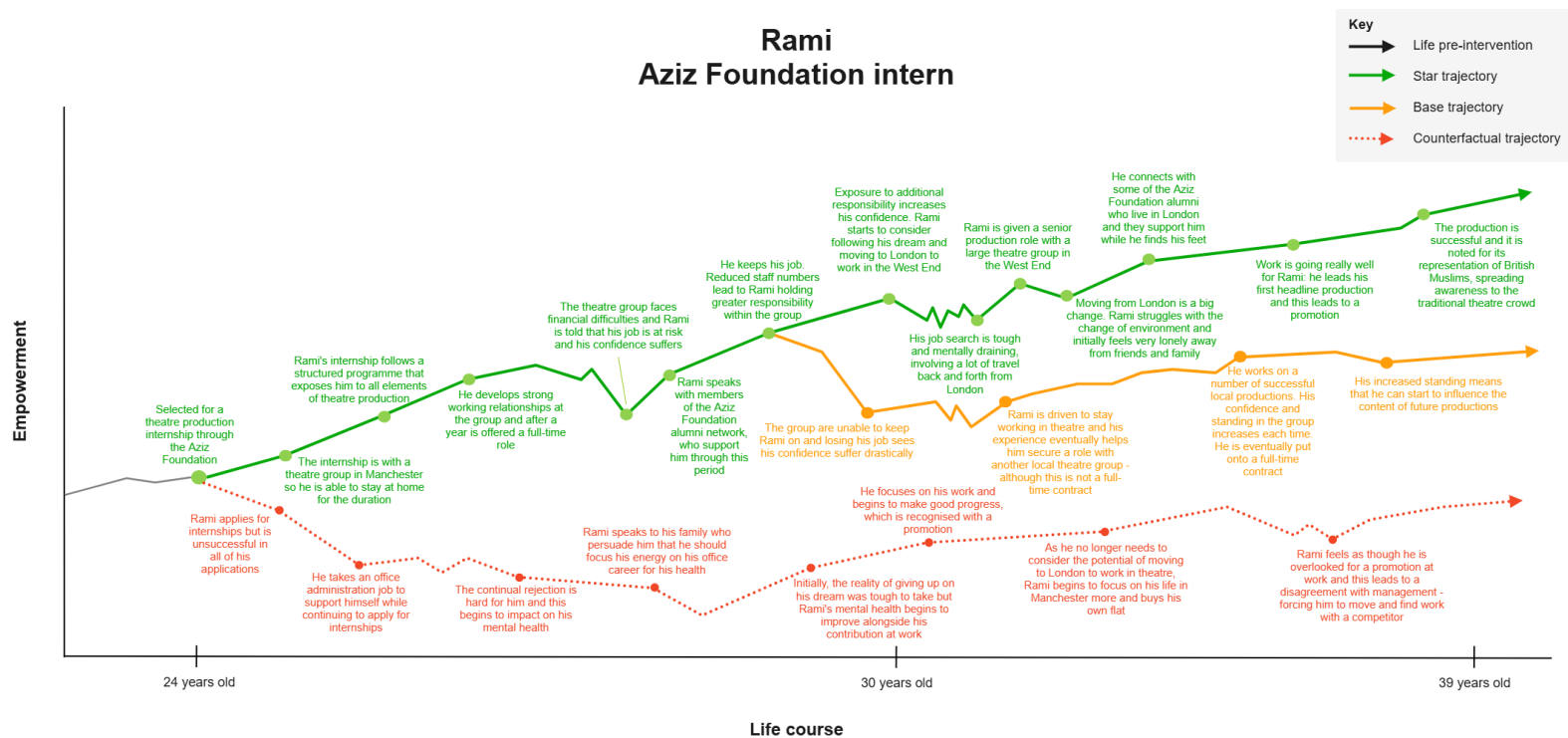


Figure 14: Rami's life course diagram

Key points from Rami's story (see Figure 14)

Before the Aziz Foundation internship

Rami has loved the theatre since childhood and having studied theatre production at university, he is excited to begin working in the sector. He would happily relocate from Manchester to London if it meant he could follow his dream and he applies for several internships. Unfortunately, he is repeatedly told that he lacks experience.

Star life-course

Rami's story is one of perseverance, working determinedly towards his ultimate goal of working in theatre in the West End in London. The internship is vital to him realising that goal, enabling him to build initial experience in the sector. His internship through the Foundation is with a local theatre group; this is great for him as he does not need to bear the costs of living away from home in an expensive city like London. The internship, with its structured approach and offer of roles with real responsibility, gives Rami a lot of exposure quickly. He builds practical and demonstrable experience of the industry, increasing his confidence over time, which ultimately leads to him applying for roles in London.

His productions are seen by thousands of people and bring more British Muslims into the theatre to see his shows. His telling of the stories and experiences of British Muslims improves understanding of Muslims and Islam among his audiences. His work helps bring soft power to British Muslim communities, and cachet to work that authentically represents their experiences.

The internship gives Rami the experience he needs to develop a wide range of skills and to help him stand out from others in the application process. He has the confidence to apply for prestigious roles in London and is able to demonstrate very effectively why he is the best candidate for the job.

Base life-course

The base life-course sees Rami working with a local theatre group, without ever making the move to put on his own larger productions. He only works on productions in local theatre, with increasing influence over material and productions as he progresses in his career. He therefore still finds a way to represent the perspective of British Muslims to the audiences he reaches, contributing to social change locally.

Counterfactual life-course

For Rami's counterfactual life-course, he is overwhelmed by the challenges in realising his dream. He is not able to secure an internship in the arts or theatre and certainly cannot afford further study in the area. He demonstrates resilience and determination for a period and pursues applications for several internships. He does this while continuing to work in an office job. The constant rejections weigh heavily on his mental health. When Rami eventually decides to give up, the weight on his mind is immediately lifted. He focuses fully on his office-based job and begins to make a life for himself outside of the arts.

Archetype 4: Ayaan, a law scholar

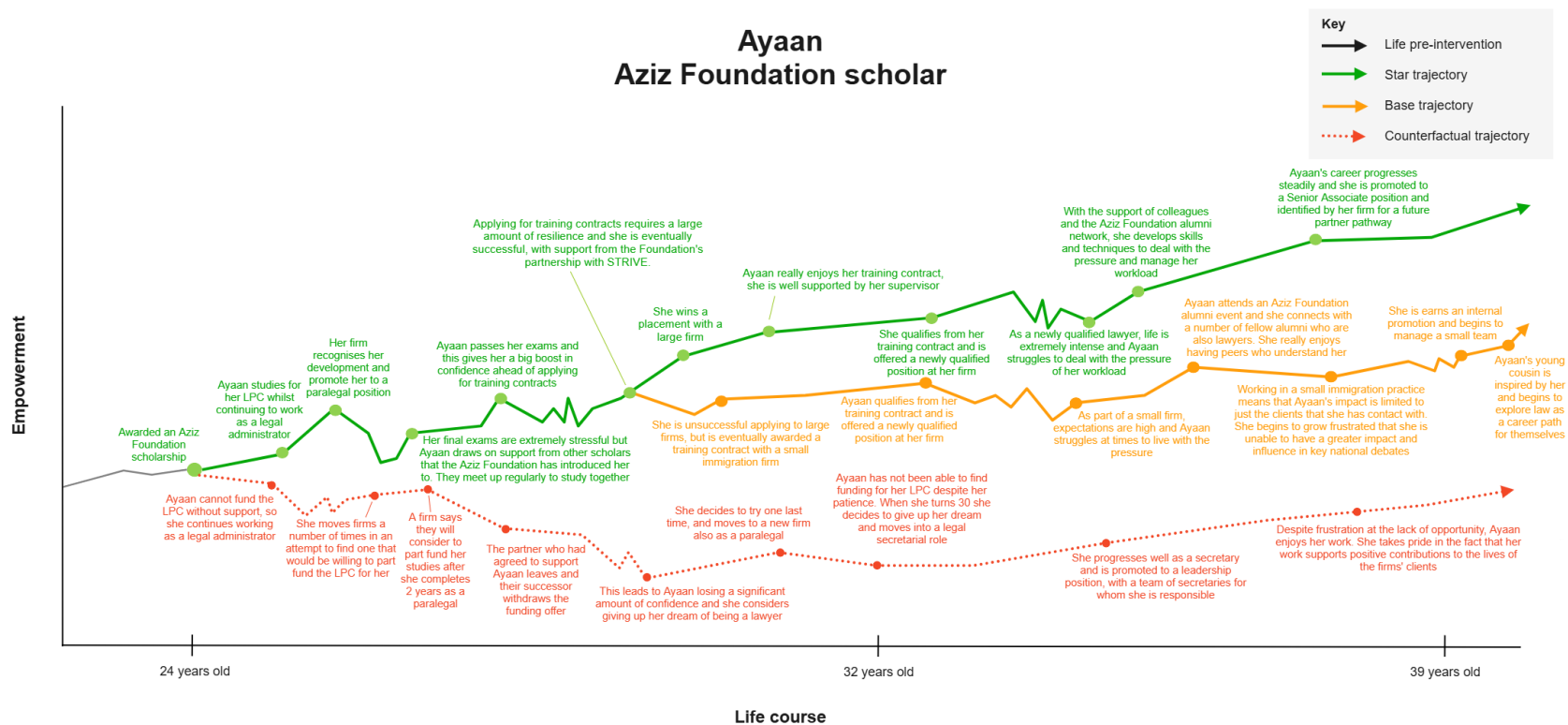


Figure 15: Ayaan's life course diagram

Key points from Ayaan's story (see Figure 15)

Before the Aziz Foundation scholarship

Ayaan has an undergraduate degree in Law and her dream is to become a partner in a large law firm. She understands that entry into the legal sector is extremely competitive but works to gain experience. Without a network of her own to draw upon it is a struggle. She finds work as a legal administrator with a firm in London, where it becomes clear that she needs more qualifications and experience on her CV to secure a training contract. The LPC qualification, alongside her experience within the firm, would make her an attractive candidate when she applies to the Aziz Foundation for a scholarship.

Star life-course

Ayaan works extremely hard from the start of her legal career as a legal administrator. She continues to work while studying the LPC. She finds that the legal sector can be highly rewarding, both financially and from the satisfaction that comes from supporting her clients in a way that has a positive impact upon their lives.

Once she completes her LPC she continues to work at the same law firm as a paralegal. Eventually she secures a training contract in a large law firm that specialises in immigration law. She progresses well in the firm, continuing as an associate, and is eventually put onto a partnership pathway by her firm. Being in a senior position in a large firm provides her with a national platform and the possibility to influence policy questions related to both immigration law and broader discussions around underrepresented groups, especially Muslims, in business and law.

It is the scholarship with the Aziz Foundation that enables Ayaan to secure a training contract. It removes the main barrier to a career as a solicitor.

Base life-course

In Ayaan's base life-course, she also becomes a lawyer but must follow a slightly different path. She is still awarded a training contract, but with a smaller firm which means that her impact on wider society is more limited. After she moves to a larger firm, toward the end of her 30s, she gains a greater platform to bring about change. But it does not offer her the same level of influence as a platform in a large firm (as in the star scenario), limiting her ability to advocate for British Muslims and for changes in national policy. She does, however, influence a family member to consider and then pursue a career in law.

Counterfactual life-course

Without the means to fund an LPC, Ayaan struggles to progress in her career, despite gaining extensive experience as a legal administrator and paralegal. Ayaan is another example of an archetype who feels that she has no option but to give up on her dream, using her experience in law to transition into the role of a legal secretary.

Archetype 5: Layla, a policy scholar who moves into consultancy

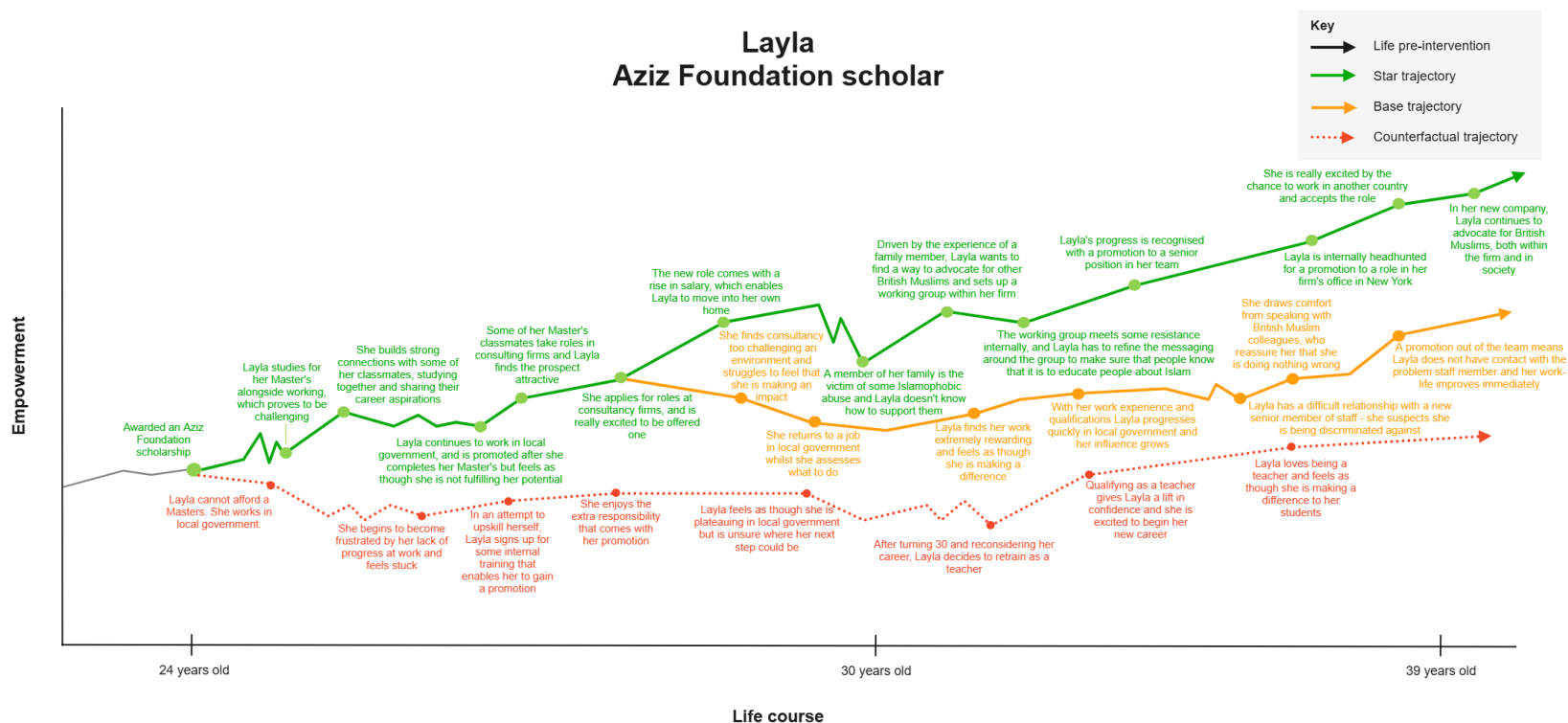


Figure 16: Layla's life course diagram

Key points from Layla's story (see Figure 16)

Before the Aziz Foundation scholarship

Layla works in local government and has done so for several years. She would like to move into central government where she could contribute to public policy and make a difference. Looking into the jobs that she would like to apply for, Layla realises that a Master's degree is preferable for her desired role and would help her application stand out from others.

Star life-course

Gaining her Master's degree opens the door to a career pivot to consultancy. Layla's scholarship is crucial in giving her the ambition to move outside of the public sector – her eyes are opened to a wider set of career possibilities because of speaking to others on her course. Consultancy offers a higher salary and a range of pathways for her to pursue in her career, including relocating to New York towards the end of the journey presented above.

Layla's engagement with the Foundation instils in her the importance of giving back. She creates impact in her workplace, establishing a British Muslim working group driven by her family member's experience of Islamophobia. Even when the group is initially met with some internal resistance, Layla persists and ensures that the messaging and image of the group brings value to the workplace, as opposed to creating further resistance.

Layla's story represents the alumni who go on to have careers that are not what they had initially planned for when they applied to the Aziz Foundation. Layla's story demonstrates that she can continue to give back to British Muslims even if she is not pursuing a career in an area that the Foundation prioritises.

Base life-course

After working in consulting and not enjoying the experience, Layla returns to local government, where she feels that she can make a positive impact. Having the Master's degree and the confidence and standing of being an Aziz alumna, she progresses well, taking on more senior roles and building her influence over local policy and operations. She also overcomes a commonly experienced obstacle in the form of workplace discrimination.

Counterfactual

Layla cannot self-fund a Master's degree and initially struggles to identify a route to boost her career in local government. Eventually she receives useful internal training and then secures a promotion. She enjoys her new role but after some time her career plateaus. With further progression looking unlikely in local government, she makes a career change to become a teacher. Teaching provides her with a stable career, opportunities for progression and significant satisfaction in her work.

Key take-aways from Section 5

- We developed five profiles of Aziz Foundation alumni whose stories represent a large proportion of the Foundation's alumni. We explore three life-courses for each archetype:
 1. The star trajectory: what success for alumni looks like when they reach their full potential
 2. The base trajectory: what modest success looks like
 3. The counterfactual trajectory: what happens if alumni do not receive the Foundation's support
- The archetypes' profiles and their stories were informed by our alumni interviews, desk-based research and a workshop with staff of the Foundation
- The archetypes' storylines demonstrate that Aziz Foundation scholars and interns are resilient and determined individuals. By providing them with support and opportunities, the Foundation can enable them to:
 - Progress in their careers more quickly in the sectors they want to be in
 - Advocate for other Muslims, whether that is in their workplaces or in their communities
- A scholarship or internship will not guarantee alumni success in their careers or in advocating for other British Muslims. In the base scenarios we see that external barriers or a lack of knowledge about how to navigate these sectors could limit what they are able to achieve, and their impact
- In the counterfactual life-courses, the archetypes are often forced to give up on following their dream careers because of the barriers in their way. Attaining a Master's degree or internship can be the crucial first step to the removal of these barriers
- The alumni stories illustrate how the internships and scholarships make a difference to their trajectories:
 - Being a Foundation alumnus gives them the confidence to apply for more prestigious opportunities, and helps them stand out from other applicants
 - Internships provide the necessary work experience required for entry-level positions in competitive sectors like media & journalism and arts & culture
 - Scholarships give alumni an advantage in applications for roles, raising their education to the same level as competitors, and gives them the minimum level of knowledge or qualifications to progress in some fields (e.g., law)
- The base scenarios capture that sometimes internships and scholarships are not enough to guarantee career success and that alumni will not reach their full potential. Some alumni will need further support to know how to manage their careers to reach their potential, while others could face insurmountable barriers in sectors where there is no wider systems change. This indicates that there is scope for a wider programme of support from the Foundation or from other sources

6. The value of the change that the Aziz Foundation brings about

This section explores the value, in monetary terms, of the impact of the Foundation. It analyses the value of improved outcomes driven by the Aziz Foundation's scholarship and internship programmes and presents these net of the cost of providing this support.

6.1. Approach to develop socio-economic modelling

Figure 17 summarises the steps we took to develop this socio-economic modelling.

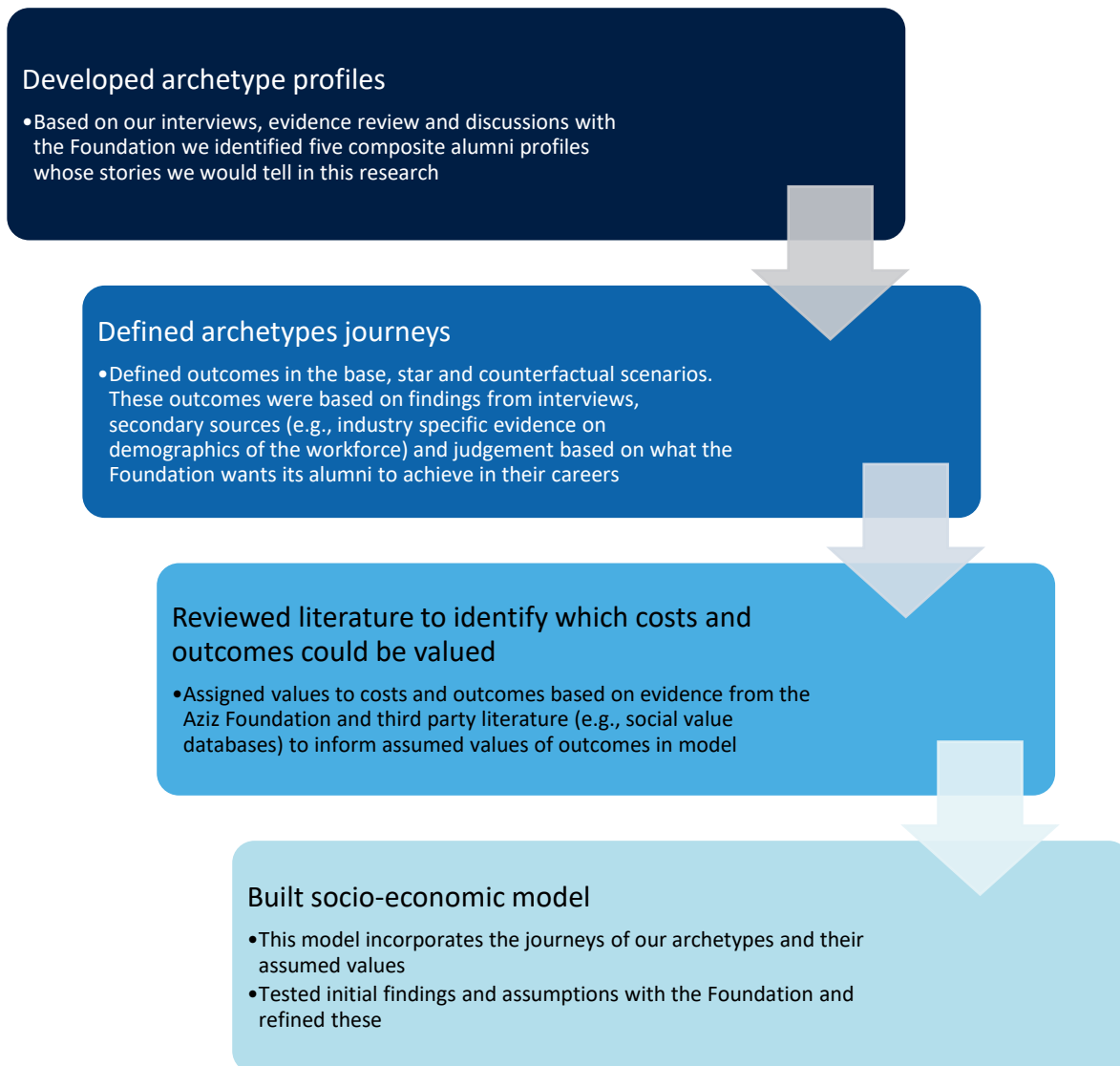


Figure 17: Summary of approach to socio-economic modelling

6.2. Scope of the analysis and limitations

We used the stories of the Aziz Foundation alumni archetypes described in section 5 to explore the value generated by the Foundation. These stories were informed by our interviews with alumni, academic, official, and grey literature, and judgement around what outcomes alumni could achieve. We cannot value all the outcomes explored in sections 4 and 5, and so only include in the analysis those for which we could find relevant and sufficiently reliable sources. Figure 18 summarises the outcomes incorporated into this analysis. It also sets out the beneficiaries of these outcomes: alumni, their peers, and other British Muslims, and how they are assumed to benefit.

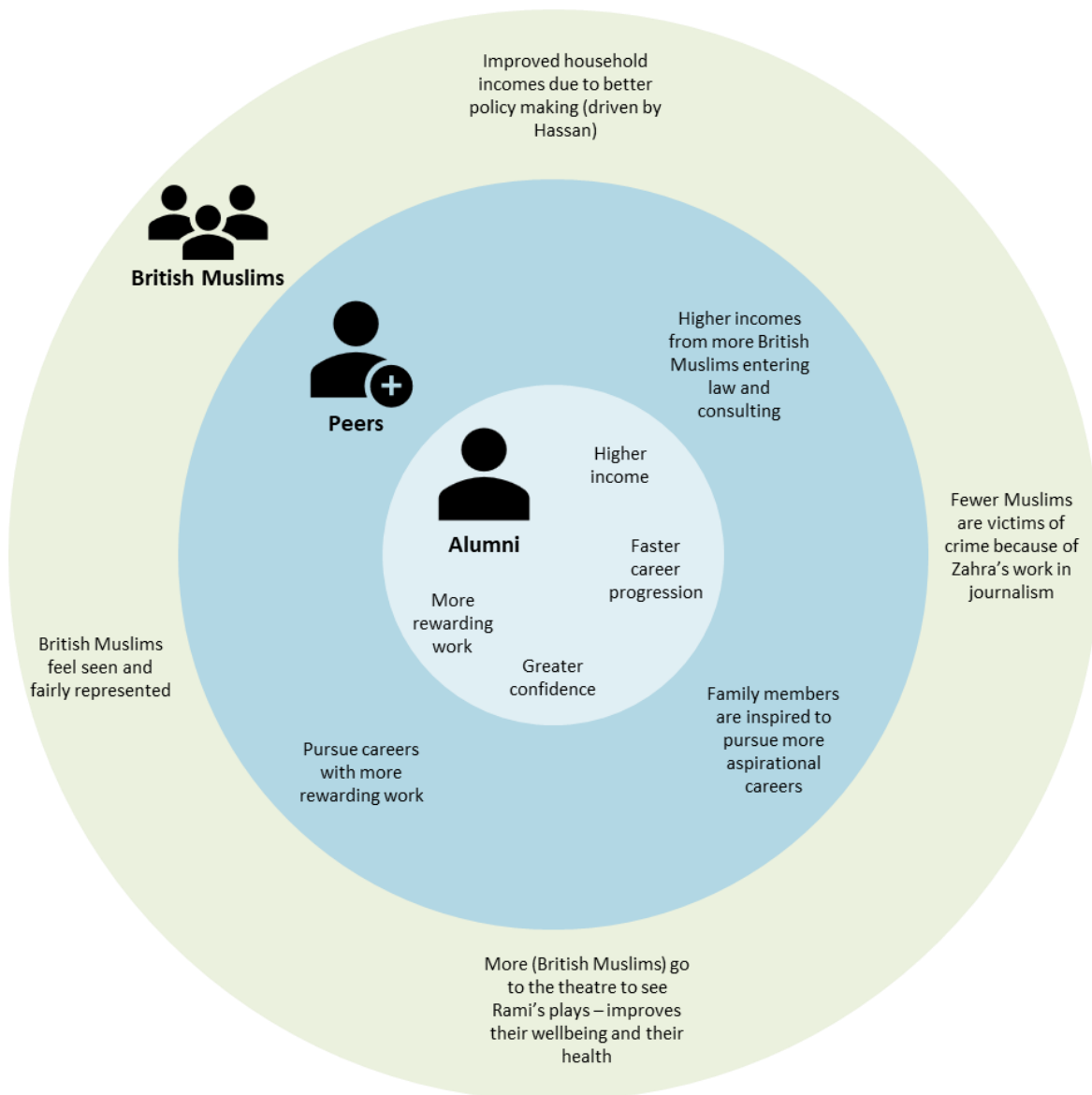


Figure 18: Summary of outcomes and beneficiaries in model

Table 9 details which of the archetypes experience the outcomes summarised in Figure 18. We can see that not all outcomes apply in each archetype's story – reflecting that each archetype's journey is different.

Table 9: Summary of the outcomes in each archetype's story

	Hassan Policy scholar	Zahra Journalism scholar & intern	Remi Arts & culture intern	Ayaan Law scholar	Layla Policy scholar
Alumni outcomes					
Higher income	✓	✓	✓	✓	✓
Faster career progression	✓	✓	✓	✓	✓
Greater confidence	✓	✓	✓	✓	✓
More rewarding work	✓	✓	✓	✓	✓
Peer outcomes (impact on Muslims following the same career path)					
More rewarding work	✓	✓	✓	✓	✓
Higher lifetime earnings				✓	✓
British Muslims (impact on communities)					
Improved household incomes	✓				
Fewer Muslims become victims of crime		✓			
More British Muslims go to the theatre			✓		

We do not value all outcomes that alumni experience

It is important to note that, for a lack of evidence, we have not been able to value some outcomes (e.g., a greater sense of confidence as a result of seeing greater Muslim representation in culture and the media). As such, the findings from this analysis are not a full and comprehensive valuation of all the impacts our alumni archetypes have and will have. As such, the analysis in this section needs to be reviewed alongside our qualitative research findings.

Community impacts in the form of the outcomes to British Muslims assumed in the model are the less certain elements of this analysis: engaging those affected by alumni (e.g., colleagues and family members) was not within the scope of this research. However, we believe we have sufficient evidence from alumni interviews, and our review of the wider evidence that demonstrates that:

- Journalism alumni (captured in the story of Zahra) are already changing how their outlets cover stories about Islam and Muslims
- Arts and culture scholars are already showcasing their own work in theatres
- Foundation alumni (and therefore Hassan) could reach a position in the civil service within 15 years that would enable them to influence decisions that affect outcomes for British Muslims

We do not incorporate outcomes for British Muslims in Ayaan and Layla's stories as, due to their specific storylines, there is less clarity about their routes to social impact. This does not mean that law alumni and policy alumni (who follow paths outside policy) do not have a wider social impact on British Muslims. It is simply that we did not have enough evidence from this research to identify and value how they improve outcomes for other British Muslims.

In the area of law, we believe that alumni could effect change for British Muslims. However, there is not yet sufficient evidence to identify exactly what these outcomes could be as they are likely to happen beyond the 15-year modelled timeframe. For example, becoming a judge or a Partner and developing a national platform is likely to take longer than 15 years.

As for Layla, who pursues a career outside of policy and works as a consultant, a career in consultancy does not necessarily come with a platform to effect social change for British Muslims. Foundation alumni in these areas are more likely to have commitments outside of their work that would help bring about change for others. This may also be the case for alumni in consulting; however, we did not interview enough alumni in consulting to build this wider impact into a storyline and an outcome for Layla.

There is uncertainty around the scale of impact alumni have on others

A further limitation in this analysis is the scale of the outcomes – particularly for other British Muslims. For example, we do not have data on the number of people who read Zahra's work in journalism, and

we do not know how many more British Muslims will attend theatre because of the performances that Rami creates. We have therefore made judgements about the number of people they could affect and have performed sensitivities in the modelling to see how results would change using different assumptions.

6.3. Overview of our approach to socio-economic modelling

To understand the social and financial returns on the Foundation's scholarship and internship programmes we have performed a social cost/benefit analysis based on the stories of alumni archetypes described in section 5. The parameters of the model are outlined below:

- The model values short- & medium-term outcomes to our **5 alumni archetypes**
- Outcomes (social costs and benefits valued) are based on archetype **journey maps**
- Model '**Star**' and '**Base**' scenarios for each alumnus compared to a counterfactual
- Outcomes are projected for **15 years** post-internship/ scholarship
- Outcomes are to both **alumni & other stakeholders**
- 3.5%** discounting of future benefits
- 10% – 30%** deadweight loss (varies by archetype)
- 60 – 80%** Foundation contribution to impact (varies by sector)
- 5%** annual drop off for outcomes

Figure 19 provides a summary of the outcomes in the modelling related to the change they bring about for other British Muslims, and how we value the outcomes in monetary terms. For more detail on the approach to the modelling, assumptions, values incorporated into the model and results see Appendix 3.






		Change they bring about for other British Muslims:	These outcomes in the model are valued as:
Hassan	 <p>Support received: Scholarship Sector: Government and policy Hassan pursues a career in the civil service and becomes a senior civil servant in his star storyline</p>	Influences policy to reduce the disparities in State support for Muslim households	Additional income for thousands of British Muslim households
Zahra	 <p>Support received: Scholarship & internship Sector: Journalism Zahra pursues a career in journalism and reaches an editorial role in a national news outlet in the star storyline</p>	Improves reporting by her outlet, improving understanding of Islam and Muslims among their readership, thereby reducing prejudice and racism against Muslims	Fewer British Muslims are victims of hate crime. This generates cost savings to individuals, the economy and public sector bodies
Rami	 <p>Support received: Internship Sector: Arts Working in theatre, Rami has a platform to improve understanding of British Muslims</p>	The shows he stages improve representation of Muslims and attract more diverse audiences	The new audience seeing Rami's show benefit from better health and wellbeing, yielding benefits to them and healthcare services
Ayaan	 <p>Support received: Scholarship Sector: Law Ayaan pursues a career in immigration law having secured a training contract</p>	She supports the careers of other British Muslims in her place of work	Other British Muslims earn a higher income because of the career opportunities she supports them with
Layla	 <p>Support received: Scholarship Sector: Policy Lara moves into consulting after her scholarship. Her story reflects those archetypes who change career paths</p>	She supports the careers of other British Muslims in her place of work	Other British Muslims earn a higher income because of the career opportunities she supports them with

Figure 19: Summary of outcomes in the modelling by archetype

6.4. Results

Below we provide an overview of results from the modelling; the results are explored in further depth in Appendix 3.

Whose outcomes change as a result of the Foundation's activities

In Figure 20 and Figure 21 we present a summary of the results from our modelling for each of our five archetypes in the base and star scenarios. These charts capture the net financial costs and social benefits in each scenario relative to the counterfactual – i.e. the additional net benefits generated compared to a scenario in which the archetypes received no support from the Aziz Foundation. More specifically, the charts show:

- The cost of the support provided by the Foundation (turquoise bars with negative values)
- The social benefits net of the costs of the Aziz Foundation's support to the archetypes; these are presented in the base and star scenarios
- How the net social benefits break down by stakeholder – i.e. who benefits from the Foundation's support for the archetypes
- The gains to:
 - The alumni themselves (represented by the green bars 'Outcomes to individuals')
 - People following the same career paths as the alumni (dark blue bars)
 - Muslim communities (light blue bars)

The key lessons we can see from these charts are that:

- Foundation alumni achieve considerably more social value when they reach their potential in the star scenario
- The archetypes who, through work, have the platforms to effect change for others have the highest net benefits (Hassan and Zahra)
- Rami's impacts are fairly unique when compared to the impacts of the other archetypes – his work has the potential to bring better wellbeing and improved health to others through his work in theatre. The more people his work reaches, the bigger the scale of the benefit
- Ayaan and Layla, who pursue careers in law and consulting respectively, generate a lower level of net social benefits overall; however, they themselves accumulate wealth or support other British Muslims to pursue careers in these lucrative sectors

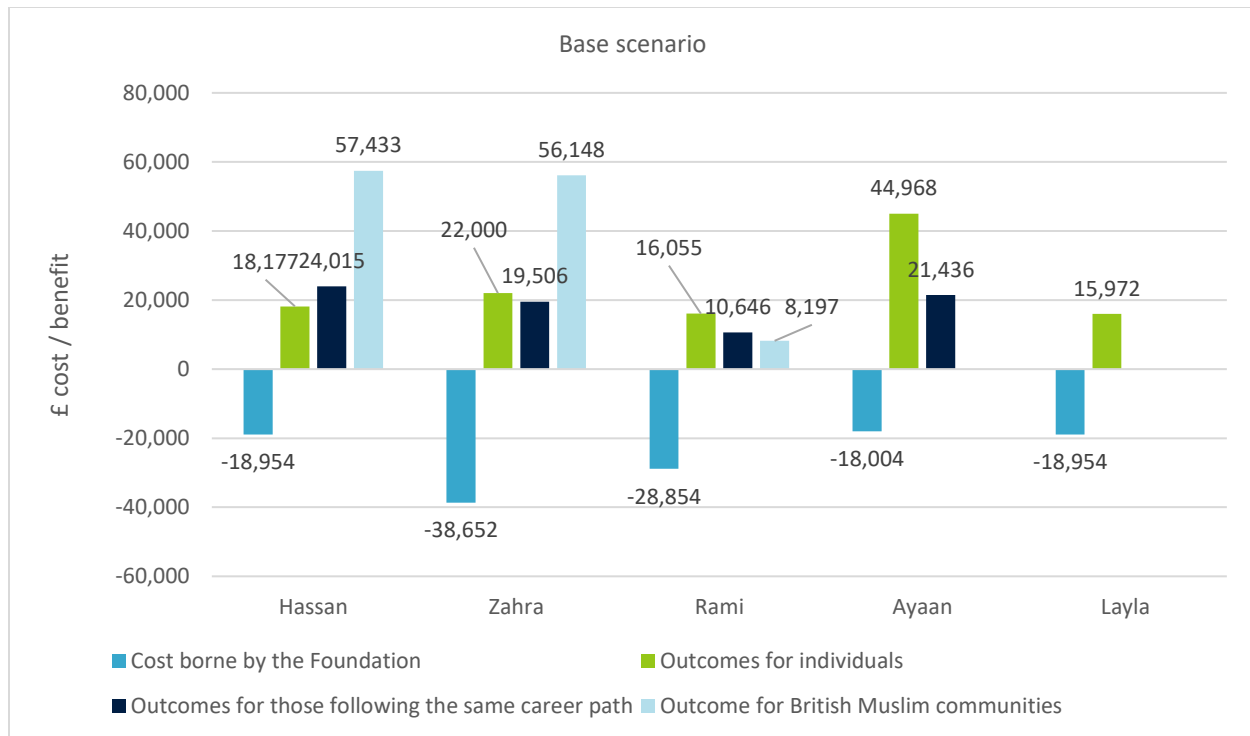


Figure 20: Base scenario - value of changed outcomes for alumni (individuals) and others

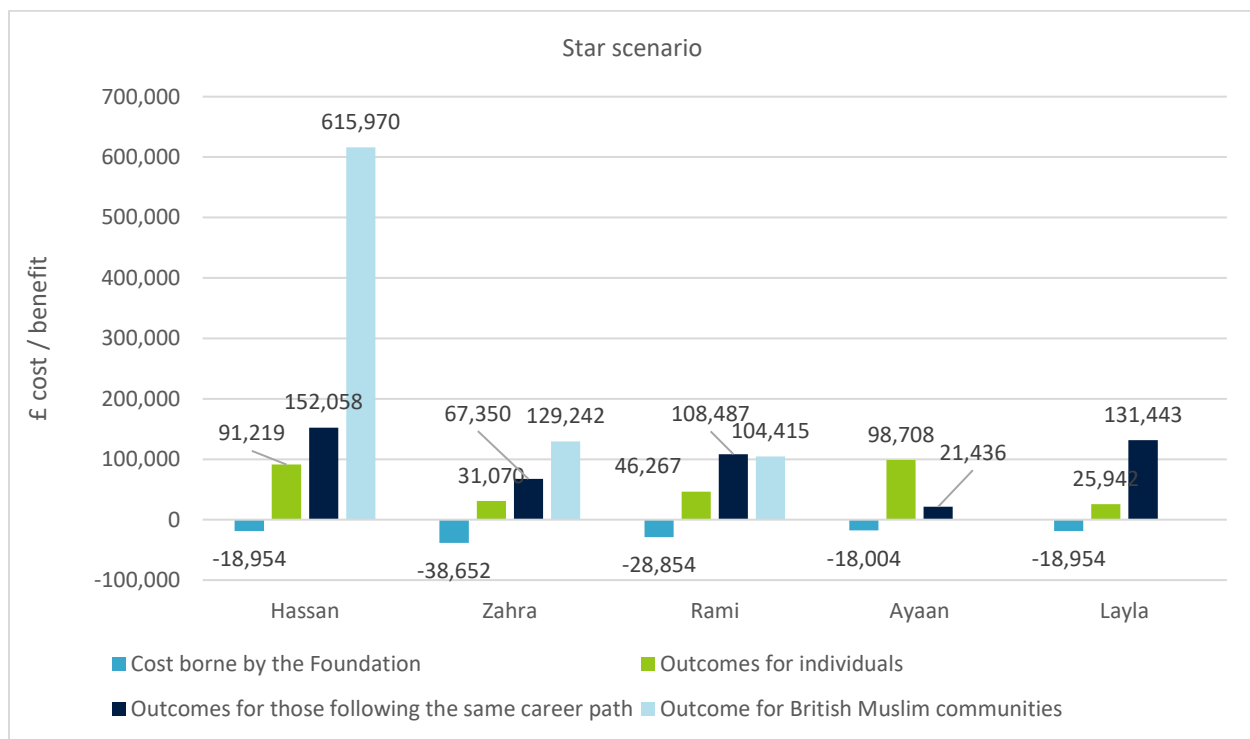


Figure 21: Star scenario - value of changed outcomes for alumni (individuals) and others

Figure 22 brings together all the costs and benefits to stakeholders in the analysis and presents this by the average cost and gain across the five archetype profiles. This is a different presentation of the same results explored above, and show which stakeholders benefit from improved outcomes. For example, because alumni are happier in their chosen career paths relative to the counterfactual, they will work harder – this generates productivity benefits to their employers (captured as gains to the Economy).

What we can see in Figure 22 is that there is a significant benefit to alumni themselves because of participation in the internship and scholarship programmes. These benefits, even in the base scenario, are higher than the costs of the support the Foundation provides. The benefits to British Muslims because of alumni's activities are higher than those to alumni and, again are larger than the costs of these activities. The Foundation's support also has a reasonable economic impact (largely in terms of productivity gains to employers) and there are small impacts on health and care and on the criminal justice system.

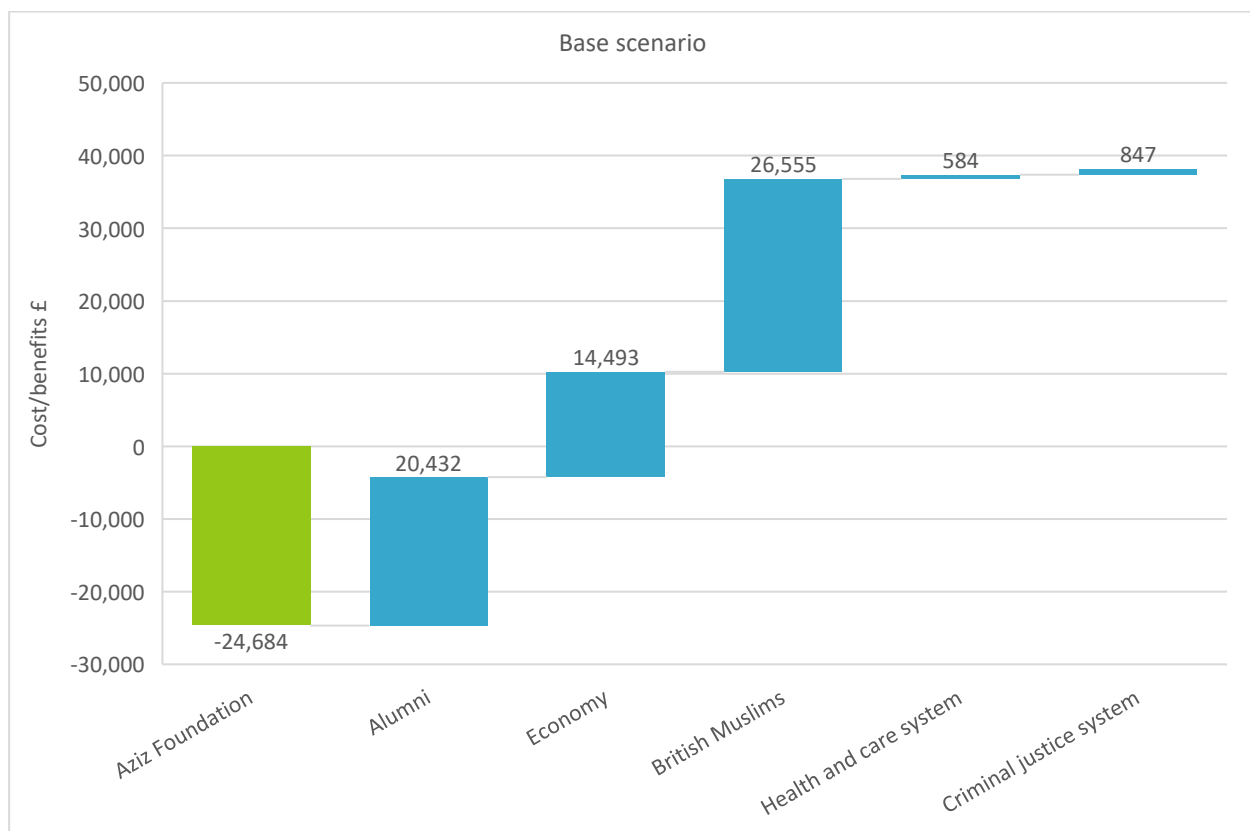


Figure 22: Base scenario – value to stakeholders who benefit from improved outcomes

Figure 23 shows the equivalent results in the star scenario. This shows how much higher outcomes could be to other British Muslims if the alumni reach their full potential.

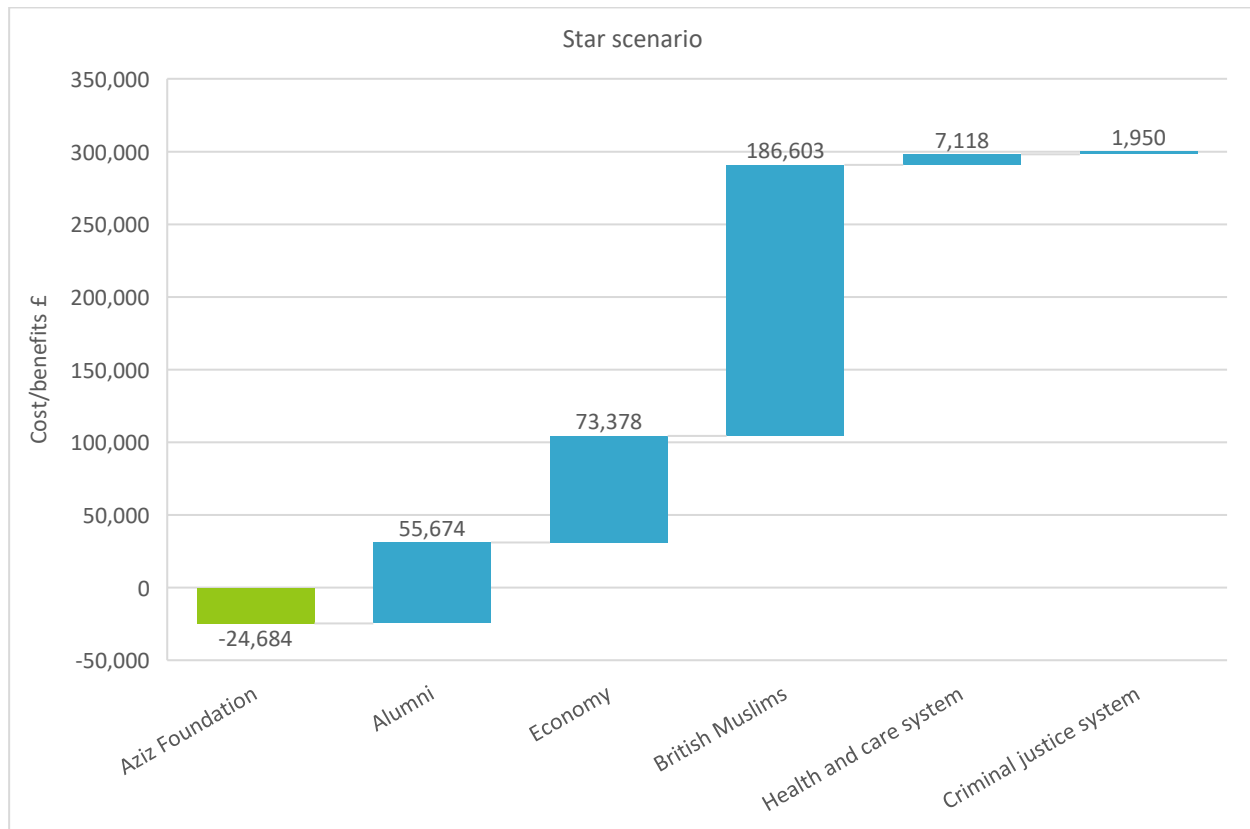


Figure 23: Star scenario – value to stakeholders who benefit from improved outcomes

Below we set out the results from our modelling for each archetype in the star scenarios. These charts present results based on a range of outcomes, from a lower bound of the number of other Muslims affected by their stories, to an upper bound. These charts show the range in potential outcomes, from low (purple dot), central (blue bar) to high (red dot) – this range captures the uncertainty around the number of people's lives the archetypes are able to affect over the 15 year period.

Figure 24 shows that the net value of Hassan's story in the star scenario is £840k, with a range from £456k to £1.6m. It shows that he has the potential to generate significant improvements in outcomes for British Muslims. This reflects his policy influence which has the potential to change the incomes of British Muslim (and other) households. The scholarship from the Foundation enables him to access roles in which he has a greater ability to influence outcomes for British Muslims; it also gives him the confidence to apply for these more competitive roles.

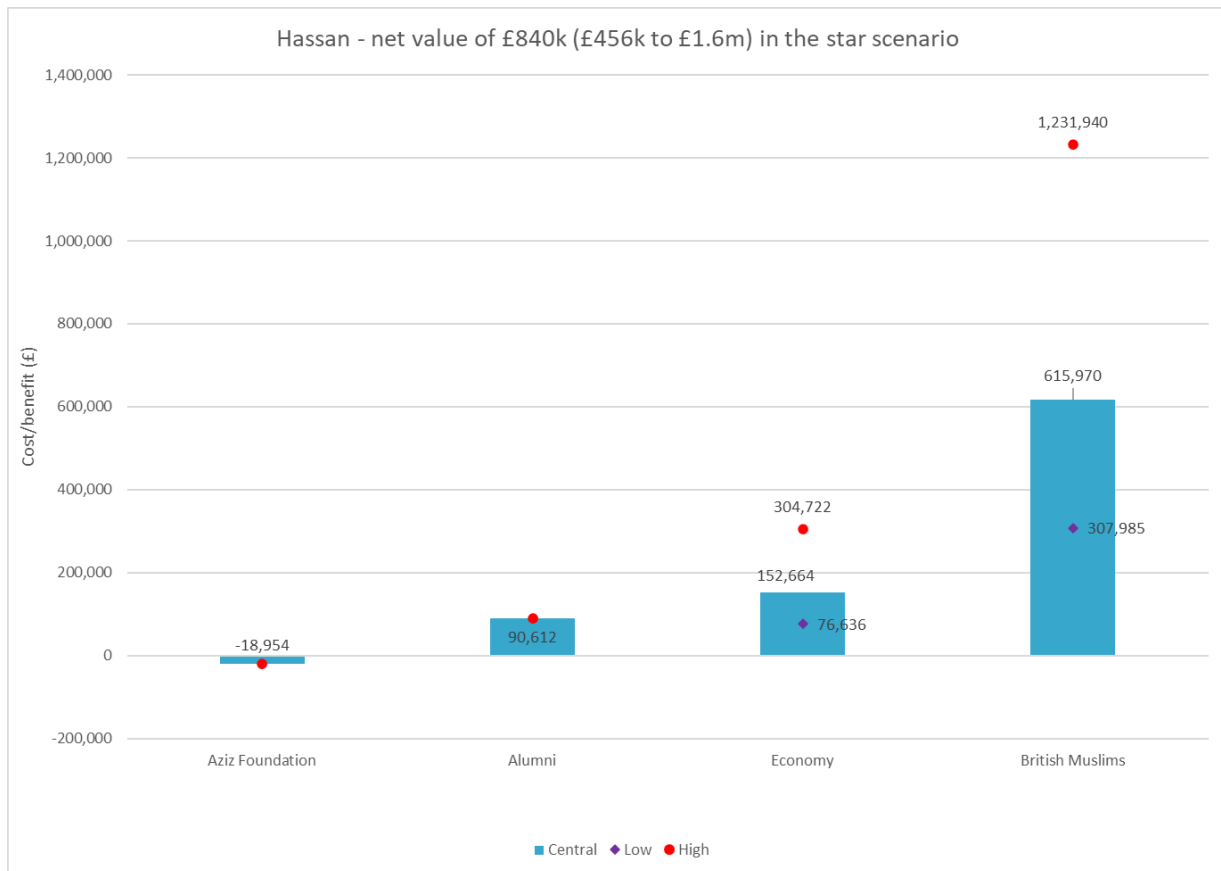


Figure 24: Hassan's outcomes by stakeholder (star scenario)

Figure 25 shows that the net value of Zahra's story is £189k, with a range from £91k to £386k. It shows that she has the potential to generate significant improvements in outcomes for British Muslims. This reflects the impact of her reporting, which has the potential to reduce hate crimes against Muslims. The combination of the internship and scholarship are key to developing the skills and experience necessary for her to secure a role in outlets with bigger platforms earlier in her career.



Figure 25: Zahra's outcomes by stakeholder (star scenario)

Figure 26 shows that the net value of Rami's story is £230k, with a range from £123k to £443k. It shows that he has the potential to improve the wellbeing of British Muslims through his work as he brings more Muslims into arts and culture spaces. The internship means he can secure work in the arts (this would not be possible without this experience) so that he has a platform to bring about change in the discourse surrounding Muslims and can affect mental models of his audience.

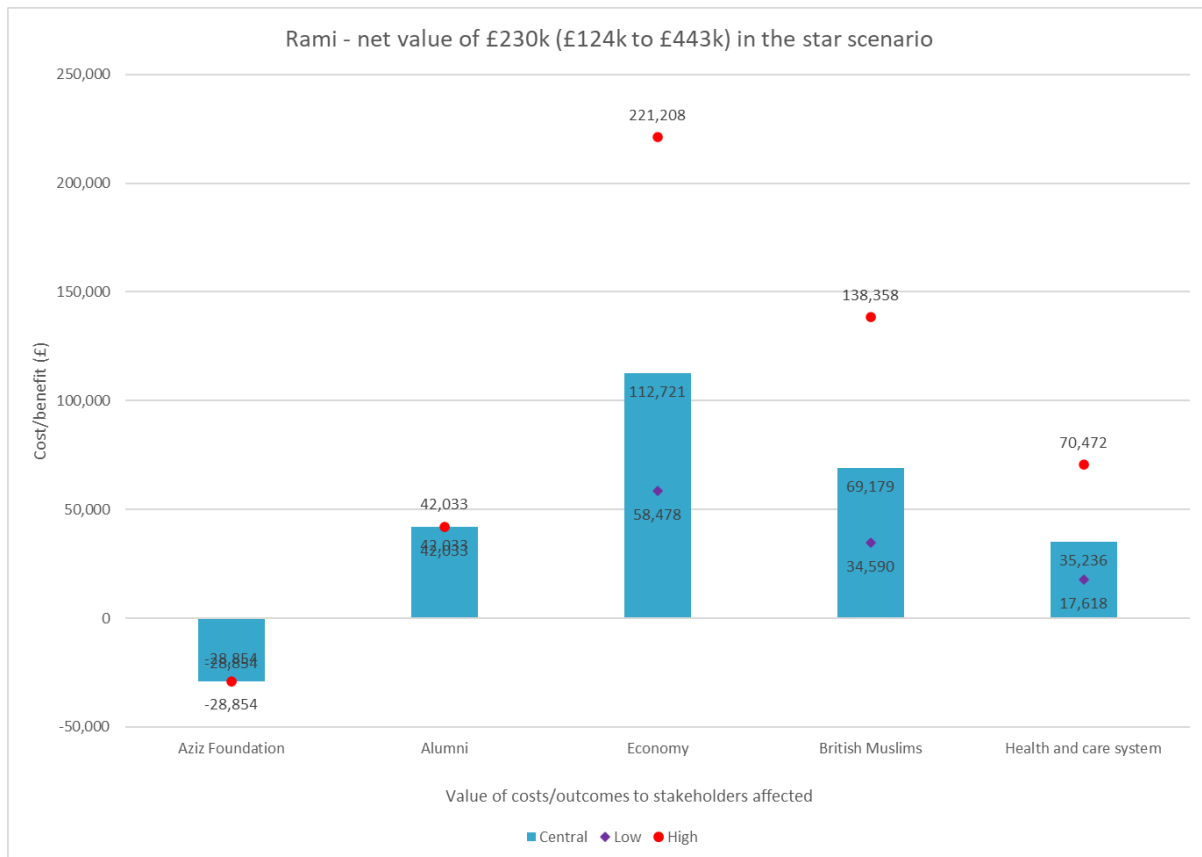


Figure 26: Rami's outcomes by stakeholder (star scenario)

Figure 27 shows that the net value of Ayaan's story is £102k, with a range from £81k to £124k. It shows that the largest benefit is to Ayaan herself through improved earning potential because of the LPC, funded by the Foundation. This allows her to obtain a training contract which she would not have been able to secure otherwise. In her career as a solicitor, she can open doors for other British Muslims in the legal profession, supporting them to earn higher incomes and accumulate wealth.

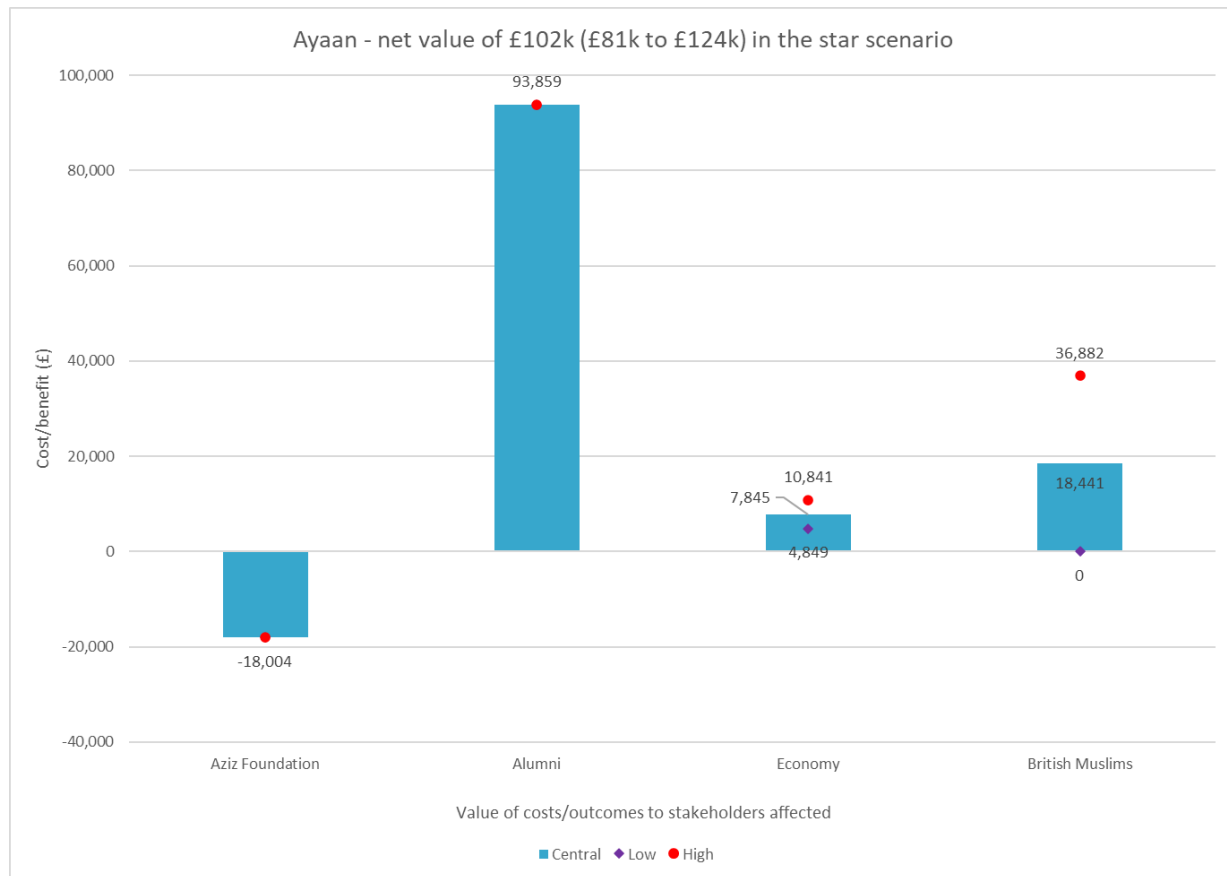


Figure 27: Ayaan's outcomes by stakeholder (star scenario)

Figure 28 shows that the net value of Layla's story is £138k, with a range from £7k to £270k. The scholarship funded by the Foundation supported her to pursue a career change into consulting, so the largest benefit is to Layla herself through improved earning potential. This gain is not large enough to outweigh the costs of the Foundation's support in the base scenario, but the net income gain does outweigh the benefits in the star scenario. She also supports peers to achieve higher incomes, as captured by benefits to British Muslims.

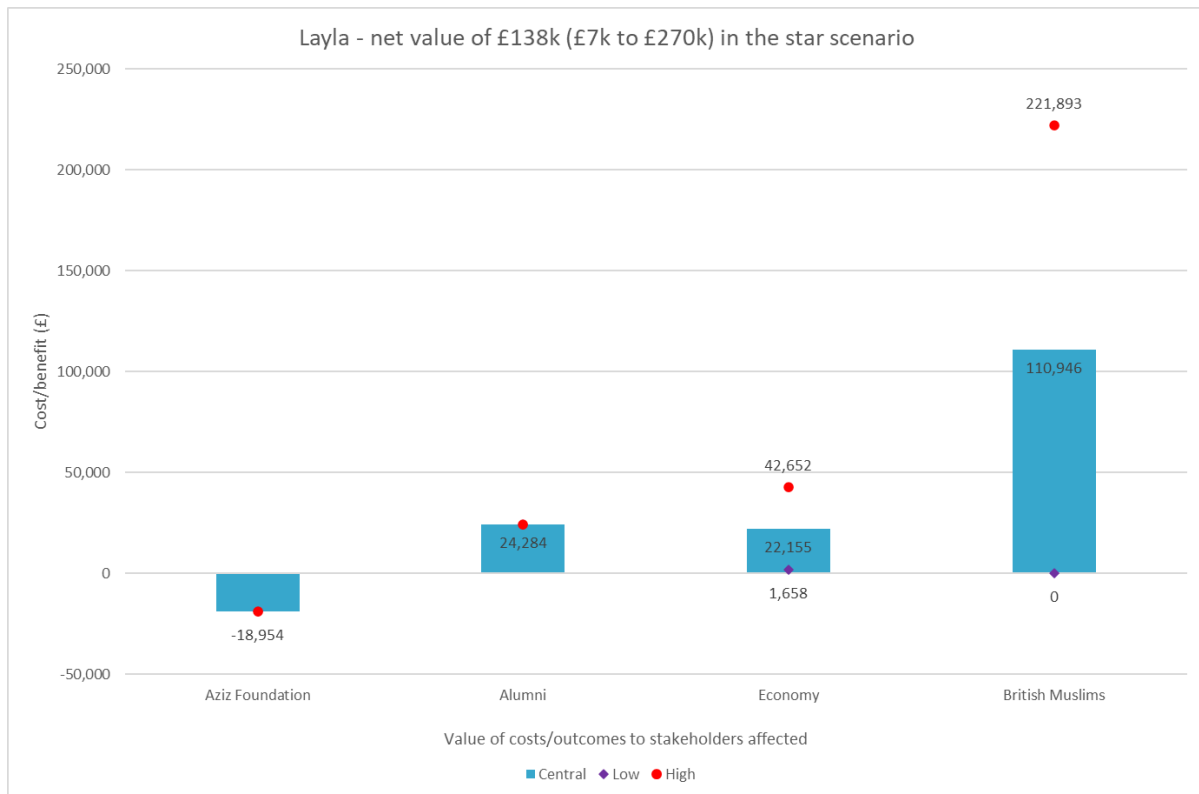


Figure 28: Layla's outcomes by stakeholder (star scenario)

Key take-aways from Section 6

- This analysis shows that over the projected 15 year period, the Foundation's internships and scholarships in the base scenario should generate positive social returns for four out of five of our archetypes. The returns are greater for some of the archetypes, and this reflects the career paths they choose, as well as the activities they pursue in and outside of work
- Within each scenario there is significant range in the potential benefits to other British Muslims; this reflects the uncertainty around the scale of impact alumni might be able to achieve in future
- There is a marked difference in the scale of outcomes in the base and star scenarios. In the star scenario, all five archetypes generate a positive social return. This is largely driven by greater gains to British Muslims as a result of the change and improvements the archetypes are able to bring about. This underlines the significant value alumni could deliver if they fulfil their potential
- These findings also confirm the importance of alumni progressing in policy, arts and culture, and media and journalism. Though these fields, particularly arts and culture and media and journalism, are not as well paid as consulting and law, they offer a more immediate channel and platform to influence debates, discussions and decisions that affect the day-to-day lives of British Muslims
- This analysis confirms the benefits of offering both internships and scholarships. Internships are particularly useful where workplace experience is a pre-requisite for entry into a sector (e.g., media and journalism and Master's degrees or qualifications are a pre-requisite for entry into other sectors or into certain roles (e.g., law))
- This analysis could be revisited and refreshed in a few years when the Foundation has more information about the outcomes of alumni, particularly in law, where we might see examples of alumni influencing change in their workplaces and wider systems

7. Future directions for the Foundation

As demonstrated earlier in this report, Foundation alumni could benefit from further support in their careers – a scholarship or internship alone may not guarantee that they will fulfil their potential. Furthermore, there are thousands of other British Muslims who face barriers in their day to day lives. As part of this project, we have explored alternative programmes that the Aziz Foundation could implement to enhance their social impact and meet these further needs. We took a structured approach to identify an extensive list of potential new programmes and systematically assessed five new programme ideas. This analysis was covered in a separate report and is summarised briefly in this section.

7.1. Interventions that could be effective in promoting social mobility of minoritised groups

There are other routes to support social mobility that the Foundation could consider. We performed a rapid literature review on the full range of interventions recommended or implemented by government, international, academic, and other impact organisations to support the social mobility of minoritised groups. These are summarised in the first column of Table 10. In this table we also indicate where the Aziz Foundation is already undertaking these activities and we provide examples.

We can see that the Aziz Foundation is currently directly focusing on intervention types 1 and 3 in Table 10. Internally, the Foundation has focused on 7, monitoring the progress of scholars and interns when they advance in their careers, as well as generating other evidence on the Foundation's impact. Less formally or historically, the Foundation placed less focus on the other approaches. Consideration needs to be given to whether the Foundation would like to deepen its impact on existing approaches to empower British Muslims (by doing more in relation to 1, 3 and 7), or consider widening its impact and doing more in areas 2, 4, 5 and 6.

Table 10: Summary of interventions to support empowerment of minoritised groups

Intervention	Description of intervention	Examples given	Does the Foundation do this?	Examples
1. Invest in human capital	<ul style="list-style-type: none"> Supporting underrepresented groups to enter education and to attain skills and qualifications. These will help them advance in careers. Improving wellbeing and life skills of young people 	<ul style="list-style-type: none"> Scholarships Leadership programmes Training Mental health support 	Current direct work	<ul style="list-style-type: none"> Scholarships Seminars
2. Campaigns and education to change narratives and perceptions	<ul style="list-style-type: none"> Promotion of inclusion in workplaces, educational institutions and potentially in wider discourse (e.g. media outlets) 	<ul style="list-style-type: none"> Presentations to target organisations Public awareness events Advocacy for fairer media representation Advertisements 	Less formal or historical focus	<ul style="list-style-type: none"> Ramadan lights Piccadilly Community Centre
3. Create employment opportunities and support inclusion in workplaces	<ul style="list-style-type: none"> Working with employers to support people searching for jobs Promoting best practices within the workplace 	<ul style="list-style-type: none"> Employment programmes (e.g., internships, workplace mentoring and coaching) Employer award schemes Training on inclusivity and representation in the workplace 	Current direct work	<ul style="list-style-type: none"> Internships Partnerships with employers
4. Collaborate and partner with other groups in society	<ul style="list-style-type: none"> Working with other organisations to offer opportunities to underrepresented communities, or to influence discourse 	<ul style="list-style-type: none"> Grant-making projects for community organisations Partnering with local organisations, 	Part current direct work and others less formal or historical focus	<ul style="list-style-type: none"> Partnerships with universities and other networks

Intervention	Description of intervention	Examples given	Does the Foundation do this?	Examples
	<ul style="list-style-type: none"> Working with other organisations supporting the same community (e.g., British Muslims) in various locations or through other means 	companies, and universities		<ul style="list-style-type: none"> Grant-making for community organisations or alumni
5. Facilitate access to social networks to help people progress in their careers	<ul style="list-style-type: none"> Create or encourage people to build networks so they can hear about opportunities, jobs, and referrals 	<ul style="list-style-type: none"> Mentoring schemes Membership networks and networking events 	Less formal focus	<ul style="list-style-type: none"> Alumni network Mentoring programme
6. Influence government policy to improve outcomes for the group	<ul style="list-style-type: none"> Encourage government to consider redistributive policies or to ensure equitable access to education, health, housing and social protection 	<ul style="list-style-type: none"> Submitting policy papers Participation in meetings with government Generating resources on policy development and advocacy 	Less formal focus	<ul style="list-style-type: none"> Research papers
7. Monitor, research, and generate an evidence base to affect change	<ul style="list-style-type: none"> Data collection, monitoring, and research into outcomes for different religious and ethnic groups in society 	<ul style="list-style-type: none"> Monitoring media reporting Measuring socio-economic diversity Generate evidence on research gaps 	Current internal work	<ul style="list-style-type: none"> Monitoring the data of scholars and interns



Existing support for British Muslims to promote social mobility

Beyond the Aziz Foundation there are other organisations and professional networks that both provide support to young Muslims in preparing for their career and provide industry-specific support (e.g., British Islamic Medical Association). However, the majority of this support is location-specific (e.g., community youth programmes), are paid or membership services (e.g., career mentorship for Muslim women from the SMBF), or free services with extremely limited capacity (e.g., MCB's Muslim Women's Leadership Programme). These factors all limit access to the necessary support that British Muslims may need to achieve their full potential, particularly for those who face multiple disadvantages.

Further support for alumni

Foundation alumni indicated that they believe the Foundation could consider further activities that support them to achieve their goals, or that would help other British Muslims. Alumni's suggestions included the following:

- Career advice upon the completion of studies
- Expanding the mentoring network for new and existing scholars or interns in relevant sectors
- Lengthening the duration of internships to provide more meaningful experience and increase the chances of securing a full-time position at host companies
- Encouraging alumni to support each other, creating the sense of a group that can be called on to provide resources, support, and opportunities
- Developing a network beyond alumni – the Foundation could collaborate with like-minded organisations from the corporate sector. It could connect its alumni with these organisations and develop relationships independent of the Foundation
- Outreach to younger students by the Aziz Foundation or facilitated by alumni, to inspire young people about the different pathways available to them
- Seed funding of alumni policy research, or entrepreneurial ideas

7.2. Developing alternative programmes for the Foundation to consider

Based on the suggestions from alumni and our desk-based review of interventions to support social mobility, we agreed and developed potential programmes worth taking forward for further exploration and social cost/benefit analysis. We did this according to the process set out in Figure 29.

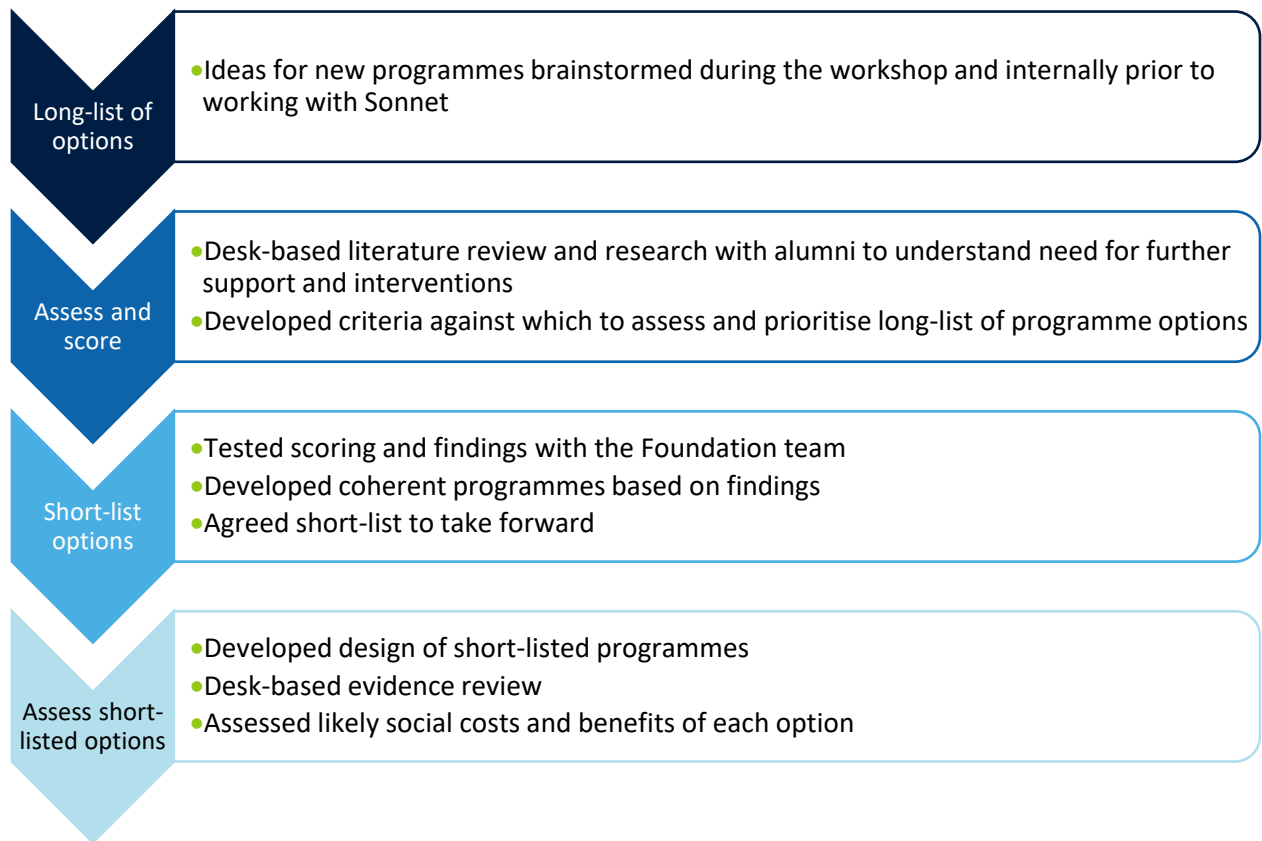


Figure 29: From a long list to a short-list of new programme options

Based on this exercise, we developed a shortlist of programmes to explore in greater depth. These were:

1. An alumni career development offer
2. An Aziz Foundation alumni network
3. An impact innovation competition or fund
4. An Aziz Foundation workplace support offer
5. An alumni ambassador scheme

We explored the likely costs of implementing these options, the evidence base around their potential effectiveness and projected their social benefits. The Aziz Foundation can use this evidence base to inform changes in their future programmes mix. In making these decisions, the Foundation will need to consider whether they choose programmes that complement and align closely with their existing offers, or whether they should diversify their offers, supporting a different group of British Muslims to those currently benefitting from scholarships and internships.

Key take-aways from Section 7

- The Aziz Foundation can consider whether to focus their resources on deepening their impact through building on existing programmes or reaching a wider audience through investing in new initiatives
- Based on suggestions from alumni and our desk-based review, we developed a shortlist of programmes for the Aziz Foundation's consideration regarding further development. These include an alumni career development offer, an alumni network, an impact innovation competition, a workplace support offer and an alumni ambassador scheme

8. Next steps and recommendations

The Aziz Foundation is a unique organisation that seeks to support Muslims to enter and progress in sectors that are vitally important to the social mobility and empowerment of Muslims across Britain. Our evidence shows that the Foundation has had considerable success in supporting some of its alumni to flourish, to bring about change in their workplaces, and to inspire and influence others through their work. The Foundation provides the support that is needed to help Muslims enter sectors such as the arts and culture, the civil service and policy, journalism, and law where they are particularly underrepresented.

8.1. The Foundation's successes to date

Our findings, both quantitative and qualitative, provide support for the Foundation to continue to offer both scholarships and internships. The alumni stories and analysis illustrate how the internships and scholarships make a difference to their trajectories:

- Being a Foundation alumnus gives them the confidence to apply for more prestigious opportunities and helps them stand out from other applicants.
- Internships provide the necessary work experience required for entry-level positions in competitive sectors like media and journalism, and arts and culture
- Scholarships give alumni an advantage in applications for roles, bringing their education up to the same level as competitors, and giving them the minimum level of knowledge or qualifications to progress in some fields (e.g., law)

Some of the sectors in which the Foundation offers internships and scholarships are particularly important to outcomes for communities in the UK (policy) or can play a key role in affecting national discourse (arts and culture, and media and journalism). A lack of representation and diverse leadership in these sectors perpetuates a lack of understanding of Muslims in both these sectors and the wider society and could be a factor in poorer outcomes for these communities – economically and socially.

Evidence from interviews indicates that many Foundation alumni are bringing about change in their workplaces. This should make a difference to other British Muslims within and outside of their companies. This is supported by findings from our socio-economic modelling that show positive returns to the Foundation's initial investment across most archetype alumni, with returns much higher when alumni reach their full potential.

The results from this modelling emphasise the importance of selecting people who are driven to bring about change for Muslims and give back to their communities. It also emphasises the importance of

them being successful in either progressing to positions of influence in sectors where they have an in-built platform to bring about change (e.g. policy, arts and culture, journalism), or having the status to campaign for change using their voice and platform (e.g. partners in law firms are business leaders who can leverage this position to inform policy discussions, or champion diversity in business networks).

8.2. Questions that this research raises for the Foundation

Based on our findings, we recommend that the Foundation reflects on the following questions:

- As demonstrated in our socio-economic modelling, there are higher returns (particularly to wider British Muslim communities) when alumni reach their full potential. This raises questions about resources directed to the Foundation:
 - Does the Board of Trustees have an appetite to commit more resources to expand its impact and to achieve more? This is the maximalist option, and would involve supporting the same number of British Muslims through internships and scholarships, but committing more resources to enable their success, directly or indirectly. If so, the Foundation could seek additional funding allowing it to deliver complementary programmes, like a professional development offer for alumni, or direct support for employers to become better employers of Muslims and people from other minoritised groups
 - Alternatively the Board of Trustees could maintain the same level of resources and seek to maximise impact within that same envelope. For example, should the Foundation offer fewer scholarships and internships overall, providing these to only the most promising candidates who also receive further career support (e.g. directly through a career development offer, or indirectly through greater support to employers)?
 - A third option would be for the Foundation to continue to offer the same number of scholarships and internships, accepting that some individuals may not reach their full potential due to barriers or lacking the soft skills or resilience to navigate difficult sectors and workplaces
 - Another means of supporting alumni to reach their potential would be to help them become a self-supporting group, facilitating this through a formal network
- Would the Foundation consider reducing the number of scholarships or internships in sectors that do not have an in-built platform to bring about considerable change? If there is one area that is worth considering further it is the issue of scholarships in law. While working in law does offer the opportunity for more Muslims to enter a sector in which they are underrepresented, and compensation in those roles should boost wealth in the community, we do not find the same compelling link between careers in law and outcomes for the community / discourse.
- Where Foundation alumni do not pursue a career in the sectors envisaged, to what extent is this a problem? This may be an issue where they are also not active in wider initiatives to support their community or other British Muslims. The Foundation could consider offering them a direct

channel for them to give back, e.g. by developing an ambassador programme where alumni can take part in outreach activities. (This programme would, of course, also be open to those alumni who are already making a difference via their careers and other activities.)

8.3. Areas for further research

We recommend that the Foundation considers the following areas for further research:

- A more detailed survey and analysis is needed to better understand the extent to which the full alumni base have progressed in their careers, their reasons for switching sectors, and what outcomes they have achieved for other British Muslims. This survey should aim to be representative of the alumni base. As part of this survey, the Foundation could seek to establish how many of the alumni align to the different archetypes, and whether their journeys more closely resemble archetypes' base or star storylines. This will tell us about the Foundation's wider impact
- Undertaking annual monitoring and evaluation of the Foundation's programmes. As time passes, alumni's careers will be developing and reaching new heights. It would be useful to understand whether their outcomes align to the Foundation's expectations, and, where they are not, it would be helpful to know why this is the case
- One of the ambitions of the Foundation is for its alumni to inspire change in their own families and communities. During our interviews with alumni, we heard few examples of these types of changes. It could be worth exploring this issue in further research to discover whether this is a change that will emerge in the future, or if this is not how most alumni will inspire and drive change

8.4. Looking ahead

While many of the Foundation's alumni have made good progress in their careers and are giving back to their communities, interviews with alumni suggest that they could benefit from further support for both their personal and professional development. Such support would help them to face and surmount barriers to their progress in these sectors or could even encourage them to stay in those sectors. Examples of support mentioned include: mentorship, funding for further studies, and leadership and communication skills training. This is not necessarily support that the Foundation should provide directly, but it gives the Foundation an idea of what additional support its alumni could benefit from to help them reach their potential.

Alongside a complementary career development offer, in a separate briefing we explore the potential for the Foundation to introduce additional programmes. These include:

- Setting up an Aziz Foundation alumni network;
- Impact innovation activities to support entrepreneurship among British Muslims;

- Providing further support to Aziz Foundation partners to follow best practice in the workplace for employing Muslims; and
- Setting up an alumni ambassador programme.

Based on the findings outlined above, and our analysis of potential new programme offers, we recommend the following next steps for the Aziz Foundation:

i. Reflect on our findings

- Reflect on the outcomes reported by alumni in this research. Are these the outcomes that the Foundation wants to see alumni achieving? Or does the Foundation expect to see different or better outcomes?
- Set new ambitions for the Foundation and identify areas where the Foundation might want to reduce or halt activities

ii. Engage with alumni

- Engage with alumni to understand their needs, their appetite for further support and of what nature, and the blockers they face in reaching their potential. This will help inform a judgement around which of the potential new programmes the Foundation should take forward.
- To support engagement with alumni, the Foundation may need additional staff resource
- Undertake further research (e.g. a survey of alumni) to understand the extent to which alumni align to the archetypes developed as part of this work, and whether they are following 'base' or 'star' trajectories

iii. Pilot potential changes in programme options

- For the new programme the Foundation wants to pursue, run pilots or trials of the new programmes. Insights from pilots and trials should help the Foundation determine the scope and design of new programmes

iv. Revise programmes offer and mix

- Key in determining the Foundation's future programme offer and mix is its ambition as an organisation. Does the Foundation want to pursue a strong brand, scaling up as an organisation with a variety of offers to reach larger audiences and boost its recognition? Or should the Foundation continue its targeted focus of bringing change through support for future British Muslim leaders in chosen sectors?

- Changes to the Foundation's offer (whether that is changing existing programmes or grants, or introducing new offers) should be evidence-based and drawn from reflections and engagement with those who would be involved or affected

v. Monitor, evaluate and engage

- Develop a framework and methods for ongoing monitoring and evaluation of the Foundation's programmes, existing and new
- The Foundation could set up an Alumni advisory panel, who could be consulted on changes to programmes and offers. Beneficiary advisory groups are increasingly common among larger charities, or charities with a significant outward focus.

Appendix 1: Project methodology

Research questions

This work sought to answer two key research questions:

- 1. Build an understanding of economic empowerment and how to achieve it**
 - a. How can the economic empowerment the Aziz Foundation wants to achieve for British Muslims be defined and characterised?
 - b. What are the options to facilitate this empowerment?
- 2. The social impact of the investments of the Aziz Foundation to date**
 - a. What change has occurred:
 - i. in the lives of alumni?
 - ii. in the lives of the alumni's communities?
 - iii. within partnering universities, intern employers and other institutions?
 - b. How does social impact vary by area?
 - i. Where there are systems and barriers, how can these be removed?
 - ii. Does the length of an internship matter?
 - iii. Does having a mentor make a difference?

Approach

As Figure 30 sets out, our approach involved six key stages.

Primary research consisted of a rapid evidence review, a workshop with Foundation staff, and in-depth interviews with alumni and partner organisations to understand the stories of change from the Foundation's support.

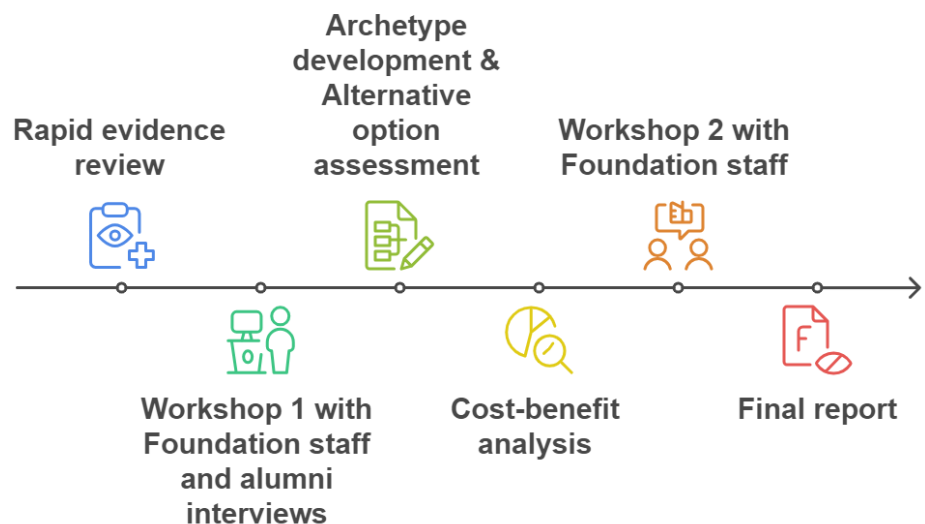


Figure 30: Research approach

This research was brought together to form the archetype stories of five typically observed alumni, articulating the changes that

they have seen in their lives, and in the lives of those around them. Alongside the archetypes, we developed an overview of alternative programme options, and supporting evidence, for the Aziz Foundation to consider.

A cost-benefit analysis was carried out on the archetype life-courses to ascertain the potential impact of the support of the Foundation, the difference the alternative programme options might make.

Workshop 2 was used to test the stories of the archetypes with staff of the Foundation and to establish which of the alternative options should be explored further. Based on the feedback received in this workshop, we refined our findings into those presented in this report.

Limitations of our approach

Interviewee bias toward high performing, 'star' alumni

As part of the research brief was to establish what 'good' looks like for those who received the support of the Foundation, the selection of alumni to interview was weighted towards those who the Foundation broadly considered to have been successful. As such, the cohort we interviewed were not representative of the full alumni body. Consequently, amongst the alumni that we have not heard from, there may be outcomes, both positive and negative, that have not been identified as part of this study.

Uneven representation within the interview-pool

We were not able to recruit the same number interviewees in each sector that this research focused on. As Table 3 shows, we were only able to speak with one alumnus from the arts sector, despite this being an area of focus for the Foundation. This was also despite the best efforts of staff at the Foundation to identify and recruit interviewees for this study.

We cannot accurately project long-term outcomes for alumni due to the relatively short period of programme delivery so far

The scholarship programme run by the Aziz Foundation is still in its relative infancy, having only begun in 2018. Therefore, a maximum of six years have passed since the first alumni completed their scholarships (at the time of writing seven years have passed since 2018, therefore allowing for one year from the first scholars completing their studies).

The long-term outcomes that we have identified in this study are what we, the Foundation and the alumni believe to be possible and likely based upon what we have heard and discovered in our research.

The body of evidence for these outcomes, as well as the accuracy of the outcome projections, will increase over time as the Foundation continues to support its alumni.

Not all the outcomes we have identified are tangible and therefore quantifiable

Several of the outcomes that were identified during our research were intangible; this therefore makes it challenging to place a value on them. This means that the actual value of outcomes could be far greater than those captured in our socio-economic modelling of archetypes' stories. However, this does also act as a form of mitigation against future, less certain, long-term outcomes becoming over-valued.

Appendix 2: Detailed findings on outcomes and barriers

This Appendix covers detailed findings from our interviews with scholars, interns and partners, and from the evidence review. It explores the outcomes that the Aziz Foundation has brought about at three levels:

- Individual outcomes: changes to the direct beneficiaries of the Foundation's scholarships and internship programmes, i.e., scholars and interns, referred to as alumni
- Community outcomes: changes to people and the networks that the direct beneficiaries have access to. These could be the alumni's family and friends, the community that they are in or support directly, their colleagues and professional networks, or other underrepresented communities
- Society: changes to wider systems. This includes the education system, labour market, media and public discourse, political environment, etc.

The appendix then details six key barriers faced by alumni that emerged from our research findings.

Outcomes

Individual outcomes

1) Improved employability

Professional knowledge and expertise

We found compelling evidence at an individual level with alumni reporting improved employability because of the Foundation's programme. Many scholars reported that gaining sector-specific knowledge and expertise in their fields was the most important benefit of their studies. This equipped them with the necessary knowledge and/or skills to be in the industries that they wanted to enter, or improved their knowledge to progress further in their careers. This was especially the case for scholars who might have had a more general field of study at undergraduate level but were seeking to study something more industry-focused in their Master's degree. Examples include switching from policy to journalism or learning management skills to complement undergraduate studies in their managerial roles.

This was also the case for interns who developed skills that can only be learned in the workplace. This was not limited to gaining an industry-specific skillset but also included developing problem-solving skills in a working environment. As host companies tend to be smaller organisations, interns in these organisations were given more responsibility than anticipated and were able to take on meaningful tasks that equipped them with the experience and skills for a permanent role. One interviewee

specifically mentioned that they took on some of their colleague's responsibilities as their colleague had switched from a full-time to a part-time role.

Interns in journalism and media said they were able to gain on the job mentoring from their supervisor. One host organisation said that their Foundation interns had been learning how to report objectively on challenging issues for Muslims, such as the Israel-Gaza conflict, while protecting their sense of identity and beliefs.

Access to professional networks

Many scholars reported that being part of the Master's programme gave them access to a professional network (e.g. Foundation peers, faculty members and mentors) that provided them with signposting to other resources, guidance, and advice. One scholar shared that, being funded by the scholarship meant that they were able to spend more time developing relationships with their classmates instead of having to work part-time to fund their studies.

The professional networks interns developed during internships also supported them in their careers. An interviewee in the legal industry said that their placement supervisor had provided support even after they had completed the internship and joined another company. This type of long-lasting support is particularly important for the interns who are in competitive industries where peers might already be well connected (e.g. with an extensive network dating back to their school education, or by having family members in the same industry).⁵⁴

2) Better career and financial outcomes

Faster career progression

As shown by the Foundation's own data, the alumni employment rate (94%) is higher than the national average for postgraduates (90%).⁵⁵ The Foundation's alumni are also more likely to be in senior positions when compared to the national average. This was reflected in the experience of the alumni we interviewed, with several (both scholars and interns) receiving one or more promotions after their programme participation (however, we have noted the potential bias in our interview sample).

Two scholars noted the speed of their career progression:

⁵⁴ Wright, E., & Mulvey, B. (2021). *Internships and the graduate labour market: how upper-middle-class students 'get ahead.'* British Journal of Sociology of Education, 42(3), 339–356.
<https://doi.org/10.1080/01425692.2021.1886051>

⁵⁵ Aziz Foundation. (2024). *Aziz Foundation Social Impact Report 2019-2023*.

- One interviewee had reached a 'Head of' position in their mid-30s whereas colleagues at this level were usually over the age of 50.
- Another interviewee working in the banking industry was due to reach the position of Vice President within four years. It would usually take between seven and 10 years to achieve this.

We also found success among the interns interviewed, all of whom were able to secure full time positions at their host organisation or with another company in the same industry (again, noting sample bias). This aligned with the Foundation's own data that shows there was a 90% rate of full-time employment at the host or similar organisation after internships.⁵⁶ Interns who had longer internships tended to be more successful in securing a permanent role at their host organisation. One employer who was interviewed believed that longer internships allowed them to better understand interns and to provide the right training for the interns.

Less financial burden (for scholars)

Many scholars strongly believed that their post-graduate education helped them to progress in their careers or pursue a desired career path. Without the scholarships, and being required to self-fund tuition fees, these alumni might not have followed the same route or been able to complete their studies within the same period of time. This was clearly illustrated by one scholar who said that 'without the scholarship, I don't think I would have been a journalist for sure.'

Before applying for a Foundation scholarship, some scholars had been self-funding their studies while working part time. Most scholars were unable to afford the tuition fee without a student loan or support from family members. There were limited Sharia-compliant finance options available for Muslim students and some were ineligible for other scholarship options provided by universities. One scholar described the Foundation's scholarship as 'one of the most accessible routes' for British Muslims to access funding for studies and felt that they faced a lesser chance of succeeding when competing with a broader pool of candidates who had a competitive advantage due to their privileged backgrounds and access to greater resources.

For scholars who wanted to pursue studies with a longer duration (e.g., an architecture programme or PhD programme), the scholarship enabled them to complete their education without having to take out further student loans.

⁵⁶ Aziz Foundation. (2024). *Aziz Foundation Social Impact Report 2019-2023*.

3) Personal development and improved wellbeing

Besides the tangible benefits of the scholarships and internships, all alumni and interns reported being in a more fulfilling career with greater life satisfaction. Many felt that they were doing what they always wanted to do or were in a place that was ‘perfect’ for them. They also felt more confident about their abilities and the chances of continuing down their desired career path. This aligns with the literature that shows that scholarships can bring an impact beyond monetary value to support disadvantaged students.⁵⁷

Beyond personal qualities, scholars reported feeling a stronger sense of identity and belonging. Being Aziz Foundation alumni, they felt more connected to other British Muslims who share similar aspirations and challenges in life. They also felt more supported and reassured within this network. One scholar also mentioned there was a greater sense of approval and acceptance from their family given their career progress and success to date.

Community outcomes

4) Influence on and within the community

Something less explored in conventional scholarship programmes is the impact of the recipients on and within their community. One of the Foundation’s selection criteria is to identify individuals who want to make a difference in society, particularly for other British Muslims, and not solely focus on their own academic and financial success.

Our research found that upon completing their studies, scholars were able to bring a positive impact to people around them in several ways. Some were able to educate their family, friends, and colleagues about misrepresentation in the media, so that they are more capable of identifying and challenging bias. Some scholars were also acting as role models within their own community and encouraged their relatives to apply for the Foundation’s scholarships. Some scholars were actively participating in voluntary work to support other underrepresented groups.

Wider systems change and society outcomes

5) Wider influence on systems (workplace, policies, and society)

While many alumni are at a relatively early stage of their careers, we discovered emerging signs of their capability to change the systems in which they work. Many scholars and interns were able to influence

⁵⁷ Reed, R. J., & Hurd, B. (2014). *A value beyond money? Assessing the impact of equity scholarships: from access to success*. *Studies in Higher Education*, 41(7), 1236–1250. <https://doi.org/10.1080/03075079.2014.968541>

structures and workplace policies in their workplace, such as suggesting changes to the set-up of prayer rooms, advocating for flexible working during Ramadan, and creating a mentoring programme in the company. A scholar mentioned that their initiatives in the workplace had made other Muslim colleagues 'feel more empowered'.

All alumni and interns working in media and journalism mentioned that they were able to play a role in portraying a more accurate image of Muslims in their reporting and stories. Examples given included identifying biases in language, securing greater priority for stories about Muslims, and having the opportunity to write editorials. Those working in policy were able to support research and direct work that was beneficial to Muslims, such as in the areas of housing, migration policy, and health.

Some scholars have started their own organisations to support other young Muslims and deliver inspirational speeches to inspire those outside of their own personal networks. These individuals were becoming leaders in their respective sectors, providing opportunities to empower other Muslims. These are early signs of success in achieving the outcomes that the Foundation envisaged.

Barriers

1. Difficulty getting into competitive sectors after graduation

For opportunities that are designed to help individuals gain experience (e.g. internship or entry level/graduate roles), hiring managers often ask applicants for proof of relevant previous experience. This was mainly a barrier for scholars who did not have any work experience. These scholars are likely to have participated in earlier years of the scholarship programme. The Foundation has since reviewed their selection criteria to shift their awards to applicants who have a clear understanding of the industry that they want to study in - usually from past work experience.

For example, we interviewed an alumnus who, after completing their Master's degree, applied for several internships in journalism but was unsuccessful because of their lack of workplace experience. They were then able to access an internship through the Foundation which served as the experience for them to secure a second internship, eventually leading to a full-time paid role. The alumnus said that without the internship via the Foundation, they would not have been able to continue to pursue a career in journalism.

2. Challenges in the workplace

Several interviewees felt that having fellow Muslims, or other people from minoritised groups, in more senior positions in their place of work would make it easier for them to provide more meaningful contributions to the working culture. They said that it requires a lot of resilience to always be the 'first'.

Interviewees identified the theatre industry as being dominated by white middle-class people, resulting in there being few people with whom young British Muslims can identify in the sector. Firstly, interviewees observed that, for some British Muslims, this could be enough of a factor to put them off working in the sector. Secondly, if they did pursue a career in theatre, they felt it would make it more difficult for them to make progress.

This was also the case for alumni in policy and journalism & media. Alumni reported having trouble navigating the workplace and advocating for themselves. Inversely, scholars who worked with senior staff who were also Muslim or from other minoritised groups, reported benefiting from having a role model, an example to follow and someone from whom they could gain support. An additional level of difficulty was experienced by some female scholars who found it especially challenging working in male-dominated sectors.

In the legal sector, there is an extremely high amount of competition for vacation placements and training contracts. For British Muslims, this level of competition and a perceived lack of role models in leadership positions can limit ambition among young British Muslims to join the legal industry.

For Hijab-wearing women, they are visible and identifiable as Muslim before a person gets to know them. One interviewee told us that this can lead to challenges, especially if they are in a place with low Muslim representation. They quoted a colleague saying, 'It's really hot, why don't you take your headscarf off?' Another interviewee also said that while they had not faced overt discrimination, they could not have been sure that there had not been tacit discrimination against them.

3. 'Pioneer' syndrome

Five interviewees, who were mostly female, reported facing a great deal of 'Pioneers' syndrome' and self-doubt in pursuing their goals. This is related to the previous barrier of being the 'first' in their sectors. There has been a shift in grey literature describing this as 'Pioneer's syndrome' rather than imposter syndrome, capturing instances when one might feel overwhelmed and experience self-doubt when venturing into new situations and pioneering new projects.⁵⁸ Even with positive recognition and progression in their careers, they, at times, felt unsure where to seek help. Many mentioned that they would benefit from having some guidance or simply a listening ear. One of the high achieving interviewees mentioned this as a barrier to their progression, reporting that, at times, they felt that they were not good enough (they attributed this to their upbringing). One person mentioned that public speaking training would be helpful to tackle this.

⁵⁸ Constant, C. (2024). *Imposter or pioneer?*

4. *Pressure from rising political conflicts*

Another emerging challenge is political conflicts within the UK that relate to Muslims. Partners of the Foundation who were interviewed mentioned that the Israel-Gaza conflict had impacted the wellbeing of interns and they had experienced personal conflict, balancing their personal views and experiences with the need to report objectively in their work.

One scholar we interviewed also reported that there were some concerns from British Muslim communities for the safety of British Muslim students attending certain universities, due to racist and Islamophobic riots in the summer of 2024. One interviewee mentioned that they faced pressure from relatives who objected to them working with an MP whose stance might not align with their own or their family's values.

Research has found that recent challenges relating to the Israel-Gaza conflict have also led to increased Islamophobia in the workplace. Of those surveyed:

- 69% of reported having encountered microaggressions at work, including being stereotyped and experiencing verbal harassment and biased treatment
- 21% felt on their own and unsupported by their employer⁵⁹

5. *Family expectations and caring responsibilities*

A recent survey reported that the cost-of-living crisis is disproportionately affecting Gen Z British Muslims. Over half (53%) said that they had provided financial support to their parents in the preceding 12 months, compared with 43% of non-Muslims.⁶⁰ This resonated with some of our interviewees who had studied part-time so they could also work part-time.

Four scholars reported that caring responsibilities had affected their ability to study full-time or progress in their careers. For example, moving away from home to attend university was not an option for those with caring responsibilities. Some scholars wanted to throw themselves entirely into their studies, but the guilt associated with caring responsibilities prevented this from happening. One scholar also mentioned that they had put their career ambitions on hold after graduation given their caring responsibilities: they stayed in a role where they had flexible working arrangements.

Several interviewees said that their career choices in journalism & media and policy were met with resistance from family members. This is particularly the case for female alumni whose family had

⁵⁹ Pearn Kandola. (2024). *Antisemitism and Islamophobia in the Workplace (2024) report*.

⁶⁰ Hyphen. (2024). *Gen Z Muslims in the UK — the figures*.

expectations that they would follow more traditional career paths with higher earnings potential (e.g., becoming an accountant or a lawyer). However, while this was seen as a barrier or challenge for some, other scholars and interns reported that their experiences had raised aspirations among younger generations in their community. Eventually, we expect to see a shift in this as younger generations are more empowered to pursue their desired career paths.

Appendix 3: Socio-economic modelling approach and detailed results

In this Appendix we describe in detail how we undertook this socio-economic model; we explore key model assumptions (and the underlying evidence base) and discuss the results from the analysis.

This appendix has the following structure:

- Approach to socio-economic modelling
- Overview of costs and outcomes assumed in the model
- Value of assumed costs and outcomes
- Key model assumptions
- Results

Approach to socio-economic modelling

Outcomes and costs compared against a counterfactual

In an Excel-based model we value the outcomes in the life journeys of the archetypes in the following scenarios (per the storylines in section 5):

- A base scenario in which the archetype enjoys some success in their careers and some impact on other British Muslims
- A star scenario in which they achieve an outsize impact, and reach their maximum potential

The outcomes in the base and star scenarios are modelled as gains relative to a counterfactual in which there is no cost to the Foundation, but also no benefit driven by the Foundation.

Projecting outcomes

Our model projects outcomes for the alumni for 15 years after their internship or scholarship. Given that the scholarship and internship programmes are relatively new (these programmes have been running since 2019 and 2020 respectively), the archetypes' journeys after approximately five years are informed by our judgements about what could be achieved by alumni if they reach their potential. The base and counterfactual scenarios are strongly informed by literature and outcomes that many Muslims in those sectors achieve today.

Valuing outcomes

We assign monetary values to outcomes in archetypes' storylines; these values are based on evidence from literature. For the costs of their stories, we draw on Aziz Foundation management information.

These values are additional costs or additional benefits relative to a counterfactual in which the archetypes do not engage with the Foundation and its programmes – i.e. they do not secure a scholarship or internship with the Foundation. The costs and benefits in the model are expressed in 2023 values.⁶¹

Adjustments to isolate the Foundation's impact

Per HM Treasury we make adjustments so that we do not overstate the impact of the Foundation's contribution to the alumni's successes. These adjustments are deadweight loss, drop off, contribution analysis and discounting. We explain each briefly below.

Deadweight loss captures the outcomes that would have happened anyway, regardless of the archetypes' participation in a Foundation internship or scholarship programme. We vary the deadweight loss by archetype, recognising that some sectors are harder to enter and progress in than others without third party support. The sectors that are more difficult to enter are arts and culture, and policy; this is reflected in the lower deadweight loss rates for Zahra and Rami. The deadweight loss assumed for the different archetypes are:

- Hassan – 25%
- Zahra – 10%
- Rami – 10%
- Ayaan – 25%
- Layla – 30%

We account for **drop off** in outcomes (set at 5% p.a. for each archetype) - this allows for the decreasing effect of the Foundation's internship and scholarship programmes in the lives of the archetypes as time passes.

We then determine what share of outcomes are ultimately driven by the Foundation and which are driven by other organisations (e.g. internship partners and universities), by performing **contribution analysis**. To do this we can think of the distinction between:

- Funder: this is a model in which the funder provides funding and nothing further
- Catalyst: in this model the funder provides funding and some support in delivery to effect change, for example in sharing expertise, or facilitating the sharing of expertise among organisations they fund

⁶¹ We rebase any costs and prices in the model to 2023 values using HM Treasury's GDP deflator (23 December 2024)

- Partner: a funder that is also involved in delivery, as a partner standing shoulder-to-shoulder with the funded organisation, and who is comprehensively involved in effecting change

We believe that, with reference to this categorisation, the Foundation is a catalyst, albeit close to being a partner in some of the sectors in which it operates. We have therefore judged the minimum contribution to be 60%. We have assumed a greater contribution to outcomes in media and journalism, and arts and culture as there are few other organisations operating in this area that provide support to British Muslims. Furthermore, in Table 11 we summarise the wider activities contributed by the Foundation in these areas.

Table 11: The Aziz Foundation's wider activities to support change

Sector	Archetype	Assumed contribution	Foundation contributions to sector and discourse beyond internships and programmes
Policy	Hassan	60%	Foundation works with partners to support fairer reporting about Islam and British Muslims
Media and journalism	Zahra	80%	Grants to and support for organisations that support British Muslims
Arts and culture	Rami	80%	Provides grants to British Muslim groups in the arts, for example to support productions at the Edinburgh Fringe
Law	Ayaan	80%	Grant-funded Strive provides support to alumni seeking careers in law, and the Foundation provides funding so victims of hate crimes can receive support and free legal advice.
Consultancy	Layla	60%	None

Finally, we also **discount future values** by the HM Treasury Green Book approved rate of 3.5%, accounting for social time preferences (i.e., people see greater value in having £10 today rather than £10 in a year's time).

Overview of costs and outcomes assumed in the model

In Table 12 we outline the costs and outcomes incorporated into our modelling of archetypes' stories. These are the costs and outcomes to the individuals themselves and other stakeholders that are affected by the alumni's journeys and careers (e.g. other British Muslims pursuing similar careers, the NHS, and the economy).

Table 12: Costs and outcomes valued and stakeholders affected

Costs and outcomes	Description of cost / outcome relative to the counterfactual	Stakeholder	Confidence in modelled value
Costs			
Internship	Cost of wages paid to the employer partner	Aziz Foundation	High
Scholarship	Cost of fees paid to universities	Aziz Foundation	High
Mentoring	Cost of arranging mentoring schemes	Aziz Foundation	High
Foundation overheads per programme participant	The additional costs of administering the programme on behalf of each scholar and intern.	Aziz Foundation	High
Outcomes for alumni archetypes			
Difference in salary	Some of the archetypes no longer need to take on unpaid internships because of their Foundation experience and therefore gain additional income. Some of the archetypes will benefit from a higher starting salary as their experience has helped them find a more prestigious first job, therefore gaining additional income.	Individual	High
Saving from avoiding paying for a post-graduate qualification themselves	In the counterfactual one archetype pays for their own post-graduate qualifications. This accounts for the cost of that qualification - it represents money saved in the base and star storylines by the relevant archetype.	Individual	High
More rewarding career	Pursuing a career in an area that brings them joy and is more rewarding to them, so they are more productive in their roles.	Economy	High
Greater confidence	Some of the archetypes are more confident as an Aziz scholar or intern. This improves their wellbeing.	Individual	Low
Outcomes to others			
More rewarding careers	The Foundation's alumni will dismantle barriers for other Muslims in their workplaces. More Muslims may choose to follow suit into the archetypes' fields, gaining better work satisfaction and becoming more productive as a result.	Economy	Medium
Fairer reporting in the media	Fairer reporting (by our journalism intern, Zahra) can contribute towards a better understanding of Muslims and other minoritised groups. This could reduce instances of crime against Muslims, or	British Muslims, Economy, NHS, Criminal Justice System	Low

Costs and outcomes	Description of cost / outcome relative to the counterfactual	Stakeholder	Confidence in modelled value
	reduce Muslims' fear of being a victim of crime ⁶²		
Public policy change	Policy changes, particularly regarding fiscal policy, have hit Muslim households harder in the last decade. If our Policy archetype (Hassan) has more opportunity to shape policy changes, he may bring more focus on its distributional effects. This may reduce the negative impacts of policy change on Muslim households	Individuals	Low
More representation of Muslims in culture	Our Arts alumni (Rami) is also likely to bring greater understanding of Muslims' experiences and may attract more Muslims to attend his shows. This outcome represents the improved health and wellbeing of those who attend the theatre because of his shows. Government literature recognises the health value of attending theatre shows. ⁶³ There will also be wellbeing benefits of other Muslims seeing someone with a story like theirs represented on stage – a utility gain.	British Muslims, health and social care organisations	Low
Better lifetime income for other Muslims entering law and consultancy	If our Law and Consultancy archetypes (Ayaan and Layla) encourage other British Muslims to join the legal profession or consulting, or sponsor them during their careers, then they are likely to benefit from a higher salary and the potential to accumulate wealth	British Muslims	Medium

In the final column of Table 12 we indicate our level of certainty relating to the value of each cost or outcome modelled. Those with a high certainty are those that we know will happen or are confident will happen; those with a low certainty have a limited level of underlying evidence or have uncertainty around the scale of the impact. Elements adding uncertainty to the analysis are:

- Medium- and longer-term outcomes are uncertain – these are beyond the trajectories of the Foundation's first cohort of alumni, and we therefore need to draw on other literature to inform these assumptions

⁶² Ivandic, R. et al (2019), [Jihadi Attacks, Media and Local Hate Crime](#), LSE Centre for Economic Performance Discussion Paper No 1615

⁶³ Frontier economics. (2024). *Culture and heritage capital: monetising the impact of culture and heritage on health and wellbeing*.

- When it comes to outcomes for British Muslims, the Foundation's alumni must be sufficiently influential to effect these changes (for example, influencing other British Muslims to change their career choices, or changing the hearts and minds of non-Muslims)
- There is uncertainty regarding the number of other people's lives that the alumni affect through their work and other activities, and to what degree they change outcomes for others. Our model presents results according to a range (low, central and high) based on plausible assumptions of how many people's lives they could affect

Value of assumed costs and outcomes

Table 13 summarises the value of costs and outcomes assumed in the model under each archetype; the costs and outcomes align with the stories of the archetypes described in section 5. Where cells are blank in the table it is due to the cost or outcome being inapplicable to that particular archetype's story. In the remainder of this section we explain how we derive the values in Table 13. These values are from the Foundation's management information, or drawn from academic, grey literature, official statistics and social value databases.

We have assigned a red, amber or green (RAG) rating to each assumption based on our confidence in its value. Most of the values for, 'Outcomes to others' are assigned amber or red ratings due to us needing to construct them from multiple sources – this is because nobody has previously sought to value these outcomes in the context of a scheme similar to those run by the Foundation.

Table 13: Costs and benefits that vary by archetype (£) (re-based to 2023 values)

	Hassan	Zahra	Rami	Ayaan	Layla
Costs (per year)					
Internship	0	-25,000	-25,000	0	0
Scholarship	-15,100	-8,820		-14,150	-15,100
Mentoring	-52	-52	-52	-52	-52
Foundation overheads per alumnus	-3,802	-3,802	-3,802	-3,802	-3,802
Outcomes to alumni (per year)					
Difference in salary	Assumptions vary by year, see 'Earnings' section below				
Saving from not paying for their own Master's degree	7,550				
More rewarding career	749	801	668	917	865
Greater confidence	2,481	2,481	2,481	2,481	2,481
Outcomes to others (per year)					
More rewarding careers (per person, lifetime)	6,594	7,059	5,881	8,082	7,619

	Hassan	Zahra	Rami	Ayaan	Layla
Fairer reporting in media (per person affected, per instance of crime)		1,355			
Public policy change (per person affected, lifetime value)	207				
More representation of Muslims in culture (per person affected, per year)			45		
Better lifetime income for other Muslims entering law and consultancy (per person, lifetime)				49,750	41,239

How we derived the cost values

Table 14 focuses on the costs assumed in the model outlined in Table 13; Table 14 describes how they were calculated (where appropriate) and their underlying sources.

Table 14: Costs assumed in the model

	Assumed value	How calculated and source
Internship	£25,000	Both internships modelled are one year long, and reflect the London Living Wage of £25,000
Scholarship	Policy: £15,100 Media & journalism: £8,820 Law: £14,150	Based on information from the Foundation's Outstanding Scholarship Recommendations document
Mentoring	£52 (per mentor assigned)	This is based on the activities undertaken by the Foundation to assign a mentor to a scholar or intern. It takes approximately two hours to find and assign a mentor
Foundation overheads per alumni	£3,802	<ul style="list-style-type: none"> Information from spreadsheet: 'AF financial breakdown', and the Charity Commission total expenditure. Difference between total expenditure and amounts committed to scholarships, internships, and grants to estimate total Foundation overheads (£283,027) Estimate for Foundation overheads was then divided by the number of scholars and interns for 2023/24 as they would have been recruited over the period of the previous year

How we derived the outcome values – outcomes for alumni archetypes

Difference in salary

In this analysis we value the additional income earned by the archetypes because of the careers they can pursue as a result of their Master's degree or internship experience. The model projects their job

roles (and assumed salaries) in the counterfactual, base, and star scenarios – the career trajectory for each archetype is outlined in section 5. The jobs and salaries included in the model are set out in Table 15. The difference in earnings between the counterfactual and base, and the counterfactual and star scenarios are calculated for each year and the differences are either treated as a gain or loss in income.

Table 15: Roles and salaries included in modelling

Archetype & salaries	Annual salary (£)	Source
Hassan		
HEO	27,696	ONS civil servant grades and salary bands - Office for National Statistics Office for National Statistics. (2022). <i>ONS civil servant grades and salary bands - Office for National Statistics.</i>
Local government	27,000	Essex County Council salaries: How much does Essex County Council pay in the United Kingdom? Indeed.com Indeed.com (2024). <i>Essex County Council salaries: How much does Essex County Council pay in the United Kingdom?</i>
SEO	40,688	Office for National Statistics. (2022). <i>ONS civil servant grades and salary bands - Office for National Statistics.</i>
G7	54,055	Office for National Statistics. (2022). <i>ONS civil servant grades and salary bands - Office for National Statistics.</i>
G6	65,233	Office for National Statistics. (2022). <i>ONS civil servant grades and salary bands - Office for National Statistics.</i>
Zahra		
Journalism internship	25,000	See Table 14
National journalism	24,000	Journalism Salaries: How Much Are Journalists Paid? Journo Resources. (2020). <i>Journalism salaries: How much are journalists paid?</i>
Local journalism	21,500	Journalism Salaries: How Much Are Journalists Paid? Journo Resources. (2020). <i>Journalism salaries: How much are journalists paid?</i>
Freelance journalist	30,000	Informed by this site, but also expect archetype to be slightly more successful than average
National journalism Editor	30,000	Journalism Salaries: How Much Are Journalists Paid? Journo Resources. (2020). <i>Journalism salaries: How much are journalists paid?</i>
Local journalism Editor	24,000	Journalism Salaries: How Much Are Journalists Paid?

Archetype & salaries	Annual salary (£)	Source
		Journo Resources. (2020). <i>Journalism salaries: How much are journalists paid?</i>
Rami		
Office part time job	11,898	Half the annual full time equivalent for the minimum wage £23,795.20.
Arts internship	25,000	Aziz Foundation costs
Arts starting salary	24,700	Drama Graduate Salary in United Kingdom - Average Salary Talent.com. (2024). <i>Drama graduate salary in United Kingdom - average salary.</i>
Office job starting salary	22,477	Men's median earnings aged 18-21
Senior office job	32,243	Men's median earnings aged 18-21
Arts (high success)	39,852	Role: Associate Playwright - Royal Court Royal Court. (2024). <i>Role: Associate Playwright - Royal Court.</i>
Ayaan		
Legal administrator	24,000	Salary: Legal Administrator in London 2024 Glassdoor Glassdoor. (2024). <i>Salary: Legal Administrator in London 2024.</i>
Legal secretary	40,000	Legal secretary Explore careers National Careers Service National Career Service. (2024). <i>Legal secretary.</i>
Paralegal	30,000	Paralegal Explore careers National Careers Service National Career Service. (2024). <i>Paralegal.</i>
Training contract (base)	33,945	Immigration Lawyer Salary in London - Check-a-Salary Latest Data Check-a-Salary. (2017). <i>Average immigration lawyer salary in London.</i>
Training contract (star)	50,000	What Are the Magic Circle Law Firms? The Lawyer Portal The Lawyer Portal. (2023). <i>What are the Magic Circle law firms?</i>
Associate (base)	55,000	Trainee and newly qualified solicitor salaries for UK law firms - The Lawyer Legal insight, benchmarking data and jobs, https://www.glassdoor.co.uk/Salaries/senior-associate-immigration-salary-SRCH_KO0,28.htm

Archetype & salaries	Annual salary (£)	Source
		Simmons, R. (2024). <i>Trainee and newly qualified solicitor salaries for UK law firms</i> . The Lawyer. Glassdoor. (2024). <i>Senior associate - immigration salaries</i> .
Associate (star)	70,000	What Are the Magic Circle Law Firms? The Lawyer Portal The Lawyer Portal. (2023). <i>What are the Magic Circle law firms?</i>
Senior Associate (base)	70,000	Glassdoor. (2024). <i>Senior associate - immigration salaries</i> .
Senior Associate (star)	90,000	How much will I earn as a senior associate? AllAboutLaw All About Law. (2021). <i>How much will I earn as a senior associate?</i>
Layla		
New teacher	32,000	NASUWT Pay Scales (Fringe, Outer London and Inner London) NSAUWT. (2024). <i>Pay scales (fringe, outer London and inner London)</i> .
Teach first year 1	28,252	What you could earn on our Training Programme Teach First Teach First. (2024). <i>What you could earn on our training programme</i> .
Teach first year 2	36,413	What you could earn on our Training Programme Teach First Teach First. (2024). <i>What you could earn on our training programme</i> .
Experienced teacher	37,000	NASUWT Pay Scales (Fringe, Outer London and Inner London) NSAUWT. (2024). <i>Pay scales (fringe, outer London and inner London)</i> .
Local government officer (starter)	24,000	Local government officer Explore careers National Careers Service National Career Service. (2024). <i>Local government officer</i> .
Local government officer (experienced)	29,000	Local government officer Explore careers National Careers Service National Career Service. (2024). <i>Local government officer</i> .

Archetype & salaries	Annual salary (£)	Source
Local government senior	40,000	Essex County Council Management salaries: How much does Essex County Council Management make in Chelmsford, England, ENG? Indeed.com Indeed.com (2024). <i>Essex County Council salaries: How much does Essex County Council Management make in Chelmsford, England?</i>
Consultancy graduate scheme salary	32,000	Guide: Big 4 salary progression in the UK (with skills) Indeed.com UK , https://www.brightnetwork.co.uk/career-path-guides/consulting/what-can-you-expect-earn-consulting/ Indeed.com. (2024). <i>Guide: Big 4 salary progression in the UK.</i> Bright Network. (2024). <i>What can you expect to earn in Consulting?</i>
Consulting progression	40,000	Assumption based on starter salary and promotion salary
Consulting promotion	60,000	What Can You Expect To Earn in Consulting? Bright Network Bright Network. (2024). <i>What can you expect to earn in Consulting?</i>

Table 16 provides a summary of the salary differences over the 15 year period modelled. It presents the average annual difference in salary in both scenarios relative to the counterfactual. It shows that for all archetypes (except for Rami in the base scenario) they earn more because of their chosen career pathway following the internship or scholarship. Rami's earnings in the base scenario are actually lower than the counterfactual scenario. This is because his role in the arts is relatively junior and uncertain; in the counterfactual scenario he has steady employment in an office-based job.

Table 16: Additional average annual earnings per year in base and star scenarios relative to the counterfactual (£)

Archetype	Base	Star
Hassan	1,728	21,270
Zahra	1,725	3,514
Rami	- 2,186	3,875
Ayaan	7,652	20,267
Layla	2,489	6,089

Other outcomes to alumni archetypes

Table 17 sets out the value of other outcomes assumed in the model that relate to improved outcomes for the alumni themselves.

Table 17: Summary of values of improved outcomes to individuals (£)

Outcomes to individuals	Hassan	Zahra	Rami	Ayaan	Layla
Saving from not having to pay for their own Master's degree	7,550				
More rewarding careers	749	801	668	917	865
Greater confidence	2,481	2,481	2,481	2,481	2,481

As can be seen from Table 17, only one archetype (Hassan) pays for a Master's degree himself if he is not part of the programme ('Saving from not having to pay for their own Master's'). In the counterfactual, Hassan's employer half funds his part-time Master's degree with Hassan paying the other half (£7,550) from his savings (for the reference for the cost of the qualification, see Table 14). This therefore appears as a £7,550 gain in our modelling in both the base and star scenarios as Hassan does not have to spend this money in the factual life course (relative to the counterfactual).

As for the outcome, 'More rewarding careers', several studies find that meaningful work (or having satisfying work) leads to greater wellbeing, in the short and medium term. No studies were found to value this outcome in monetary terms. However, we have drawn findings from Harvard Business Review which found that more motivated employees work an additional hour per week.⁶⁴ We therefore computed the added value to employers of that additional hour worked and generated the values in the second from bottom row in Table 17.

Finally, the outcome of, 'Greater confidence' represents a wellbeing gain from being part of the programme. We derive the value from a 2019 version of the Greater Manchester Cost Benefit Analysis Tool, for want of better sources.⁶⁵ This stated that an improvement in self-esteem or confidence could boost wellbeing to the value of £3,500 in 2009/10 monetary values. Over the last few years, academic economics have debated whether earlier monetary valuations of wellbeing were too high; however, due to there being limited literature available on the value of wellbeing on improved confidence based on new approaches to valuing wellbeing, we have found no alternative sources. As a result, our assumption is cautious and we have assumed an improvement in wellbeing of half that value - £2,481 (this is half of the £3,500 figure once it is uprated for inflation into 2023 values). As a reference point, and based on

⁶⁴ Achor, S., Reece, A., Kellerman, G. R., & Robichaux, A. (2018, November 6). *9 out of 10 people are willing to earn less money to do More-Meaningful work*. Harvard Business Review.

⁶⁵ Greater Manchester Combined Authority (2019). *Greater Manchester Cost Benefit Analysis Tool, v4.5.1*

current benchmarks used in wellbeing analysis, £13,000 is the assumed value of a one unit change in overall life-satisfaction (the full scale is from 0 – 10);⁶⁶ therefore, our assumption of £2,481 is relatively modest.

⁶⁶ MacLennan, S., Stead, I., & Little, A. (2021). *Wellbeing guidance for appraisal: Supplementary Green Book guidance*. HM Treasury – Social Impacts Task Force.
https://assets.publishing.service.gov.uk/media/60fa9169d3bf7f0448719daf/Wellbeing_guidance_for_appraisal_-_supplementary_Green_Book_guidance.pdf

How we derived the outcome values – outcomes to others

Table 18 details the value assigned to the outcomes to other British Muslims, and their source.

Table 18: Value and sources of outcomes to others in the model

Outcomes	Value per person / household	Approach to calculation	Source
More rewarding careers	Policy: £749 Journalism: £801 Arts: £668 Law: £917 Consultancy: £865	Several studies find that work satisfaction leads to greater wellbeing, in the short and medium terms. No studies we found valued this outcome in monetary terms. Harvard Business Review indicates employees with more meaningful work spend one more hour a week working. Another study they cite indicates more motivated workers are more productive by \$9,078 (2018 values) per year. We used the more conservative additional hour for the gain in our model. We apply this to an hourly estimate of their starting salary, indicating that the employer is gaining an additional hour of the worker's time without paying for it.	Achor, S., Reece, A., Kellerman, G. R., & Robichaux, A. (2018, November 6). <i>9 out of 10 people are willing to earn less money to do More-Meaningful work</i> . Harvard Business Review.
Fairer reporting in media	£1,355	<ul style="list-style-type: none"> Wellbeing cost of the fear of being a victim of hate crime is £53. The total social costs of criminal damage and arson is £8,420. The ratio between these types of crimes is approximately 9:1. If fairer reporting were to reduce crime against Muslims, then the weighted cost per crime reduced would be £1,357 (when rebased to 2023 prices) 	Home Office. (2024). <i>Hate crime, England and Wales, year ending March 2024</i> . Home Office. (2021). <i>The economic and social costs of crime, second edition</i> .

Outcomes	Value per person / household	Approach to calculation	Source
Public policy change	£207	<ul style="list-style-type: none"> Reforms to the tax and benefits system between 2010 and 2017 meant that Asian women in the poorest third of UK households lost 19% of their income – £2,250 a year. If Hassan improves the policy making process to the extent that they regain some of the amount lost by 1% then this represents a £28 gain per household per year. We project this gain forward for 10 years, which leads to a net present value of £207 per household 	<p>Equality and Human Rights Commission, Research report 111, National Institute of Economic and Social Research</p> <p>Hudson-Sharp, N., Munro-Lott, N., Rolfe, H., Runge, J., National Institute of Economic and Social Research. (2018). <i>The impact of welfare reform and welfare-to-work programmes: an evidence review</i>. Equality and Human Rights Commission.</p>
More representation of Muslims in culture	£45	<ul style="list-style-type: none"> The saving to GPs and Mental Health services per year from attending a theatre event has been valued at £6.51 and £8.79 respectively (per attendee per year). People also gain enjoyment from attending a theatre event – the value of this enjoyment is at least as much as the price of the ticket. We assume the price of the ticket is £30 We add the £30, £6.51, and £8.79 values to get the £45 value of this outcome 	<p>DCMS. (2017). <i>Further analysis to value the health and educational benefits of sport and culture</i>. Simetrica.</p>
Better lifetime income for other Muslims entering law and consultancy (per person, lifetime)	<p>£49,750 (law)</p> <p>£41,239 (consultancy)</p>	<ul style="list-style-type: none"> Unlike the other fields our archetypes pursue, careers in law and consulting are likely to result in more lucrative careers, with a higher lifetime income We have estimated the additional value of lifetime income by projecting forward the salary of someone with a post-graduate qualification in law and in consulting, against the average salary of someone with an undergraduate degree 	<p>Department for Education & IFS (September 2020), The earnings returns to postgraduate degrees in the UK</p> <p>Britton, J., Buscha, F., Dickson, M., Van Der Erve, L., Vignoles,</p>

Outcomes	Value per person / household	Approach to calculation	Source
		<ul style="list-style-type: none"> We deduct the cost of a post-graduate qualification for those in law. We assume they take a similar qualification to those funded by the Foundation. This is because they may need to have advanced qualifications to enter the field due to barriers We discount future years' income accordingly and project forward salaries by 15 years 	<p>A., Walker, I., Waltmann, B., & Zhu, Y. (2020). <i>The earnings return to postgraduate degrees in the UK</i>. Institute for Fiscal Studies.</p> <p>What Can You Expect To Earn in Consulting? Bright Network</p> <p>Bright Network. (2024). <i>What can you expect to earn in Consulting?</i></p> <p>Graduate salaries graduate-jobs.com</p> <p>Guide: Big 4 salary progression in the UK (with skills) (2024)</p>

Key model assumptions: when outcomes apply in archetypes' lives and how many other British Muslims' lives they affect

Base scenario

In Table 19 we set out the assumptions that are included in the model for the base scenario. This shows, for example, that for archetype Zahra, the cost of an internship and scholarship are incurred once by the Foundation in supporting this archetype. It shows that for three years, relative to the counterfactual, Zahra has a higher starting salary and, because of her influence at the newspaper to improve reporting relating to Muslims, 90 fewer British Muslims experience hate crimes. These are our central assumptions. We have performed sensitivity analysis accounting for the uncertainty of outcomes to others in this analysis, which we outline below.

Table 19: Outcomes experienced, and number of others affected in the base scenario – central assumptions

	Hassan	Zahra	Rami	Ayaan	Layla
Cost (number of times outcome applies in their lives)					
Internship	0	1	1	0	0
Scholarship	1	1	0	1	1
Mentoring	1	1	1	1	1
Foundation overheads per alumnus	1	2	1	1	1
Outcomes to individuals (number of years the archetype benefits from this outcome)					
Difference in salary	15	15	15	15	15
Not paying for their own Master's degree	1	0	0	0	0
More rewarding career	12	11	14	15	7
Greater confidence	15	14	9	14	14
Outcomes for others (number of other people affected over 15-year period of modelling)					
Better work satisfaction	12	6	4	1	0
Fairer reporting in media	0	90	0	0	0
Public policy change	1,000	0	0	0	0
More representation of Muslims in culture	0	0	400	0	0
Better lifetime income for other Muslims entering law and consultancy	0	0	0	1	0

In Table 20 we present a range of assumptions, accounting for the uncertainty around the number of other British Muslims the alumni could affect in the base scenario. These numbers generate the range in the results in the modelling explored in the next sub-section of this write up.

Table 20: Outcomes experienced - low to high range

	Hassan	Zahra	Rami	Ayaan	Layla
Outcomes for others (number of other people affected over 15-year period of modelling)					
Better work satisfaction	6 - 24	3 - 12	2 - 8	0 - 2	0
Fairer reporting in media	0	45 - 180	0	0	0
Public policy change	500 – 2,000	0	0	0	0
More representation of Muslims in culture	0	0	200 - 800	0	0
Better lifetime income for other Muslims entering law and consultancy	0	0	0	0 - 2	0

Star scenario

In Table 21 we set out what assumptions are included in the model for the star scenario. Reflecting the improved outcomes, the number of times individuals experience positive outcomes themselves is higher, and the archetypes are more successful in affecting outcomes for their communities.

Table 21: Outcomes experienced, and number of others affected in the Star scenario – total over 15-year period

	Hassan	Zahra	Rami	Ayaan	Layla
Cost (number of times outcome applies in their lives)					
Internship	0	1	1	0	0
Scholarship	1	1	0	1	1
Mentoring	1	1	1	1	1
Foundation overheads per alumnus	1	2	1	1	1
Outcomes to individuals (number of years the archetype benefits from this outcome)					
Difference in salary	15	15	15	15	15

	Hassan	Zahra	Rami	Ayaan	Layla
Cost (number of times outcome applies in their lives)					
Not paying for their own Master's	1	0	0	0	0
More rewarding career	5	12	15	15	10
Greater confidence	15	11	15	15	15
Outcomes for others (number of other people affected over 15-year period of modelling)					
Better work satisfaction	72	20	36	1	9
Fairer reporting in media	0	200	0	0	0
Public policy change	10,000	0	0	0	0
More representation of Muslims in culture	0	0	4,500	0	0
Better lifetime income for other Muslims entering law and consultancy	0	0	0	1	9

In Table 22 we present a range of assumptions, accounting for the uncertainty around the number of other British Muslims the alumni could affect in the star scenario.

Table 22: Outcomes experienced - low to high range

	Hassan	Zahra	Rami	Ayaan	Layla
Outcomes for others (number of other people affected over 15-year period of modelling)					
Better work satisfaction	36 - 144	10 - 40	18 - 73	0 - 2	0 - 18
Fairer reporting in media	0	100	0	0	0
Public policy change	5,000 – 20,000	0	0	0	0
More representation of Muslims in culture	0	0	2,250-9,000	0	0
Better lifetime income for other Muslims entering law and consultancy	0	0	0	0 - 2	0 - 18

Model results

Base scenario

Table 23 shows the total costs and value achieved in the base scenario life courses of the archetypes relative to the counterfactual. These results are based on the central assumptions in Table 19. This does **not** isolate the value contributed by the Foundation.

Table 23: Value of costs and outcomes in the archetypes' life courses, base scenario (£)

	Hassan	Zahra	Rami	Ayaan	Layla
Cost	-18,954	-38,652	-28,854	-18,004	-18,954
Outcomes for archetypes themselves	30,295	27,500	20,069	56,210	26,620
Outcomes for those following the same career path	40,025	24,383	13,308	26,796	0
Outcome for British Muslim communities	95,722	70,185	10,247	0	0
Net benefits (total)	147,089	83,416	14,770	65,001	7,666

In Table 24 we isolate the Foundation's contribution to improved outcomes in the base scenario. This is essentially reducing the value of improved outcomes by 20% to 40% (sector-dependent) to recognise the contribution of other organisations and individuals in achieving these improved outcomes.

Table 24: The Aziz Foundation's impact, base scenario (£)

	Hassan	Zahra	Rami	Ayaan	Layla
Cost	-18,954	-38,536	-28,854	-18,004	-18,954
Outcomes for archetypes themselves	18,177	22,000	16,055	44,968	15,972
Outcomes for those following the same career path	24,015	19,506	10,646	21,436	0
Outcomes for British Muslim communities	57,433	56,148	8,197	0	0
Net benefits (total)	80,672	59,002	6,045	48,400	-2,982

It is worth highlighting some key features of the results in Table 24:

- Hassan has the most positive impact because his work gives him the ability to shape the process for making policy that affects British Muslims, reducing the negative impact of tax and benefits policy changes on households.
- Zahra's impact is relatively large because her work is read by thousands in the country, and her more responsible reporting reduces the likelihood of crimes against Muslims.
- Ayaan's LPC and subsequent training contract allows her to earn more than in the counterfactual, and she has some influence in encouraging others in her local community to pursue law. This helps to improve their earnings and gives them greater career satisfaction.

- Rami has a lower impact in relation to the other archetypes – this is driven, in part, by his career being less lucrative than those of the other archetypes. He too inspires a small number of others to pursue a career in the arts. His impact in encouraging more British Muslims to see shows in the theatre is limited due to him primarily contributing to productions led by others, rather than him staging his own productions in the base scenario.
- Layla earns more than in the counterfactual; however, the value of her higher future earnings (discounted and subject to drop off) is not high enough to outweigh the cost of the scholarship to the Foundation. This is why her impact is negative. A lesson to draw from this result is the importance of the Foundation’s alumni making a difference to their communities and others. If this does not arise from their work, they need to have alternative channels that enable them to make a difference to other British Muslims; this would then make the Foundation’s investment worthwhile.

Figure 31 summarises the results from the modelling of the base scenario, grouping together outcomes that are experienced by individuals, by those inspired to follow careers in the same sector, and by other British Muslims. It shows that Zahra and Hassan have the greatest impact on their wider communities, and that the outcomes for the individual are highest for Ayaan due to her improved earning potential.

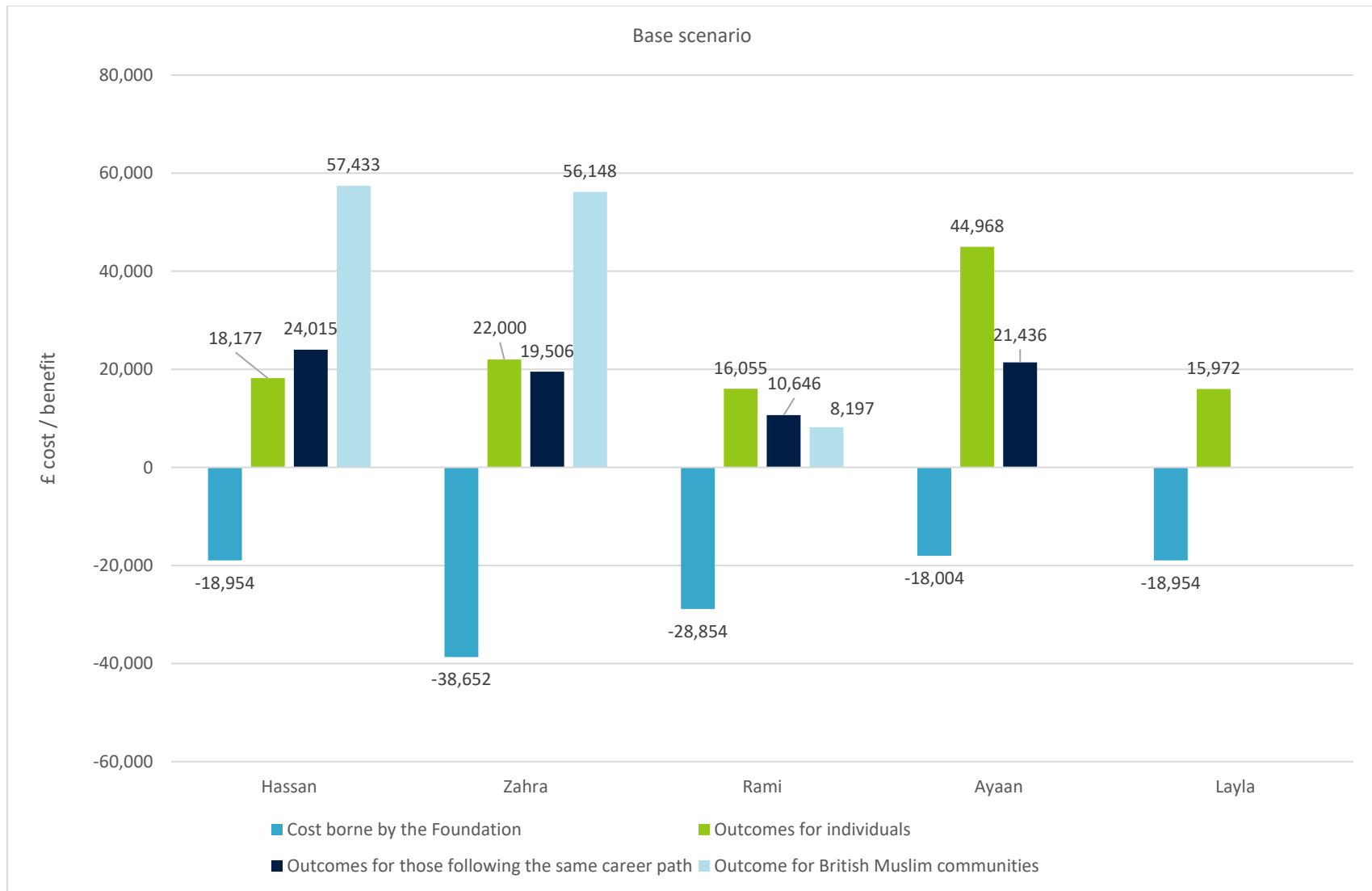


Figure 31: Base scenario - value of changed outcomes for alumni (individuals) and others

Figure 32 (below) differs from Figure 31 as it documents which stakeholders benefit from improved outcomes. For example, because other British Muslims pursue a career they feel passionately about (e.g. in the arts), they are more motivated, have greater career satisfaction and therefore work harder. Employers benefit from this as their staff are more productive. This is what is reflected in the ‘Economy’ category below. The ‘Alumni’ category represents the additional income gained by the archetypes from being in better paid or more senior positions relative to the counterfactual. Gains to ‘British Muslims’ capture their improved outcomes due to our archetypes’ work. These gains capture some British Muslims having higher earnings because they pursue careers in law or consultancy, fewer British Muslims being victims of crime, and many British Muslims receiving more in terms of benefits and tax credits.

Overall, Figure 32 shows that, even in the base scenario, the archetypes (on average) generate far more in social benefits than they cost to support. The average cost of support to each alumnus (-£25k) is exceeded by the gains to alumni themselves (£20k), productivity gains (£15k), gains to other British Muslims in terms of higher income and wellbeing (£27k) and modest savings to public systems (in excess of £1k). This represents a net positive social value of the programmes of just over £38k on average across the archetypes.

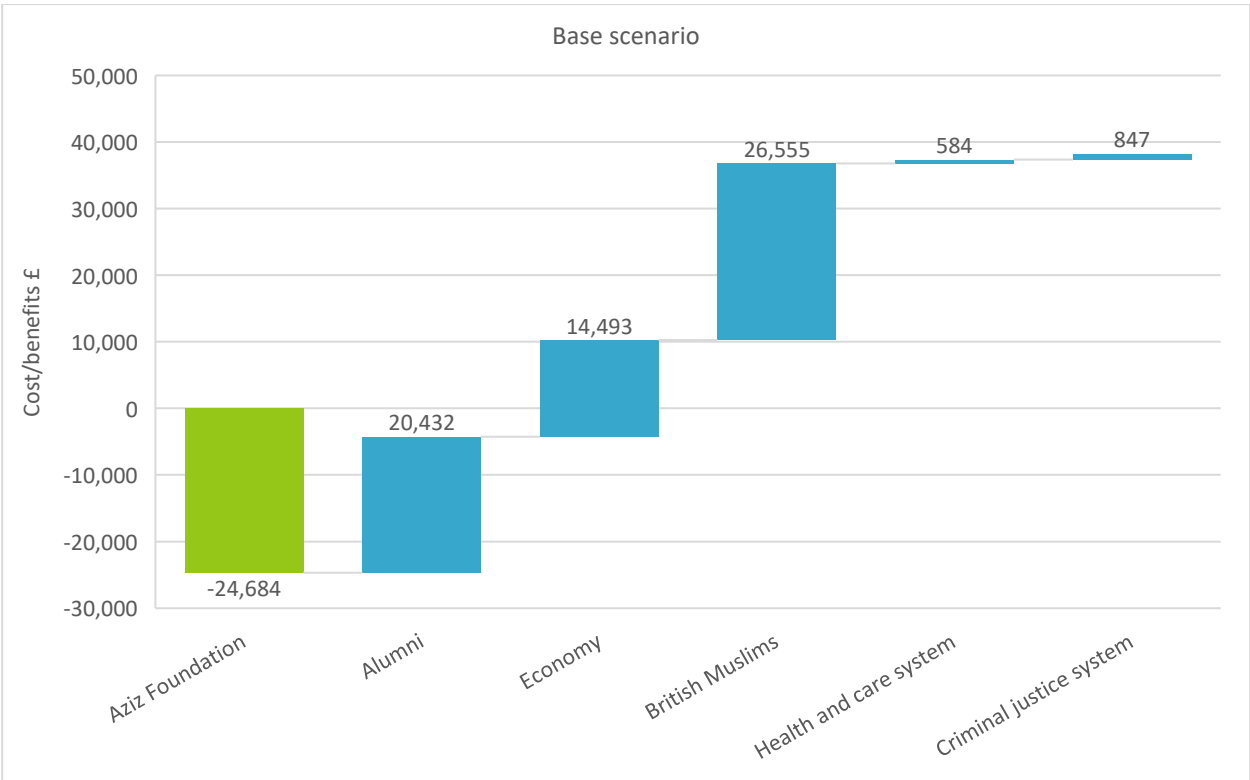


Figure 32: Base scenarios - stakeholders who benefit from improved outcomes (average across the five archetypes)

Table 25 shows how the results vary in the base scenario when we make different assumptions regarding how many British Muslims' lives are changed by the success of Foundation archetypes.

Table 25: Summary of results from the range of assumptions (central, low and high) in the base scenario

Archetype	Net social value created in the base scenario (£)		
	Central assumptions	Low assumptions	High assumption
Hassan	80,672	39,947	162,120
Zahra	59,002	21,175	134,656
Rami	6,045	-3,377	24,888
Ayaan	48,400	26,964	69,837
Layla	-2,982	-2,982	-2,982

Star scenario

In Table 26 we set out what assumptions are included in the model for the star scenario. Reflecting the improved outcomes, the number of times individuals experience positive outcomes themselves is higher, and the archetypes are more successful in affecting outcomes for their communities. Table 26 shows the total costs and value achieved in the archetypes' star scenarios. This does **not** isolate the value contributed by the Foundation (that is also explored overleaf).

Table 26: Value of costs and outcomes in the archetypes' life courses, star scenario (£)

	Hassan	Zahra	Rami	Ayaan	Layla
Cost	-18,954	-38,652	-28,854	-18,004	-18,954
Outcomes for individuals	152,032	38,838	57,834	123,385	43,237
Outcomes for those following the same career path	253,429	84,188	135,609	26,796	219,072
Outcome for British Muslim communities	1,026,617	161,552	130,519	0	0
Net benefits (total)	1,413,124	245,926	295,108	132,177	243,355

In Table 10 we isolate the Foundation's contribution to these improved outcomes. This is essentially reducing the value of improved outcomes by 20% to 40% to recognise the contribution of other organisations and individuals in achieving these improved outcomes.

Table 27: The Aziz Foundation's impact, star scenario (£)

	Hassan	Zahra	Rami	Ayaan	Layla
Cost	-18,954	-38,652	-28,854	-18,004	-18,954
Outcomes for individuals	91,219	31,070	46,267	98,708	25,942
Outcomes for those following the same career path	152,058	67,350	108,487	21,436	131,443
Outcome for British Muslim communities	615,970	129,242	104,415	0	0
Net benefits (total)	840,293	189,011	230,315	102,140	138,431

Table 27 shows the results for the star scenario based on current assumptions. It shows that:

- Hassan's impact is much larger when compared with the other archetypes. This is because he has the biggest platform to affect thousands of British Muslims due to his role in policymaking leading to a fairer tax and benefits system for more people.
- Rami now has the second largest impact. This is because, under the star scenario, he starts staging his own productions and tells the stories he wants to share. Thousands more British Muslims come to the theatre to see his shows. This analysis is missing the benefits generated for British Muslims in terms of soft power as we have not been able to value it in monetary terms. His work has the potential to change the minds of the thousands of people who see his productions who are not from British Muslim communities; this benefit it likely to be significant.
- Zahra's contribution to the wider society is largely because of her work changing the perceptions of Muslims. Through her work she also inspires other Muslims to pursue a career in journalism and media. Her earnings potential at a national newspaper is also better than if she stayed working for a local paper.
- Ayaan and Layla's stories have no wider social benefits that we have quantified as part of this analysis; however, Ayaan earns much more in the star scenario, working in a large law firm. Layla also earns more as a consultant than as a teacher (her counterfactual scenario). Both inspire a small number of Muslims to follow them into law and consulting, respectively.

Figure 33 shows that Hassan's potential contribution to other British Muslims is most significant (based on the outcomes we were able to value). However, it is worth noting that Rami and Zahra's contributions could also be higher than what is shown here: their work could generate significant wellbeing gains to those Muslims who see their stories told.

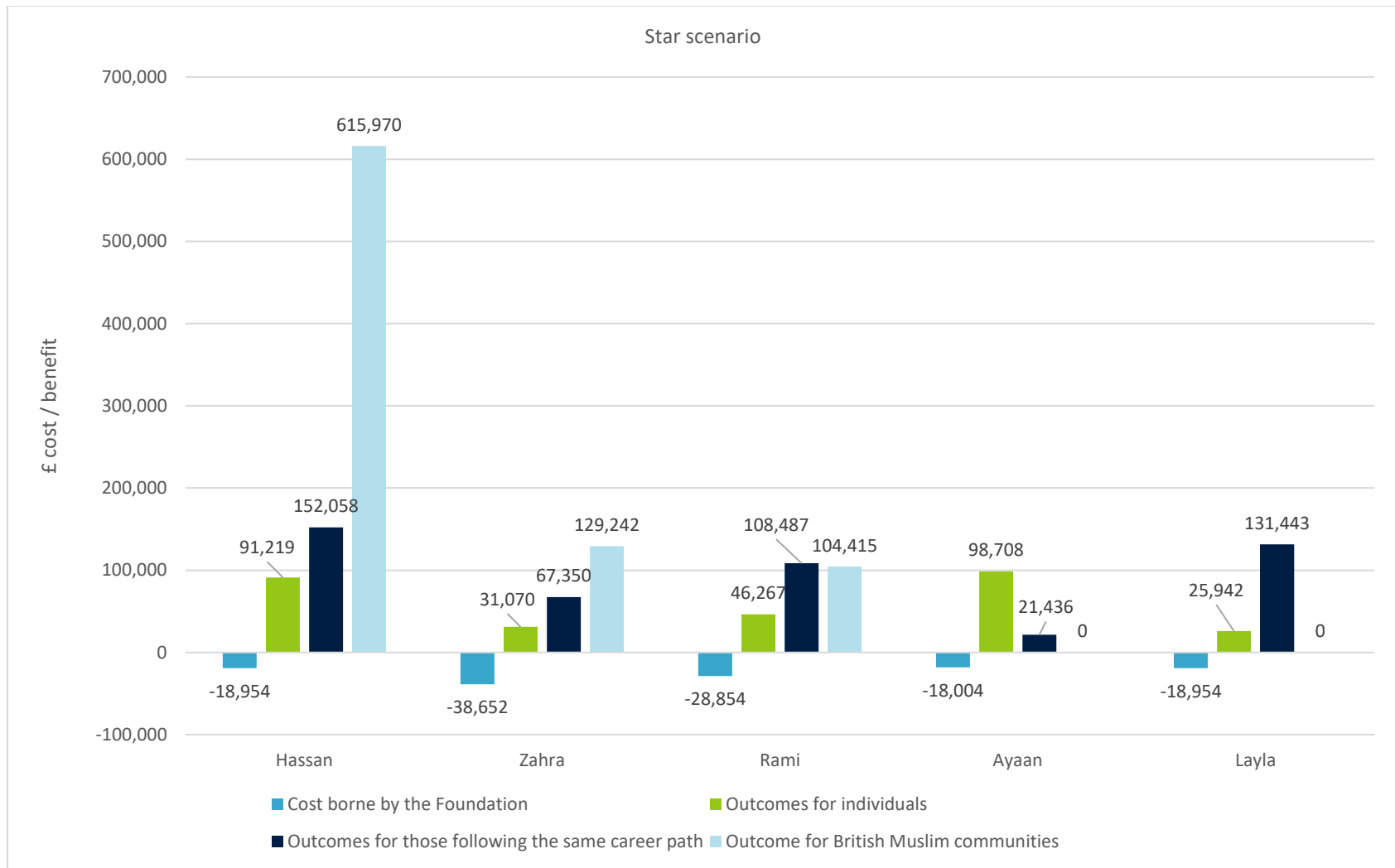


Figure 33: Star scenario - value of changed outcomes for alumni (individuals) and others

Figure 34 shows how much greater the benefits are to British Muslims when archetypes reach their star potential. It is also worth noting the benefits to the health and care system. This is primarily driven by Rami's story; his work in theatre appeals to more British Muslims. They come to see his shows and benefit from improved health – this creates capacity gains in local health services.

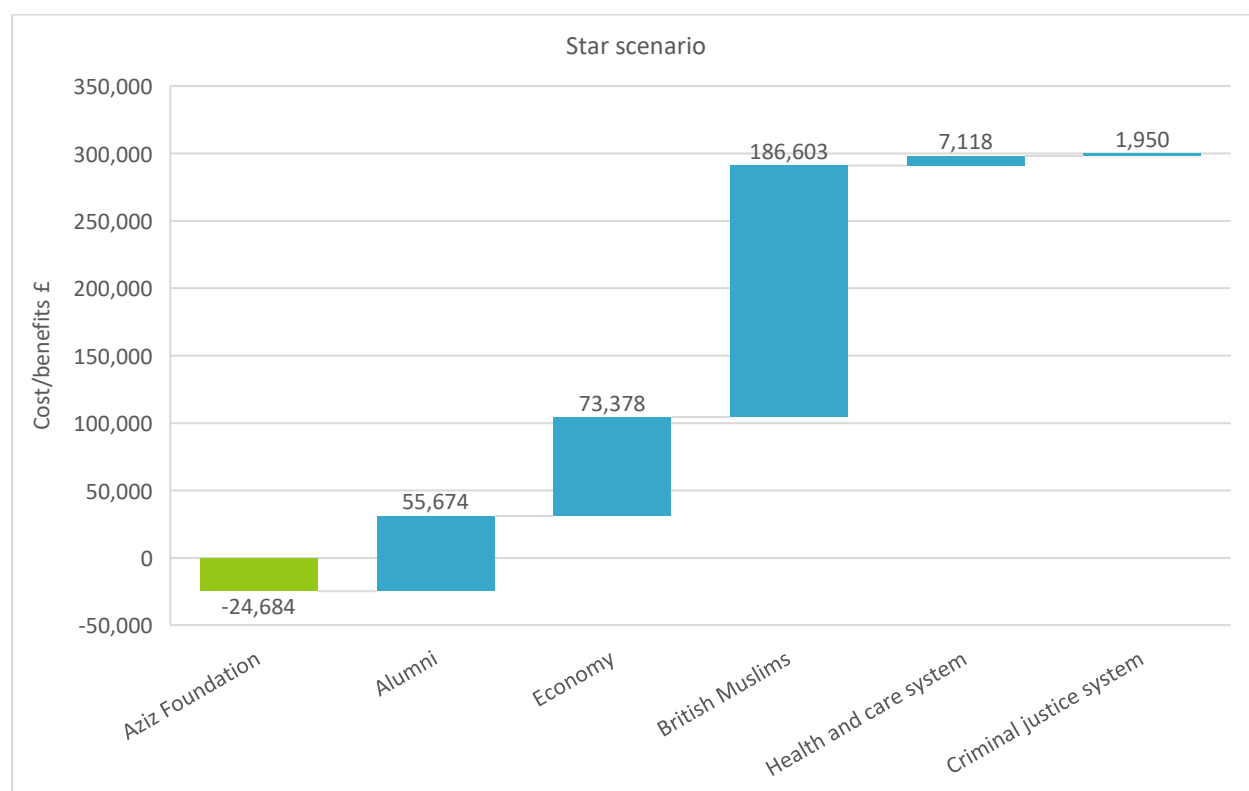


Figure 34: Star scenarios - stakeholders who benefit from improved outcomes (average across the five archetypes)

Table 28 shows how the results vary in the base scenario when we make different assumptions regarding how many British Muslims' lives are changed by the success of Foundation archetypes. These draw on the ranges of assumptions presented in Table 22.

Table 28: Summary of results from the range of assumptions (central, low and high) in the star scenario

Archetype	Net social value created in the star scenario (£)		
	Central assumptions	Low assumptions	High assumption
Hassan	840,293	456,279	1,608,320
Zahra	189,011	90,715	385,603
Rami	230,315	123,864	443,218
Ayaan	102,140	80,704	123,577
Layla	138,431	6,988	269,875

Appendix 4: Bibliography and sources

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