

Best Early Careers Strategy

Winner

Landor & Fitch

Brand transformation agency Landor & Fitch's (L&F) early careers strategy demonstrates an unshakeable faith in the ability, energy and talent of young people, no matter their background.

The strategy, though split into three distinct efforts, is unified by a core purpose: to champion a career in the creative industry as something achievable by everyone, regardless of experience or background.

By embracing all-comers the firm has hit upon the ideal outcome: a stream of dedicated, keen and imaginative young people that have the potential to take the company to new heights.

The first, and most direct route in L&F's strategy is its internship programme.

Highly flexible, the programme has no specific criteria or work experience requirements. Candidates come from a variety of educational and cultural backgrounds, and the internships don't have set dates – the company interviews throughout the year, and interns can start at any point.

All internships are fully paid lasting from three to six months, and allow interns the opportunity to complete the placement between other work or life commitments.

Each intern gets hands-on experience, long-term career advice, training with experts, and regular support from both a mentor and managers.

This outstanding support goes well rewarded. Interns, encouraged to apply for junior roles as they become vacant, make up a substantial number of the firm's entry-level recruits. In the last 12 months, the firm took on 69 interns, 11 of whom it then managed to recruit into full-time, permanent positions, a 16% conversion rate.

L&F's second stream goes deeper. Working with award-winning education charity Future Frontiers it runs an intensive coaching programme that connects



disadvantaged children aged 14 to 15 with professional role models.

Last year, 13 employees volunteered to support 20 young people, completing 78 hours of career coaching. The results have been extraordinary. Every single student who completed the programme said L&F had helped them find an inspirational career, and all agreed the coaching had helped them understand how to achieve their ambitions.

The third branch of L&F's strategy spreads a wider net. The firm's imaginative

NextGen programme is an entry-level training programme, available free of charge and over the internet, that helps those curious about a career in branding and design dip their toe into the industry.

Last year, the course had more than 400 entrants from 15 countries, all of whom completed the training series over eight weeks of sessions, led by senior and junior L&F employees. The benefit is clear, both for trainee and for L&F. Participants gain valuable skills in the industry, and can then apply for one of the 25 paid internships available at the firm's studios worldwide.

In 2021, 57% of L&F's NextGen interns came from under-represented groups. By providing the training for free, L&F opens itself up to talent that might never have been able to participate.

The three strands' focus on opening up the talent pipeline impressed the judges – the strategy, they said was “thoughtful and considered work.” It was a real stand-out submission. **HR**

Highly commended

**Office of the Future
 Generations Commission**

Shortlisted

Fisher German