

# UK Social Mobility Awards™

## 2018 WINNERS CASE STUDY REPORT

BY THE CENTRE FOR SOCIAL INVESTIGATION

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# Rising Star Award

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AWARDS 2018

## ABOUT THE UK SOCIAL MOBILITY AWARDS

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**THE UK SOCIAL MOBILITY AWARDS (SOMOS)** were launched in 2017 by the charity Making the Leap. The SOMOs are a unique set of awards that were specifically established to recognise and encourage action that will promote and increase social mobility within Britain's companies and public institutions. These awards recognise best practice and innovation. They celebrate excellence and achievement and elevate social mobility as a cause equal to the level of other diversity issues. By raising awareness and celebrating the people and organisations that are committed to bringing about social change, we believe that together we can advance the cause of social mobility in this country.

In the main report that follows we set out the story behind each of the winners from the second year of the SOMO Awards, each sharing their impressive achievements to stimulate greater social mobility. In 2018, there were nine categories which individuals and organisations could enter (three for individuals and six for organisations). In addition a tenth, special award was given – for Outstanding Contribution to Social Mobility - to honour an individual who had made a remarkable contribution, over a long period, to advancing the social mobility agenda. The ten awards were thus:

- ≈ Champion of the Year
- ≈ Mentor of the Year
- ≈ Rising Star
- ≈ Organisation of the Year
- ≈ Innovation of the Year
- ≈ Leadership of the Year
- ≈ Recruitment Programme of the Year
- ≈ Progression Programme of the Year
- ≈ Community Programme of the Year
- ≈ Outstanding Contribution to Social Mobility

Having seen the success of the first two years, our ambition is greater. We want more organisations to be a part of this movement. We want to see more companies to feel inspired by each other's initiatives, to collaborate and share their own experiences. We want more UK businesses to recognise – and talk about – how investing in social mobility can bring significant benefits.

You can keep up-to-date with advice for entering in 2019 on the SOMOs' website: <http://uksomo.com> but the key dates to remember are:

- ≈ APRIL 29 – Nominations Open
- ≈ JUNE 28 – Entry Deadline
- ≈ JULY 15 – Finalists Announced
- ≈ OCTOBER 10 – Awards Night

## ABOUT MAKING THE LEAP

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**MAKING THE LEAP** is a London-based charity, founded in 1993, that improves social mobility by raising the aspirations of, and increasing opportunities for, young people between the ages of 11 and 25. The vision is to give young people from poorer backgrounds the same opportunities to succeed in their careers as those from wealthier families. Every month, Making the Leap equip hundreds of young people with the soft skills they need to succeed. In 2018 alone, their aim was to raise the aspirations and access to opportunities to over 10,000 young people.

# INTRODUCTION TO THE REPORT

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**MAKING SOCIAL PROGRESS IS SLOW WORK.** If we take a long view of social progress in Britain, we can see that we've made huge strides forward in some areas of society - Britons live much longer than they used to, have higher incomes, and more of us are in professional jobs. We are also more geographically mobile and more diverse than a generation ago. And yet, despite all this change, patterns of social advantage and disadvantage are persistently replicated through the generations in Britain. The academic research on the topic (summarised for example in our recent book *Social Progress in Britain*) consistently shows that being born to working class parents reduces the chances of reaching the top occupations, and that progress towards greater 'social fluidity' has been glacially slow.

Why should we care about social mobility at all? There are two main answers to this question. The first answer states that fairness and equality of opportunity should be a guiding moral principle of a liberal developed society. All developed societies exhibit a high degree of inequality of outcome, but this inequality is widely held to be more acceptable if there is a level playing field for gaining access to more privileged positions. Equality of opportunity has thus become a fundamental moral principle of contemporary societies, and discrimination against minorities and other 'protected groups' has been formally outlawed across Europe and North America.

The second answer is about economic efficiency and the potential wastage of talent. If talented people are being prevented from reaching their potential because of their social backgrounds, by implication it follows that less talented people (but from privileged backgrounds) are taking their places. The economic efficiency argument states that we ought to strive for the best-fitting person in every role. If irrelevant factors such as ethnicity, socio-economic background or other ascribed qualities are used as selection or promotion criteria in the job market, there is bound to be some loss of efficiency. The business case for social mobility is further strengthened by research suggesting that diversity can promote innovation and business success. If everyone is recruited from the same narrow social base, they are more likely to share similar outlooks and to fall victim to 'group think', thus stifling innovation. The business case for promoting social mobility was widely recognized among this year's entrants to the Social Mobility awards. For example, Grant Thornton, winners of the Organisation of the Year Award, looked at the barriers that had crept in overtime such as the need to have a 2:1 degree and a focus on recruiting from a limited number of universities, predominantly those belonging to the Russell Group. "We looked at these factors with our top people and realised they didn't marry together. We were restricting ourselves from a lot of talent and only attracting talent from a narrow pool."

Nevertheless, despite these moral and business arguments for promoting social mobility and equality of opportunity, progress has been painfully slow. Governments have often seen education as the key to promoting social mobility, and there has indeed been great progress in spreading access to academic qualifications such as GCSEs, and to a lesser extent access to A levels and university degrees. There is some evidence that inequalities of opportunity have reduced with respect to GCSEs, but they remain as large as ever in gaining access to elite universities such as Oxford and Cambridge and the other members of the Russell Group of universities. Recent research by Sam Friedman and Daniel Laurison has further shown that, even among people with similar educational qualifications, social background continues to have a significant effect on access to elite professions, top jobs and top salaries. Widening educational opportunities have not therefore solved the problem of entrenched inequalities.

The UK Social Mobility Awards shift the focus from the educational system to the world of business and more generally to the organisations that recruit people into work and into top jobs. If there is a single strand connecting last year's UK Social Mobility Awards (SOMOs) winners, it is the demonstration that the actions of employers and business organisations can directly improve the life chances of individuals and thus improve the fairness of society as a whole. As PwC's Hollie Crompton (winners of the Community Programme of the Year Award), explained: "As major employers and influencers in the societies we serve, businesses have a major role to play in advancing social mobility and in being part of the solution to this important problem."

This is an overdue change of focus both in academic research and in terms of policy for promoting social mobility. If businesses limit the pool of talent in which they search to that provided by the elite Russell Group of universities with their socially privileged intakes, it is hardly surprising that their senior staff come from a limited range of backgrounds. One recurring theme running through the 2018 awards is the awareness that businesses need to search in a larger pool of talent and need to shift from selection based on paper qualifications to a more forward-looking one.

For example, Jonathan Andrews (Rising Star) recognised that a key strategy to ensure bringing a wide range of talented people into an organisation was not to look at where they'd come from or which school or university they'd attended but to look at what they would be capable of in the future. This is why he is a champion of Reed Smith's recruitment system which replaced competency-based interviews with a strengths-based approach, allowing those without experience at big-name brands a level playing field.

One way of increasing the size of the pool of talent is outreach to non-traditional recruitment areas. This was another important theme of this year's awards, with impressive schemes such as Urban Synergy, described by Leila Thomas (Mentor of the Year Award) which links mentors with schools in disadvantaged areas. Another ground-breaking scheme is the 'WriteNow' programme of Penguin Random House (Innovation of the Year Award). The programme aims to find and nurture new writers whose voices are not usually heard in books and publishing: "We work in partnership with regional writer development organisations, hosting interactive workshops on how to get published in cities across the UK. We target social mobility 'cold spots' and aim for a wider geographic spread every year."

In the case studies which follow, one for each of the ten 2018 winners in turn, we have attempted to get to the heart of the issue. What are the concrete actions that individuals and organisations take? What examples can these set for other people and organisations that want to follow in their footsteps?

The case studies were compiled based on submission information and on interviews conducted by Sara Mullen in January and February of 2019. We are very grateful that the winners were willing to spare the time to share their experiences with us, resulting in this report, which we hope will inspire competition entries for 2019. Coming back to our earlier point, making social change is slow work, but these case studies show how much can be done by employers. To be sure, these initiatives need to be scaled up, but they shine a light on the possibility of a fairer society in which those in privileged positions routinely do what they can to level the playing field for everyone else.

**Anthony Heath, Sara Mullen and Yizhang Zhao**

The Centre for Social Investigation, Nuffield College, Oxford  
March 2019



## ABOUT THE CENTRE FOR SOCIAL INVESTIGATION

**THE CENTRE FOR SOCIAL INVESTIGATION (CSI)** was established by Nuffield College, Oxford University, in September 2014. In keeping with the College's Charter which emphasizes "the study by co-operation between academic and non-academic persons of social (including economic and political) problems", the Centre aims to address contemporary social issues of public interest and to engage with policy-makers and the public more generally, carrying out authoritative, non-partisan research on central social issues which draws upon expertise in economics, politics and sociology and related disciplines such as social policy. CSI has carried out research for the Social Mobility Commission on the childhood roots of social mobility, and for the Ministry of Housing, Communities and Local Government on social integration. It has recently completed research on racial discrimination in Britain and is currently conducting research on homelessness and on public perceptions of the Brexit negotiations. A major book, *Social Progress in Britain*, charting social progress in Britain since the 1950 and comparing Britain's achievements with those of peer countries, was published by Oxford University Press in autumn 2018. For further information and links to our briefing notes, visit our website: <http://csi.nuff.ox.ac.uk/>

# SOCIAL MOBILITY CHAMPION OF THE YEAR 2018

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## Matthew Coats at Ministry of Justice: partnering, widening recruitment and investing in staff

### Why did he enter the Awards?

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**MATTHEW WAS PUT FORWARD BY HIS TEAM** but feels very strongly “that he was the representative of the wider team and that he was recognised on behalf of them all for the fantastic work they have done”. As the Ministry of Justice’s Chief Operating Officer he leveraged his position as a Board member and Social Mobility Champion to be innovative and bold about increasing social mobility in the MoJ. Under his leadership, the department went from having no social mobility plan to publishing an ambitious programme of activity. As the department’s Champion he developed the strategic vision for the MoJ’s work on social mobility and led the charge.

### What did he do?

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**IT ALL STARTED WITH** “Where you start out in life shouldn’t determine where you end up” Matthew said. This was the central theme for the team and the motivating principal behind everything they did. Matthew said for him personally that’s always what he comes back to in terms of why he’s involved.

The MoJ’s social mobility work started with a schools programme: “We felt that as a national organisation we could help support students from an underprivileged background in understanding and fulfilling their potential, particularly around the work and opportunities in the Civil Service”. The MoJ team set up a schools programme that focused on the most deprived or challenged schools in the country, as measured by the proportion of students receiving free school meals.

Matthew himself has direct experience of having a socioeconomically disadvantaged background as his parents came from a large council estate in Bristol where they spent some time on benefits. “I understand the challenges that people face”, he said. “For example, I went to my old school or at least the one that replaced it after it was demolished. I went back after many years which was a powerful and moving experience for me to talk to them about what I had done”.

Over the next year and a half the MoJ team engaged with over 20,000 students around the country. Matthew said that he’d never seen something take off so fast in terms of volunteers. “We attracted 100 almost immediately and this has now reached around 700. I felt we had unleashed passion and strong feelings within the organisation with people who also wanted to make a difference”.

When they were delivering the programme the team realised a need to become broader and more structured in order to build on initial success. “When I visited my old school, I felt that there should be more follow on. At the time we weren’t able to offer a package of work experience to those students who were interested, we needed a more solid framework for things to fit into”. The team turned this into a plan for the organisation and treated it much like any other organisational change programme. “I think that’s what was different about the MoJ’s work at that time - that it provided a framework that we could fit other pieces of work into”. For example, they were able to build work experience into the schools programme and this was a major positive for those who wanted to know more or to work with the Civil Service.

They were also able, through their network and growing partnerships, to have a growing intern programme. They had one recently working with the EY Foundation and have also worked with Middlesex University. “What we found, as a general point is, as we started to do this in a systematic way, we built partnerships with the most inspiring people. I remember visiting Middlesex University and being amazed at what they do around life chances and we took advantage of those partnerships to multiply and accelerate our own efforts”.

For the people who worked in the MoJ already, the programme built on role models and case studies. The team developed the 'Catapult' mentoring scheme to support those from lower socio-economic backgrounds already working at MoJ, which also won an Award at this year's Social Mobility event for 'Progression Programme of the Year'.

The MoJ worked on their plan with policy professionals to look at specific challenges such as how they were going to recruit people into the organisation. They now recruit on the basis of people's potential and their strengths rather than just their qualifications. "Crucially we gathered data about the MoJ, we looked at where people had come from and what people had declared about their socioeconomic background and tried to use this data to build further plans". The department also started to build social mobility into its procurement process for suppliers, looking at what suppliers were doing in terms of social mobility, for example with apprenticeships.

## How does he measure his success?

**"WE HAVE BEEN CALLED INNOVATIVE,** but our innovation was almost to try and treat it not as innovation but as an organisational change plan." Matthew said the most important thing about innovation is not just to pursue your own ideas but to listen to others and blend them in. He believes that's what the Social Mobility Awards do because they highlight best practice from across public, private and third sectors, thus allowing them to learn from each other.

Matthew emphasizes that there are two key things that have bought success: data gathering and having a plan. As part of the plan, the department sets three targets for a) who gets in, b) who gets on and c) how it feels to work there and these are monitored each year. "Having a plan and working on it week in and week out sets us apart and this work has put the Ministry in a strong position to take advantage of the widest possible talent pool, both for people who want to join the organisation and for people who already work there. I think this is what we were trying to do".



## Who are Matthew Coats and the Ministry of Justice?

**MATTHEW IS A TOP CIVIL SERVANT** who began his pioneering work on social mobility during his time at the Ministry of Justice as their Chief Operating Officer. Under his leadership the Ministry of Justice launched the first social mobility action plan of any civil service department. Matthew has since moved to the Cabinet Office where he continues to promote and support the social mobility agenda.

The Ministry of Justice is a major government department, at the heart of the justice system, working to protect and advance the principles of justice and employing in the region of 70,000 staff. Its vision is to deliver a world-class justice system that works for everyone in society.

"I know for me if you can change the life of one young person and help them with their potential that would have made the entire effort worthwhile".



*I know for me if you can change the life of one young person and help them with their potential that would have made the entire effort worthwhile*

*This case study was compiled based on an interview with Matthew Coats. Matthew is currently Director General EU Exit Implementation, Cabinet Office and DExEU but won his Award while working as Chief Operating Officer for the Ministry of Justice.*



# MENTOR OF THE YEAR 2018

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## Leila Thomas of Refinitiv: broadening students' career horizons

### Why did she enter the Awards?

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**LEILA'S HR TEAM AT REFINITIV** saw the work she was doing in her mentoring project, Urban Synergy, which supports young people in her area of Lewisham, and decided to put her forward for the Award. Leila said "I'm a project manager by profession, I do that in a technical capacity, so I wanted to transfer my skills to help give opportunities to young people. That's where it came from".

### What did she do?

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**LEILA EXPLAINED** that she didn't look at social mobility as a subject originally. "There was a call for role models from the Prime Minister and at that time unemployment and crime were really high in London".

"I just thought, I'm working – I can help bring my skill set to the table. Everywhere you went people were talking negatively about young people and I thought what can I do? Instead of just talking I wanted to be solution focussed".

She said that at the time there wasn't a recognised corporate focused mentoring programme in the Borough of Lewisham but that the schools were hungry for one. The area had high levels of poverty and one of the highest permanent school exclusion rates in all the London Boroughs. "It's 15 minutes away from Canary Wharf, you can see the towers from there. The young people don't think it's for them or they don't have the confidence or networks to access those kinds of opportunities the corporates can provide", Leila said. The schools asked if she could help so she began mentoring and became a role model herself.

Her charity Urban Synergy grew from that.

Urban Synergy works across Lewisham and has also worked in Greenwich, Lambeth, Southwark and Hackney secondary schools, with a growing demand for their work in primary schools. Leila set up a Youth Board within Urban Synergy where the young people who have benefited from the mentoring programme become peer mentors and role models to others. She has also introduced Reverse Mentoring which helps senior leaders within corporate organisations to understand the way young people think, so there's a good exchange of information from both sides of the community.

Leila also promotes Speed Mentoring which she says "has been amazing as young people are connecting with real people and they get real advice, and this gives them confidence to see themselves in these roles. We work with Refinitiv, Thomson Reuters, UK PowerNetworks, Capgemini and Barclays amongst others". Urban Synergy provides role model seminars, for example, bringing a year group to Canary Wharf, where they also receive mentoring. They also have a STEM element too (STEMinars) where employees who work in that industry give young people 3 top tips – something that was asked for by the students themselves. They also have corporate ambassadors and the CEO at Refinitiv is an ambassador. "We have a steering group, trustees and a coordinator and we are hoping for another coordinator in 2019. We have a Blueprint now that we know what works, and we want to make sure the Blueprint is sustainable for the future" she said. The fundamentals are to broaden the students' career horizons, working on their goals, raising up their self-belief, and building their soft skills and self-confidence.

### How does she measure her success?

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**PROGRAMMES ARE MONITORED CLOSELY.** Leila gave the examples of Deptford Green Secondary School and Hackney Bridge Academy where Urban Synergy mentored a group of disengaged boys, identified by the teachers, who were at risk of

school exclusion. The Head Teacher reported back 100% attendance for exams from that group of boys - the first time ever that had been the case. There was also an observable turnaround in the young people's attitudes and feelings of responsibility since the mentoring took place.

"We have so many success stories, including a boy at risk of exclusion, finding a mentor from us, gaining 12A\*-C GCSE's. Another group of boys, who were part of the London Challenge programme, at risk of underachievement, benefited from our mentoring program - all went on to university and another mentee is now working for one of our sponsor companies. All of these young people are now young ambassadors and some now peer mentor for Urban Synergy."

Urban Synergy works on a project by project basis, making sure their mentors have direct experience of attaining goals themselves. "We can measure our success in the number of mentors we have now, which is around 400. For example, we can have 25-30 mentors turn up to help with the speed mentoring all from different corporates". She believes it's a win-win situation, with the mentors themselves gaining through their involvement, such as improved communication skills and satisfaction of giving back. She also believes that further down the line the organisations gain too by attracting more diverse talent which reflects their local communities into their workforce.



## Who are Leila Thomas, Refinitiv and Urban Synergy?

**LEILA IS THE FOUNDER OF URBAN SYNERGY**, now a charity which was set up ten years ago. She works in her day job at Refinitiv, where she is a network rationalisation manager.

Refinitiv has a bold vision for the future of the financial community. Formerly the financial and risk business of Thomson Reuters, they are now a new company built on a unique open platform, high performance products, and best-in-class data. In the face of unparalleled industry change, they draw on their deep knowledge and heritage of objectivity to drive performance and innovation with their customers and partners.

Urban Synergy is an award-winning early intervention mentoring charity that helps hundreds of young people between 10 and 18 years of age to reach their full potential through outcome-focused mentoring programmes, inspirational seminars and work experience.



*It's a win-win situation, with the mentors themselves gaining through their involvement*

*This case study was compiled based on an interview with Leila Thomas.*

## Jonathan Andrews of Reed Smith: emphasising Inclusivity

### Why did he enter the Awards?

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**JONATHAN ANDREWS WAS PUT FORWARD** by Reed Smith for his work on social mobility and disability. He joined Reed Smith after going through their inclusive recruitment process, which was designed to make the legal profession more accessible to people with different socio-economic backgrounds and disabilities. "I found the experience genuinely inclusive and supportive. For example, I was asked to come into the office before my interview to meet people in the recruitment team and people like myself who hadn't gone into a law firm before. Because of this I didn't find it so imposing and I felt less flustered and was able to be more focused on the interview". Jonathan believes he was put forward because of the breadth and depth of his work, both nationally and internationally, to make sure that people can access employment despite background or disability.

### What did he do?

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**DRIVEN BY HIS OWN EXPERIENCE** of coming from a non-selective school combined with being diagnosed on the autism spectrum, Jonathan is involved in numerous social mobility and disability initiatives. "I always had a supportive family who recognised my autism as a part of my identity, but not the only part. I talk about this in presentations – it's about recognising yourself as an individual and not that there's something wrong with you. It's about being able to work to your best possible potential".

Among Jonathan's many achievements are that he is the youngest ever, and first autistic, trustee of Ambitious about Autism (AaA), a national charity spearheading employment for people on the autistic spectrum by reaching out to different sectors and businesses. Their work makes sure that others with autism and those from a less advantaged background can reach top levels in an organisation and become key decision makers. Autism Exchange (part of AaA, a work experience programme for autistic young people aged 16-25) supports young autistic people at the end of their education looking for work. "We go into those companies and provide autism awareness training and a toolkit when they take someone with autism on. Because it's a new initiative, it grips; it's led to much more awareness about, and acceptance of, autism generally". Jonathan believes that it has been increasingly acknowledged that so many autistic people have amazing focus, passion for specific roles and interests, and attention to detail that many organisations don't really need the carrot of autism awareness training now; and employers have, in many cases, offered fulltime employment. "I also think that this helps people take ownership of how they describe their autism, for example, on their application forms to be more confident and say what it brings to the table rather than what it doesn't".

Closer to home, Jonathan recognised that a key strategy to ensure bringing a wide range of talented people into an organisation was not to look at where they'd come from or which school or university they'd attended but to look at what they would be capable of in the future. This is why he is a champion of Reed Smith's recruitment system which replaced competency-based interviews with strengths-based, allowing those without experience at big-name brands a level playing field.

Passionate about mentoring and the power of alumni, Jonathan knows the importance of helping others like himself. His work launching alumni days at his old comprehensive, Darrick Wood (which began through Future First, an alumni community for every state school) embodies this approach. He knew that top schools have many alumni who come back and give pupils tips about getting into university or leading professions, and he wants to make sure that this can be spread to all schools alike. "To have a speaker from the same background – I didn't have that when I was at school. I would have loved it" he said.

Jonathan's involvement with social mobility and disability is now moving towards a more strategic focus as he carries out his busy day job at Reed Smith. One of the wider issues he feels that is affecting those from disadvantaged backgrounds is something called 'Imposter Syndrome'. He explained, "if you've come from a certain background you feel that you will be found out, critically judging your own performance, or feeling that you don't fit in. For example, if you're the only person from a state school or you have a disability you may be always on edge". Jonathan says that he's working on initiatives that emphasise inclusivity and mental health. He believes that this makes business sense as people who feel safe and secure will put more into their work long-term – as well as simply being the right thing to do.

How does he measure his success?

**JONATHAN'S SUCCESS STORY IS INSPIRATIONAL** as a consequence of the sheer scale of his involvement and influence within the Social Mobility and Disability agendas. He acknowledges this himself. "Maybe it's the crossover of my work with disability, the innovative overlap" he said. On a personal level he sees progress within his own organisation: "I have seen the intakes below me now showing really different people from different backgrounds coming in, which is fantastic."



## Who are Jonathan Andrews and Reed Smith?

**JONATHAN IS A TRAINEE SOLICITOR AT REED SMITH.** Jonathan works tirelessly with many bodies and initiatives promoting fair access to the professions, such as Aspiring Solicitors, Pure Potential, the Open University, Ambitious about Autism, the Queens Young Leaders Programme, the Government's Health and Work Expert

Advisory Group, and the Law Society Equality Committee.

Reed Smith is a dynamic international law firm dedicated to helping clients move their businesses forward. Their belief is that by delivering smarter and more creative legal services, they will not only enrich their clients' experiences with them, but also support them in achieving their business goals. Their long-standing relationships, international outlook, and collaborative structure make them the go-to partner for the speedy resolution of complex disputes, transactions, and regulatory matters.



*It's about recognising yourself as an individual and not that there's something wrong with you. It's about being able to work to your best possible potential*

*This case study was compiled based on an interview with Jonathan Andrews, a trainee solicitor at Reed Smith.*

# ORGANISATION OF THE YEAR 2018

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## Grant Thornton: removing barriers

### Why did they enter the Awards?

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**IN 2009 THE REPORT OF PANEL ON FAIR ACCESS TO THE PROFESSIONS** found that Accountancy had the largest decline of all the professions in social mobility. "It meant that we took a step back then and looked at senior leaders and successful people in our firm. We found that many of them didn't have a degree and would probably not have met our previous academic entry requirements," Richard Waite, Grant Thornton's Resourcing Director, said. They looked at the barriers that had crept in overtime such as the need to have a 2:1 degree and a focus on engaging only with a certain number of universities, predominantly Russell Group. "We looked at these factors with our top people and realised they didn't marry together. We were restricting ourselves from a lot of talent and only attracting talent from a narrow pool. We also recognised the diversity of our client base and that we weren't reflective of the wider societies in which we and they operate." They also recognised that it was an area where they could make an impact and where they could take responsibility to drive change beyond the four walls of Grant Thornton. "We have worked really hard both internally and externally around the social mobility agenda and our clients really respect what we're doing as a business - we think it's important to champion the agenda, that's why we entered the Awards" Wendy Watherston of Grant Thornton said.

### What did they do?

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**GRANT THORNTON TOOK SEVERAL APPROACHES**, starting from the top by gaining leadership 'buy in'. The CEO and Board members have taken responsibility for driving the agenda from the top down - everyone in the organisation has been challenged to look at what they do and how they do it, in terms of driving social access. They looked at systems, processes and policies to make sure they were inclusive and fair and through that exercise removed any barriers that were found to be present. They also looked externally "to use our influence in the market to advocate for change so that, when we start talking about it with our competitors and clients, we could magnify this a hundred-fold. This is not just a charitable thing - there are societal and business benefits as widening access brings better outcomes and attracts better talent. This isn't about ticking a CSR box for us - this makes business sense and it's the right thing to do" said Wendy.

Grant Thornton have developed many strands of work, with one of the most significant being the dropping of academic qualifications as a barrier. "If I think back to 2013 when we started asking ourselves: are we hiring the best people if we have such a keen focus on academic qualifications? Are we hiring a diverse range of people? Richard Waite said. He said that at a careers fair, for example, he would be talking to a candidate whom he suspected would be a great hire for Grant Thornton and then "they would drop a bit of a bombshell in that they might not be on track for a 2:1 so your heart would sink as a recruiter". They challenged themselves at that point to say a) is this the best way to get talent into Grant Thornton? and b) is it socially inclusive? and that was the first real key barrier to be removed. "It felt really brave at the point when we first launched it. We didn't make a song and dance about it for the first six months as we wanted to test the water. We were the first large professional services firm to make this bold move and the thing that we're really proud of and reassured by is that 2 years later two of our largest competitors followed suit and made very similar changes to the way they assessed talent".

Grant Thornton also decided to focus on behavioural strengths-based assessments and removed weighting for things like work experience and extracurricular activity where they knew there to be a high correlation with socio-economic background and access to these opportunities. "We really focused on strengths and potential which gives us a much more future-focused approach to how we identify talent. We are interested in recruits' capacity to flourish in our organisation."

## How do they measure their success?

**GRANT THORNTON BELIEVE THAT DATA** plays a major part in their success. “We are able to see that those who have joined us recently who wouldn’t have met our old academic requirements are more likely to be from a socially diverse background and that there’s no difference in terms of their performance compared to the wider cohort and in fact they are more likely to be in our highest performance category. This is one of the results for which I’m the most proud” Richard said. Key to their success was also their senior leaders being authentic and open and who shared their own experiences around their academic qualifications. “From those leaders going back 5 or 6 years ago who said that, if it were now, I wouldn’t be able to get through. This gave us the confidence to be bold and as a result we have future proofed our business with high performing and diverse new talent filling our leadership positions of the future”.



# Grant Thornton

An instinct for growth™

## Who are Grant Thornton?

**GRANT THORNTON IS ONE OF THE WORLD’S LEADING** organisations of independent assurance, tax and advisory firms. These firms help dynamic organisations unlock their potential for growth by providing meaningful, forward-thinking advice. Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions. More than 38,500 Grant Thornton people, across over 120 countries, are focused on making a difference to clients, colleagues and the communities in which they live and work. The UK Grant Thornton member firm provides services to over 40,000 privately held businesses, public interest entities and individuals. It is led by more than 185 partners and employs more than 4,600 of the profession’s brightest minds.



*We focus on things that are true identifiers of future performance rather than past examples of competence*

*This case study was compiled based on an interview with Wendy Watherston (Head of PR) and Richard Waite (Resourcing Director).*



# INNOVATION OF THE YEAR 2018

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## Penguin Random House UK: finding new writers from under-represented backgrounds

### Why did they enter the Awards?

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**PENGUIN RANDOM HOUSE BELIEVE** the programme they designed and deliver called 'WriteNow' is a new and innovative approach. Siena Parker, Head of Creative Responsibility, said, "I often think, when you look at how companies approach the subject of diversity, that social mobility can often be overlooked. I believe that the Social Mobility Awards are really needed as they are tapping into that gap". With their new-found knowledge of the Awards, Penguin Random House decided to enter the Innovation category. "It was like a coming together and very aligned with what we are doing, so it was a great way to get recognition, learn about what other businesses are doing and to take inspiration from their entries and activities".

### What did they do?

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**DRIVEN BY A CONCERN** that their own workforce and the authors they publish did not reflect wider UK society, their winning submission is based around their 'WriteNow' programme which aims to find and nurture new writers who feel that their voices are not heard in books and publishing. They reach out to socio-economically marginalised writers, BAME writers, LGBTQ writers and writers with disability through a partnership approach: "We work in partnership with regional writer development organisations, hosting interactive workshops on how to get published in cities across the UK. We target social mobility 'cold spots' and aim for a wider geographic spread every year." The company sees WriteNow not only as having societal benefit but also as a commercial opportunity to discover new talent.

The WriteNow programme offers two phases of development. The first is the chance to attend a free workshop where writers are given information on how to get published, including hearing from literary agents and published authors. "Crucially they have a one-to-one session with one of our editors on a 5,000-word sample of their work, so they go away with personalised feedback". Every year 150 writers attend a workshop.

The second phase is where writers with the most potential are invited to join a mentoring programme. Siena said "We take around 10 writers every year onto our year-long programme where they are matched with one of our editors. We give them feedback, support to help them finish their manuscripts and create a supportive network between the writers on the programme, all with the ultimate aim of getting them published".

### How do they measure their success?

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**FOR PENGUIN RANDOM HOUSE IT'S ABOUT THE IMPACT** they can have, with about 450 writers going through the programme so far, and with 7 publishing deals from writers on the programme so far. "We feel that books have the power to shape the culture of the UK - they start conversations, shape opinion, become film and TV adaptations. It doesn't feel right if those stories are coming from a narrow section of society and equally we believe that we are missing out on great talent which has the potential to connect to a new audience who feel that culture doesn't speak to them at the moment and who don't see themselves or their lives represented" Siena said.

They also measure their success through statistics, for example, following up on how many writers are acquired, how many get literary representation and they use feedback surveys from everyone who takes part in their workshops. They evaluate at every phase. "We're seeing that the data is starting to shift on our writers and employees, and that we are starting to better reflect UK society."



Penguin  
Random House  
UK

## Who are Penguin Random House UK?

**PENGUIN RANDOM HOUSE IS THE WORLD'S LEADING TRADE PUBLISHER** with over 2,000 employees in the UK.

They exist to connect the world with the words that matter, through books that spark thoughts, dreams, conversations and learning. They champion the world's most brilliant voices from Margaret Atwood, to Michelle Obama, to Roald Dahl, bringing them to life in compelling and dynamic ways for audiences everywhere. In addition to books, ebooks and audiobooks, Penguin Random House UK also play a part in blockbuster films, TV shows, radio, theatre productions, live events and social media.

Their books shape the broader cultural life of our society and inform the national conversation. Their brands – from Ladybird to Penguin – accompany people of all ages on their journey of discovery of the greatest stories, the smartest thinking and the best ideas.



*We've still got a long way to go but what's important is that programmes like 'WriteNow' act as a flagship for colleagues and the industry to think differently*

*This case study was based on an interview with Siena Parker, Head of Creative Responsibility.*

# LEADERSHIP OF THE YEAR 2018

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## The Social Mobility Business Partnership: breaking down barriers

### Why did they enter the Awards?

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**THE SOCIAL MOBILITY BUSINESS PARTNERSHIP** decided to enter for the first time this year as they wanted to share their success story of growth and collaboration. Since 2014, the SMBP has grown from offering opportunities to 20 students in London, to over 400 student places across the UK in 2018. Kate Hursthouse, Senior CR Manager at Slaughter and May who has been involved since the beginning, said “the drive for change, particularly in the legal profession to begin with and later as we began working with the accountancy profession, originally came from the Social Mobility Commission’s findings.” For example, in 2014 the Commission reported that in some law firms around 40% of staff were educated at fee-paying or selective schools, and as many as 70% in some elite accountancy firms – compared to 7% in the wider population. “We wanted to understand what needed to be done to make cultural change in these professions” Kate said.

### What did they do?

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**THE SMBP DEVELOPED A WORK EXPERIENCE MODEL** through a steering group made up from different sectors. They realised that the costs and resource required to run an impactful work experience programme meant that businesses often struggled to provide a package on their own, particularly outside London. The SMBP’s model is low cost, replicable and scalable as demonstrated by its huge and successful growth. A ‘Scheme Format Guide’ underpins the programme and provides businesses with everything they need to enable them to create an SMBP ‘cluster’.

There are five clear objectives which are designed to break down barriers and allow participating students an insight into a professional business environment, both socially and psychologically. The organisations visited by the students depend on the cluster they are in. For example, students who participate in Manchester Cluster One will spend their week as follows:

- Day 1 at N Brown plc
- Day 2 at ITV plc
- Day 3 at Manchester United Foundation
- Day 4 at Adidas
- Day 5 at Manchester City

“The clever thing about the model is that organisations interested in getting involved need only devise their own work experience content for one day, which makes it very do-able” Kate said. Kate explained that one of their most popular USPs is the day which the students spend with a professional sports team. They learn about the psychology of resilience and models of goal achievement. Local professional sports clubs host the day and use materials, commissioned by SMBP, created by a leading sports performance coach and validated by a head teacher and child psychologist. Students learn the importance of bounce-back and how to better manage pressure. The day covers self-awareness, teamwork, the importance of supportive relationships and how to manage emotions. It aims to foster the students’ belief that they have the capacity to make a significant difference to their future path.

It doesn’t just stop at work experience either – there is ongoing support for students as they transition into further education. This takes the form of online virtual coaching through the SMBP bespoke coaching platform. Students can draw

on the experience of business, legal and finance professionals for advice on: writing impactful CVs and personal statements, completing university and job application forms and how to prepare for an interview. As well as receiving coaching guidance, students also receive signposting about employment opportunities and recruitment events at the 104 partner organisations.

The SMBP believes that no one organisation 'owns' the issue of social mobility and to this end seeks to work with other social mobility focussed charities to maximise impact and create a 'baton pass' approach to assisting students. Kate said, "you can't do this on your own in isolation - collaboration is the key to our success". The SMBP has created student sourcing partnerships with the Sutton Trust and IntoUniversity. They are looking to grow these existing partnerships and expand their relationship with IntoUniversity to cover more cities across the UK including Bristol and Birmingham.

## How do they measure their success?

**"I THINK OUR SUCCESS SHOWS IN SEVERAL WAYS"** Kate said. For example, data is gathered from the students participating in the work experience clusters by asking them to take part in a survey both before and after the experience, while case studies follow alumni afterwards for two to three years. Their 'Impact Report 2018' shows the type of data collected and how their model has positively affected the lives of many disadvantaged students. "Another key success for us is that relationships with our clients have been strengthened. We carried out a survey to understand what businesses themselves were getting out of involvement in the initiative and found that working together on a meaningful project with our clients allowed this to happen organically".



## Who are the Social Mobility Business Partnership?

**INSPIRED AND DEVELOPED BY BARRY MATTHEWS**, a legal director at ITV who grew up on a council estate, the SMBP began as a legal work experience programme. They now work primarily with Year 12 state school students from low income backgrounds. The charity aims to broaden access to business, with a focus on showcasing how commercial teams work with their legal and finance colleagues to deliver business strategy. It is the first and only programme in the UK that enables students to see all three key elements of business in this way. In total there are 18 clusters spread across the UK, supporting students from Belfast, Birmingham, Blackpool, Bradford, Brighton, Bristol, Glasgow, Leeds, London, Manchester, Norwich, Oldham and Reading. SMBP employs two full time members of staff and has 600 plus volunteers within the participating businesses who deliver content on SMBP days or take responsibility for central functions under the direction of the SMBP team.



*You can't do this on your own in isolation  
– collaboration is the key to our success*

*This case study was based on an interview with Kate Hursthouse, Senior CR Manager at Slaughter and May.*

# RECRUITMENT PROGRAMME OF THE YEAR 2018

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## Greene King: removing barriers to apprenticeships

### Why did Greene King enter the Awards?

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**GREENE KING VALUES THE ROLE APPRENTICESHIPS PLAY** within its business, providing its people with excellent training. As a social mobility leader, it is proud of the training and development opportunities it has to offer to its teams and potential colleagues. It's imperative for initiatives such as apprenticeships schemes to have external accreditation. It allows potential candidates to understand how successful and legitimate a programme is, which is why Greene King entered.

"We were thrilled that we won the award. One of the key things for us is that we wanted to reflect our guests and communities within our workforce; we knew that this made good business sense too" Charlotte Hewson, Apprenticeships Manager for Greene King, said.

### What did Greene King do?

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**FROM RESEARCH AND ON THE GROUND EXPERIENCE**, Greene King knows that there are skills shortages in the hospitality industry and that it needed to do something about it.

To address this, Greene King identified that its UK-wide apprenticeship programme could support recruitment of a younger demographic and that promotion onto the structured career pathway would allow Greene King to attract, retain and develop its future talent pipeline. Charlotte continued: "We want to encourage people to consider hospitality as a career rather than a stop gap job. Part of its strategy was to employ and work alongside others such as The Prince's Trust and other jobs board services that could reach a wider and deeper audience of young people and deliver the apprenticeships programmes."

In January 2019, Greene King launched The Stepping Up Report, which challenges the barriers to social mobility and provides a commitment to create the best opportunities for individuals from all backgrounds in the hospitality sector.

Launched at a reception in Parliament and supported by Education Secretary Damian Hinds, the report comes as the prominence of social mobility as an issue continues to rise in the UK. In the report, Greene King sets out five ambitions to encourage greater social mobility, one of which includes a pledge to support 20,000 apprentices by 2020.

Greene King also reviewed its engagement methods through social media, by ensuring the content was correctly attractive to target the potential recruits. "We know how important a role parents and guardians play when it comes to enrolling onto apprenticeships. So with that in mind, we developed a factsheet about Greene King and our apprenticeships", Charlotte added.

Greene King's managers play an essential part in the Greene King apprenticeship scheme. From the general managers in their early 20s who are providing a role model status, to being supportive mentors. Charlotte points out that it's important to provide a good experience for the apprentices. From their first day, to moving through the programme, Greene King ensures that they are provided with good quality information and support. As part of this, the business will soon be introducing "buddies" to help apprentices navigate the start of their work life, helping with the subtleties of a workplace that they may not have experienced before.

A toolkit has been developed to help the company make links with local schools, colleges and outreach organisations. The toolkit includes school presentations, tips on local recruitment methods and FAQs on the use of social media.

When talking to young people at schools and colleges, the teams remind them how it's not all about grades. Charlotte explains: "Over 25% of our learners have additional learning support needs and a large proportion started a course with grades lower than five GCSEs (A-C). We can identify those who need extra help and we have the capacity to support those who may have learning difficulties and/or disabilities. With this in mind, we ensure that everybody is invested in and acceptance onto the scheme is not based purely on previous academic results; how enthusiastic you are and how much of 'can do' mentality you have is just as important."

## How does Greene King measure its success?

**THE AIM IS TO DEVELOP MANAGERS FOR THE FUTURE** who will then go on to recruit in the same way. The data collected shows that the apprenticeship programme improved staff retention with 73% of recruited apprentices remaining in the business. According to Charlotte: “Our year on year figures show trainees who have come from deprived postcodes have been those who have been really successful at securing an apprenticeship and staying with us”.



**GREENE KING**  
BURY ST EDMUNDS

## Who are Greene King?

**GREENE KING WAS FOUNDED IN 1799** and is headquartered in Bury St. Edmunds, Suffolk. It currently employs around 39,000 people across its main trading businesses, pub company, pub partners and brewing & brands.

It operates around 2,900 pubs, restaurants and hotels across England, Wales and Scotland, of which around 1,750 are retail pubs, restaurants and hotels, and around 1,150 are tenanted, leased and franchised pubs. Its leading retail brands and formats include Hungry Horse, Farmhouse Inns, Chef & Brewer and the Greene King local pubs estate.

Greene King also brews quality ale brands from its Bury St. Edmunds and Dunbar breweries. Its industry leading portfolio includes Greene King IPA, Old Speckled Hen, Abbot Ale and Belhaven Best.



*Anyone can shine if given the opportunity*

*Case study based on an interview with Charlotte Hewson, Apprenticeships Manager.*

# PROGRESSION PROGRAMME OF THE YEAR 2018

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## Ministry of Justice: mentoring as a catapult for career progression

### Why did they enter the Awards?

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**“WE’VE POSITIONED OURSELVES AS A THOUGHT LEADER AND KEY PLAYER** in the UK Social Mobility Movement. Entering the Awards was about showing that we were serious about learning from and sharing best practice with other organisations. The Social Mobility Awards are a highly regarded, reputable competition and we wanted to put ourselves up there with the best of the best to show that our commitment to social mobility is genuine and that our passion is something that we are very proud of” said Drew Morris, Head of Social Mobility. He went on to say that winning was a real validation of the efforts that they had been putting in over the last couple of years and that it had really helped to raise the profile of the MoJ’s Social Mobility Programme within the Civil Service and across public, private and voluntary sectors.

### What did they do?

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**THE MoJ BEGAN LOOKING AT THIS IN MORE DETAIL** in 2016 when Matthew Coats (then Chief Operating Officer for the MoJ, and Champion of the Year 2018) challenged the department to ask what they could do to make an impact in terms of both the department and the wider society. “At that time, we didn’t have a plan, we had a few ideas and loose objectives and some high-level concepts” Drew said. They first devised a Schools Programme launched in late 2016, targeting schools with a high proportion of students receiving free school meals. The programme has been the catalyst for all their social mobility activity.

The department decided to run its Social Mobility Programme as an organisational change programme and that’s where the first iteration of the Action Plan came from. ‘Catapult’ is the progression element of the plan, part of the MoJ Inreach Strategy. “It was an internally generated initiative that really captured the imagination and harnessed a lot of the passion we know that the staff have always had, but it’s been a great way of channelling it” Drew said. Launched in January 2018 via a nationwide intranet communications campaign, Catapult was the MoJ’s mentoring and sponsorship scheme designed to support staff from lower socio-economic backgrounds to reach their potential. “What we have found is that there is quite a lot of intersectionality - we get a lot of people with other protected characteristics, and what we’ve done is fill a gap in terms of the broader cultural conversation. We target those individuals and match them with a senior leader for a minimum of three sessions over six months. We launched in January last year, and we’ve had 220 mentoring relationships already. We’re now just about to launch Cohort 3”.

Catapult mentors offer guidance and advice and are encouraged to continue the relationship with an ongoing commitment to help their mentees achieve their goals. People from more disadvantaged socio-economic backgrounds don’t have the old school ties or the right kind of network, especially if they are remotely located, not in London for example. So they need that extra support. The mentor is their advocate when they are not in the room, and that’s why the sponsoring aspect is so important. Sponsorship means asking the mentor to advocate on behalf of the mentee. Drew gave the example “whilst we are committed to open and fair recruitment in the Civil Service, if you don’t know that roles exist you can’t apply for them. If you’ve got a senior level mentor who is attuned to the strategic direction of the organisation, if they’re a Senior Civil Servant who sits on boards or who goes to meetings that you’re not going to go to as a more junior member of staff, they will be aware of opportunities and be able to point you in the right direction. It’s not about bucking the system but about trying to level the playing field.”

Drew believes that it’s not just about individuals but about the organisational impact they’ve had, with staff from a really diverse set of backgrounds and locations encouraged to share their stories with each other. This has engendered a healthy conversation around social mobility among people who wouldn’t normally come together.

The MoJ knew from an academic point of view that mentoring is a really good way of providing support and help to progress in a complex workplace. They ran a series of events called Social Mobility Live. “We were challenged by quite a few staff as we asked for their views about opportunities. They told us ‘we’re not the right fit for certain roles, we haven’t got any exposure, no inspiring role models’, and that’s where Catapult came from” Drew said. The MoJ tries to mix up locations and business areas so a senior level mentor could be speaking to a prison officer based in Hull, for example. There is a mutual benefit of sharing each other’s perspectives. “Our aim is to try and turn the dial in the long term to be more representative of the society that we serve. We need to be getting to the point that we are looking more like UK society as a whole.”

## How do they measure their success?

**THERE WERE TWO REASONS FOR THEIR PROGRAMME** and the resulting Catapult initiative. Firstly, a moral case about equality and fairness with their slogan being ‘where you start out in life should not determine where you end up’. But there is also a business case too – it’s not only a nice thing to do. The MoJ believes that, as a huge public facing organisation, they need to represent the people they serve. “We are clear that as a big organisation with an important remit, we are going to make better decisions, and we are going to create much better and innovative solutions to the problems that we are facing in the 21st century if we have that diversity of perspective”.

To measure success Drew’s team gathers data and looks at outcomes in terms of achievement of goals and promotion. They also asked Cohort 1 mentees a series of feedback questions and found that 71% felt their mentor acted as their advocate and helped them to expand their network, 59% agreed they were working towards goals and objectives, 71% of mentees agreed that they were being helped to develop and 78% of mentees left the sessions feeling supported. It appears good for the mentors too with 80% agreeing they had learned something new themselves. Mentees have gone on to be Social Mobility Ambassadors in schools. “When we did the Social Mobility Live Events last year we had mentees who talked to a live audience about how Catapult had helped them to unlock their potential”.



Ministry  
of Justice

## Who are the Ministry of Justice?

**THE MINISTRY OF JUSTICE IS A MAJOR GOVERNMENT DEPARTMENT**, at the heart of the justice system. They work to protect and advance the principles of justice and they employ in the region of 70,000 staff. Their vision is to deliver a world-class justice system that works for everyone in society,



*It’s not about bucking the system but about trying to level the playing field*

*Case study based on an interview with Drew Morris, Head of Social Mobility.*

# COMMUNITY PROGRAMME OF THE YEAR 2018

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## PwC: developing workplace skills

### Why did they enter the Awards?

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**PWC ARE VERY SERIOUS ABOUT THEIR COMMITMENT TO SOCIAL MOBILITY:** “It’s extremely important to us, it’s a Board priority, it’s not something done in isolation, it’s supported by our Chairman and Executive Board” explained Hollie Crompton, Social Mobility Operations Lead. “As major employers and influencers in the societies we serve, businesses have a major role to play in advancing social mobility and in being part of the solution to this important problem. At PwC, we recognise that – so much so that in 2017 we formed a dedicated social mobility team and now have a social mobility strategy. We have formed a strong relationship with Making the Leap and sponsored their inaugural awards. We wanted to be there to share experiences of what we have done in our communities”.

### What did they do?

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**PWC’S SCHOOL’S ENGAGEMENT PROGRAMME** forms a huge part of their work within the community, developing deep relationships with around 50 partner schools, many of which are in areas defined as ‘cold spots’ by the Social Mobility Commission’s State of the Nation Report. As part of their strategy they set a 5-year target to help 25,000 young people to develop their workplace skills with over 600 volunteers, at a range of schools across the UK.

The programme offers a range of activities to schools. It has a wide reach, based not just on volunteers but also using new technology, such as virtual events and games. “The key thing for us is to deliver accessible, relevant content to young people who really need that support. Improving the outreach and awareness of our work experience programmes was really key to encouraging young people to apply for and gain a place” Hollie explained. “Some students would rather log in to an online session than go into an office for example, so we make sure we are offering both options”. PwC recently managed to recruit half of their intake for the work experience programme from less privileged backgrounds by offering additional coaching and support through the recruitment process. They work closely with external organisations such as the Ahead Partnership, Uptree and others as well as charities and other social enterprises.

As part of the overall programme PwC have employability and careers sessions which are interactive and open to all students. “They don’t have to be interested in PwC, they don’t have to be interested in being an accountant – we give them guidance and practice around employability skills, career pathways. Over the year we entered the Awards we had run almost 250 of that type of session in schools across the country.” Sessions are run by the school’s engagement team and volunteers from the business. There are many other programmes too, such as the school mentoring programme, Business Insight Week and Digital Insight Week programmes which are paid, Year 12, work experience weeks over the summer. “The paid element is important as it makes it accessible to students who may have had to otherwise work over the summer” Hollie said.

Hollie joined PwC 14 years ago on the school leaver programme and used to work in the schools engagement team. She said: “We run a lot of activities with Bradford schools as part of our commitment as a Cornerstone Employer in the Bradford Opportunity Area: we did an open day a few weeks back and it was brilliant to see how much the students got out of it, including dispelling some of the myths. One student put his hand up and said, ‘is everyone who works at PwC posh?’ – I replied ‘I hope you can see from the people you’ve met today that that isn’t the case.”

### How do they measure their success?

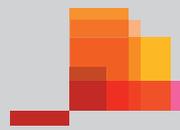
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**PWC’S FOCUS ON SOCIAL MOBILITY AND WORK** in the community has fed through into an increased number of new hires coming from a disadvantaged background. This is demonstrated by the Scorecard in the Annual Report, where there is a

section dedicated to social mobility. “In 2015 we removed the UCAS requirements for graduate and undergraduate roles so now you don’t need to have a certain number of UCAS points to join us. We saw the correlation between UCAS points and social background. Critically we also updated our recruitment process with a big focus on social mobility and we now have a potential-focused process rather than past-performance process”.

Apart from the Scorecard, PwC measure the school engagement programmes and obtain students’ feedback. For example, last year students were asked about teamwork, communications skills, and interview techniques. 70% said the programme had increased their confidence, with 86% saying it had increased their business awareness.

For PwC there are both social benefits and business benefits – the programme helps them to solve problems. It makes good business sense by making sure there is a diverse pool for themselves and others to recruit from – diverse employees who can serve a diverse group of clients. PwC also receives positive feedback from volunteers within the organisation as the volunteers value doing something outside of their day job.



**pwc**

## Who are PwC?

**PWC’S PURPOSE IS TO BUILD TRUST IN SOCIETY AND SOLVE IMPORTANT PROBLEMS.** They’re a network of firms in 158 countries with more than 250,000 people who are committed to delivering quality in assurance, advisory and tax services.

PwC is a place where everyone can succeed, regardless of their background. They’ve created a social mobility team and developed a five-year social mobility strategy, which focuses on recruitment, progression, community and advocacy. They have set ambitious targets for how they’ll develop their activities in order to further support social mobility in the years to come.



*The key thing for us is to deliver relevant content to young people focussing on aspiration, access and awareness and develop skills for a successful future and to access careers in business, whether at PwC or beyond, irrespective of their background*

*This case study was based on an interview with Hollie Crompton, Social Mobility Operations Lead.*

# OUTSTANDING CONTRIBUTION TO SOCIAL MOBILITY AWARD 2018

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## Melanie Richards of KPMG: collective action in pursuit of social mobility

### Why did she enter the Awards?

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**MELANIE IS AN ADVOCATE OF SOCIAL MOBILITY** because “there is such injustice in people not being included because of their background or where they grew up and we can all do something to make a difference to the opportunities that people have.” “Social mobility is the critical social issue of our time – it is no longer just a matter of fairness and equality of opportunity, but a clear economic necessity. If we are to solve the UK’s productivity gap and build the highly skilled workforce our future economy requires, change is vital.”

Melanie commented that we must reverse the trends of social immobility and stop the deeply entrenched cycles of inequality faced by individuals from low socio-economic backgrounds. These deep-seated issues will not be resolved by Government alone.

“Eroding the structural nature of social immobility requires a long term, data-driven and partnership led approach ... and it’s no great secret that like many, our sector simply isn’t as diverse as it should be” says Melanie.

“We must change the fact that where someone was born, who their parents were, their ethnicity, their sexuality and indeed their gender can still demonstrably impact the opportunities on offer to them, and therefore their career.

“I was fortunate in that I did get opportunities and I took advantage of them. But what I have realised over time is that not everybody is as fortunate.”

### What did she do?

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**WORKING WITH HER COLLEAGUES**, Melanie has been driving initiatives that create opportunities and upskill people across the country, helping them to achieve their potential. Their life chances should not be determined solely by the circumstances into which they were born.

Melanie was a key influencer behind KPMG’s recent Fairer Futures campaign, launched in 2018 to improve inclusion, diversity and social equality, both for their people and the communities they serve. Fairer Futures aims to identify any barriers people may face to progression or entry into the firm and deliver targeted interventions to remove them. There are also new diversity targets through to 2022 in order to further drive action and change. But Fairer Futures isn’t just about KPMG.

“To truly level the playing field, we also need to see major changes in wider society. As a big business that employs thousands of people, we have a responsibility to promote inclusion, diversity and social equality. I believe our strength is our convening power. We can bring together our clients, policymakers and other stakeholders to make a difference.”

Melanie has also been passionate in driving the social mobility agenda across Government, business and education. KPMG was one of the founding signatories of the Rt Hon Justine Greening MP’s Social Mobility Pledge and has been instrumental both in raising the awareness of social mobility and establishing it as a priority within government. For example, in 2017 she was a senior roundtable representative at the Department for Education’s Skills Summit and in that year also hosted and spoke at then Education Secretary Rt Hon Justine Greening MP’s Social Mobility Action Plan launch at KPMG.

Hearing her talk about KPMG’s “convening power” it is clear that for Melanie, collaboration is key. During KPMG’s Inclusion Week in 2017 she hosted a session with over 100 internal and external delegates who heard from a panel of academics and practitioners on the impact of socio-economic background on progression.

This year she got together a group of senior executives with Nicky Morgan MP to discuss numeracy.

She said “We sponsored the first National Numeracy Day last year and I am hoping this year will be even bigger and better.

We're working to get more companies on board because we think the biggest impact will be from the collaborative efforts of lots of businesses together."

"Working together is vital. Take our outreach programmes - we get to thousands of school children and we have thousands of volunteers. We want to share what we've learned from other people and the schemes and programmes they are running."

How does she measure her success?

**"PERSONALLY, THE IMPACT THAT WE CAN HAVE ON SCHOOLS AND STUDENTS** in our communities, targeting them and giving them the skills and capabilities to go on to have successful careers is what I find most rewarding. We do of course measure how many people we are supporting in a very scientific way, but it is that human connection with the next generation that I think will move the dial the most.

"There is so much more that can be achieved when we collaborate, when we share our best ideas and when we take collective responsibility so that people are not just judged by who they are today but who they can be tomorrow."



## Who are Melanie Richards and KPMG?

**AS DEPUTY CHAIR OF KPMG**, Melanie Richards works with her fellow board members to drive the Big Four firm's strategic direction as well as policy positions around the big topics. She leads KPMG's Vice-Chairs who represent KPMG's external voice in the market and works alongside our highest-profile clients and key stakeholders, including regulators, industry bodies and the public sector.

KMG LLP, a UK limited liability partnership, operates from 22 offices across the UK with approximately 16,300 partners and staff.



*If I look back the zeitgeist has shifted dramatically and the conversations have changed but there is still so much more to do*

*This case study was compiled based on an interview with Melanie Richards, Deputy Chair of KPMG.*

# SOCIAL MOBILITY IN THE UK:



“Mobility matters not only for social justice but also for economic efficiency and growth. But to bridge the gap fully will require a shared commitment between schools, universities and firms, government and the voluntary sector.”

*Damian Hinds MP, Secretary of State for Education*

## Top 5 facts

**Social mobility is an important issue for our country.** Improving it would have measurable economic benefits for our businesses and the UK economy. Here are top 5 facts about social mobility.

- 1** Research has shown that diversity – which includes socio-economic background – leads to improved business outcomes and that companies with two-dimensional diversity were 45 per cent more likely than those without to have expanded market share.  
***This means that if we tackle social mobility, business will benefit.***
- 2** People from working class backgrounds who get a professional job are paid an average of £6,800 (17%) less each year than colleagues from more affluent backgrounds  
***This means that if we tackle social mobility, young people will be equitably rewarded for their hard work and talent.***
- 3** Just 1 in 6 low-paid workers (17%) managed to permanently escape from low pay in the last decade.  
***This means that if we tackle social mobility, more people will be able to provide a decent living for themselves and their families.***
- 4** In the North East, not one child on free school meals went to Oxbridge after leaving school in 2010.  
***This means that if we tackle social mobility, our elite institutions will be more representative of the talent that exists right across society.***
- 5** Just 5% of children eligible for Free School Meals gain five A GCSE grades, compared to 17.5% of their more affluent peers.  
***This means that if we tackle social mobility, more young people will be able to achieve commensurate with their ability.***

# CAPITA



## A global employer with a local heart

At Capita we work with our clients to solve complex challenges, increase productivity, enhance their use of technology and harness the power of data to improve customer and public services. To do this, we rely on talented individuals from all areas where we live and work.

We are a global company, with a local heart, keen to play our part in creating prosperous and thriving communities. We will work together with the public, private and third sectors to close the gap between the different social strata in society and make sure that everyone has a fair chance of fulfilling their potential.

[www.capita.com](http://www.capita.com)



Increasing social mobility is about creating prosperous and thriving local communities throughout Great Britain. With over 55,000 people spread across the country, Capita has the resources and talent to help make this happen.



*Jon Lewis, CEO, Capita*



# DIVERSITY

One of the top words used to describe  
Foxtons by its employees.\*

\*Source: Foxtons employee engagement survey 2017

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