The Social Mobility Employer Index 2018

Key Findings

Introduction

This report outlines key findings for the 2018 Social Mobility Employer Index. We were delighted that 106 employers from 18 sectors, collectively employing over 1 million people, submitted entries to the Index in 2018.

Employer Index 2018

Based on the data collected in the 2017 Index, some key changes were made for 2018 to ensure that the Index continued to challenge organisations to improve their social mobility strategy. In particular, this meant an even stronger focus on data, as opposed to narrative answers, and we were delighted to see entries in all seven Index sections from nearly every employer.

2018 also saw the introduction of a voluntary employee survey, to provide a cultural context to the data provided in the submissions. Questions here focused on whether employees felt that their workplaces was inclusive of all social backgrounds - a full list of questions can be found in Appendix 2. We were delighted that a third of the organisations submitting in 2018 sent out the employee survey, and we received over 11,000 responses. Section one of this report summarises the key findings.

Thanks

The Social Mobility Foundation would like to thank the City of London Corporation, who sponsor the Index and with whom we publish the Index in partnership. We would also like to thank the members of the Index Advisory Group for their support:

- Dr Louise Ashley, Royal Holloway, University of London
- Peter Holmes, Stonewall
- Stephen Isherwood, The Institute of Student Employers
- Nicholas Miller, The Bridge Group

Members of the advisory group may be working with organisations that submit to the Index outside their involvement with the advisory group, but do not help organisations to write their Index submissions, or give any additional Index support. The group takes an advisory role to the Index, and is not involved in the Index marking, but rather helps to shape the Index questions and provide moderation guidance.

Case Studies

Where case studies are featured within this report they use wording supplied by the organisation in question.

Contents

TOP 50

SOCIAL MOBILITY
EMPLOYER INDEX 2018

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CITY OF LONDON

1	KPMG UK LLP		26	Capgemini UK
2	Grant Thornton UK		27	Fujitsu
3	Ministry of Justice		28	BBC
4	Bryan Cave Leighton Paisner		29	Standard Life Aberdeen
5	Deloitte UK		30	JLL
6	PwC		31	National Grid PLC
7	EY		32	Barts Health NHS Trust
8	Enterprise Rent-A-Car		33	The Co-op
9	Civil Service Fast Stream and Early Talent		34	HM Treasury
10	Baker McKenzie		35	Manchester University NHS Foundation Trust
11	Linklaters LLP		36	Hogan Lovells International LLP
12	J.P. Morgan		37	Financial Conduct Authority
13	Aviva PLC		38	DLA Piper
14	Wm Morrison Supermarkets PLC		39	Penguin Random House UK
15	Herbert Smith Freehills		40	M&G Investments
16	Mazars		41	Pinsent Masons LLP
17	Department for Work & Pensions		42	Royal Navy and Royal Marines
18	Department for Education		43	Ministry of Defence
19	Freeths LLP		44	HFW
20	Severn Trent		45	Slaughter & May
21	O2		46	HM Revenue & Customs
22	Clifford Chance LLP		47	Mayer Brown International LLP
23	Eversheds Sutherland LLP		48	Dentons
24	The Honourable Society of the Inner Temple		49	Santander UK
25	Department for International Trade		50	British Land

The employee survey was introduced as part of the 2018 Index to provide a cultural context to the data in submissions. We were delighted that 36 organisations took part, and collectively we received over 11,353 responses.

As part of the survey, respondents were asked whether they felt they were from a working class, middle class or upper class background. The chart below shows their responses:
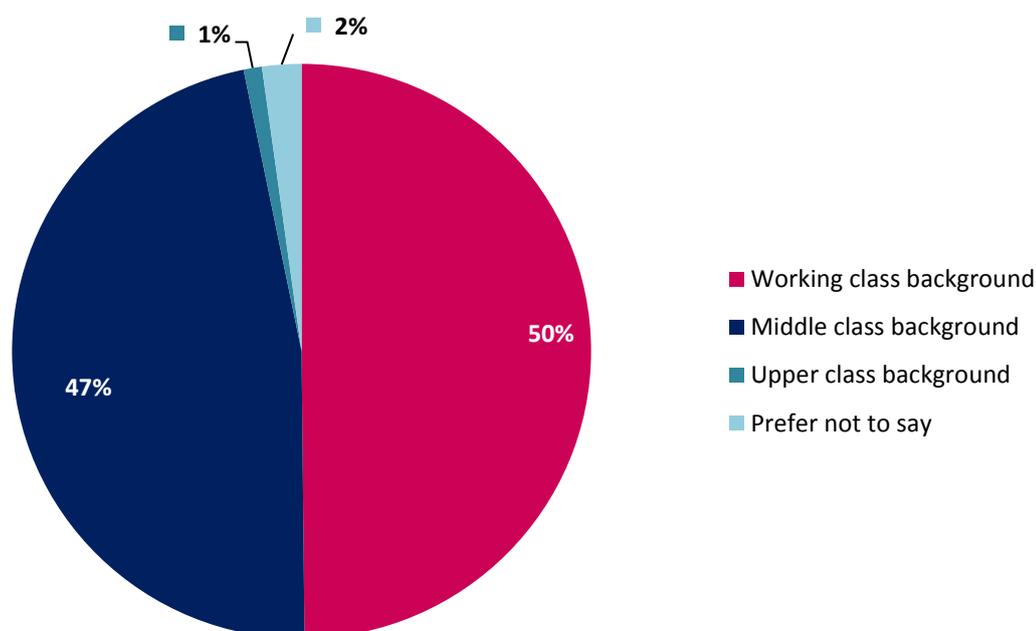
Asking this question allowed us to cut the data by socio-economic background, which revealed some interesting results:

- Only 59% of those who identify as working class think their class background has not held them back, compared to 77% of those who identify as middle class.

- 16% of the working class respondents feel they need to hide their class background in their workplace.

- Those who identify as working class are less likely to think their organisation is open to all class backgrounds (74% vs 81%); to discuss their class background (77% vs 82%); or to feel that the senior leadership of their organisation wants to diversify the class backgrounds of their organisation's staff (50% vs 58%).

- Conversely, those who are working class are more likely to think people get ahead in their workplace because of who they know (48% vs 39%) and to feel out of place because of their background (15% vs 6%).

Each participating employer received the results broken down for their own organisation vs the average. Given the average completion rate across the 36 organisations was 15%, it is not possible to make definitive conclusions about the results, but they do suggest that employees who self-identify

as from a working class background can feel somewhat less comfortable in the workplace than those from other backgrounds.

Section 2: Work with young people

What we are looking for

Well-evaluated programmes that reach beyond the doorstep of the office to all of the country's talent, and which provide routes into the employer/profession for those that have the interest and aptitude.

If you only do one thing

Connect your work with young people to your graduate recruitment, apprenticeship and school leaver pipelines and track success rates as they apply for recruitment programmes and permanent roles

Or

Target your outreach work at schools or areas of the country most in need of support.

- Work with young people remains the highest scoring section of the Index across all submissions. The participating employers run extensive outreach and apprenticeship programmes, collectively reaching: 3,125,086 young people through outreach, 21,764 through work experience and 8,468 through mentoring.

- It was also very encouraging to see half of all Index organisations targeting their school outreach at social mobility cold spots – between all 106 employers every single cold spot in England was offered some form of support.

Organisations using cold spots to target work with young people
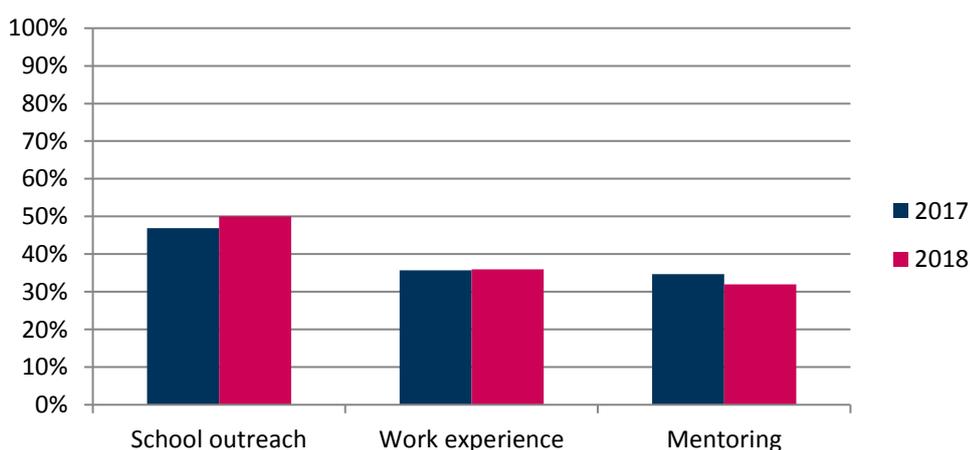
- 65% of organisations now cover travel costs for their work experience placements, compared to 60% in 2017. Whilst the direction of travel here is positive, progress is slow, and that small amount of funding is often the difference between a disadvantaged student taking up a placement or not. Whilst we realise there can be bureaucratic hurdles to doing so, we encourage all organisations to cover these costs as part of their social mobility strategy - income should not be a barrier to accessing work experience.

- 20% of organisations were judged to have a very strong link between their outreach activity and recruitment pipeline. Whilst this is a good starting point, 1 in 5 organisations with a strong link between outreach work and recruitment is still low overall.

- 31% of Index organisations are now tracking student outcomes after they interact with them as part of their outreach work, as opposed to 14% in 2017. We would encourage all organisations to keep in touch with young people - evidence shows that prolonged interventions are more effective - and to track their educational and career outcomes as part of the evaluation process.

Case studies

EY – Parental advice campaign

EY developed a parental advice campaign, which launched in August 2017, that aims to work directly with parents to challenge out-dated careers thinking and explore how the world of work has changed. EY built on this success by chairing panel events with 88 parents, creating a pilot 'EY Parentaship', in London followed by events across England in Reading, Manchester and Birmingham. The campaign was noted by The Cabinet Office, leading to an event during National Apprenticeship Week 2018 in partnership with The Pool – 'Can you really future proof your child'. So far the campaign has had over 32,729,500 engagements across the UK from events, social media and PR.

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Penguin Random House – Work experience

Penguin Random House UK offers 450 2-week placements every year across its Editorial, Sales, Marketing and Publicity teams. To reduce barriers to entry, these placements are all paid the National Living Wage, and all places are offered through random selection. Personal referrals from both staff and external stakeholders are banned, and Penguin Random House UK also offers a subsidised flat to those on work experience who live outside London who would have difficulty affording accommodation in the capital.

What we are looking for

Well-structured non-graduate routes that provide genuine parity of esteem and comparable progression to graduate ones and recruitment data that shows Russell Group candidates are not unduly favoured in the recruitment process.

If you only do one thing

Make higher level apprenticeships the majority of your offer

Or

Identify why Russell Group applicants are disproportionately successful in your recruitment process relative to applications and assess whether this really reflects ability to do the job

- Index organisations are offering over 20,000 apprenticeships this year; however, as in 2017, the vast majority (84%) are at Levels 2 and 3, with only 14% of the apprenticeships at Level 4 or higher. This reflects the national picture and suggests that too often the options of young people not going to university are restricted to qualifications that are equivalent to GCSEs or A-levels, with limited options for progressing to a higher qualification.

- Whilst there has been a welcome growth in visits to universities outside the Russell Group (see Section 4), the picture for hires among Index entrants has not yet shifted in the same way. In 2017, 43% of all applications were from Russell Group students and they were 62% of all successful candidates; in 2018 such students were 50% of all applicants and 66% of all successful candidates, although this is skewed somewhat by the number of Index entrants from the legal sector, which hires disproportionately from these universities (see Section 4).

    Even when accounting for the fact that some new organisations submitted in 2018, by doing a matched comparison (i.e. only looking at organisations that submitted in both 2017 and 2018) we still see an increase, as outlined below:
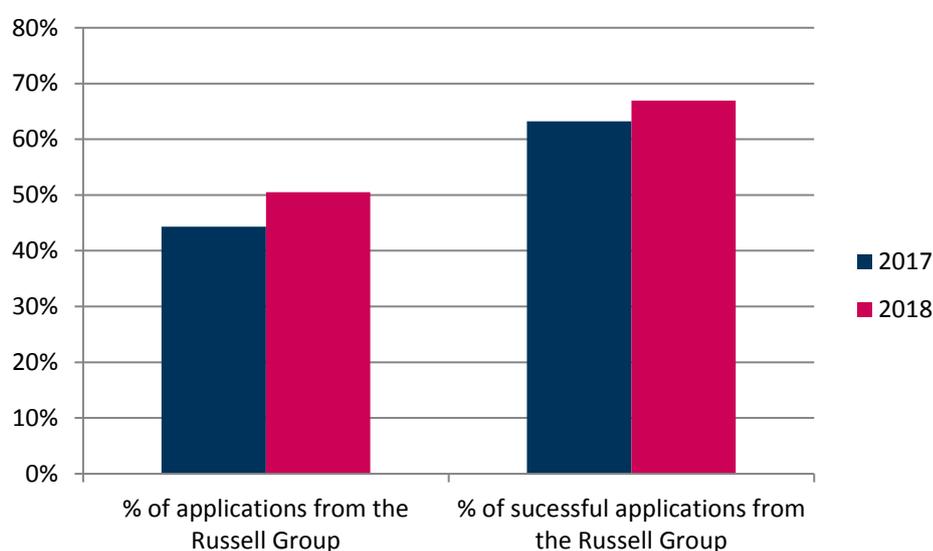
More promisingly, employers entering the 2018 Index conduct a lower proportion of their university visits to Russell Group institutions, as discussed in section 4. Hopefully, this change will start to have an impact on application numbers over the next few years.

Case studies

BBC – Apprenticeship targets and development

The Director General of the BBC has committed to raise the number of BBC Apprentices from 235 to 430. The BBC is also pioneering the UK's first Degree Apprenticeship in Broadcast Engineering, convening STEM employers and industry experts, along with Salford and Birmingham City Universities. The organisation also led successful Trailblazers in Production and Journalism and is now chairing the employer group designing a Level 7 (Masters) Apprenticeship in Journalism.

Some examples of apprentices making their mark at the BBC include:

- 19 year old ex-Apprentice, Ahmed, who is the youngest person to get a staff job as a BBC journalist. He's boss says he's the best digital editor he's ever had on the team.
- Rachel, who realised there was no snap-chat coverage on BBC Scotland so she ran a pilot. Within weeks, she was managing it for them.
- Working with Radio 1's Marketing team, Sarah's 'cool stuff' email alert updates audiences on latest trends, new music and other cool stuff.
- Radio Berkshire's Digital Journalism Trainee, Atif Rashid, who was awarded top marks in the country in his NCTJ Broadcast Journalism Exam.

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Capgemini – Apprenticeship progression plan

Capgemini has developed a 5-year pay and progression model which enables individuals to progress through the apprenticeship grades and salary levels at an accelerated rate, when compared to the experienced hire population.

Their apprentices gain recognition for their commitment and performance, with 57% achieving promotion to the next grade in 2017, 98% remaining on the programme over the course of a 6-year period and almost 500 apprenticeship completions since 2011. Capgemini has seen apprentices reach grades and salary points within the organisation that exceed those of graduates.

Capgemini was the first organisation to reach the completion point for the digital apprenticeship programme, with 100% of those who completed the programme in 2017 achieving a 2:2 or above and 54% achieving a first-class mark, double the on-campus equivalent.

Section 4: Attraction

What we are looking for

Innovative ways of reaching beyond graduates of the usual five to ten universities many top employers focus their efforts on.

If you only do one thing

Widen your university visits beyond the traditional Russell Group targets

Or

Explore other ways to reach students at universities you can't visit

- It was very positive to see organisations starting to expand or change the universities they chose to visit for recruitment activity. In 2017, 70% of all university visits were to Russell Group institutions, but in 2018 this figure is 56%. Even when comparing matched data (i.e. only including organisations who gave us data in both 2017 and 2018) we still see a decrease from 69% to 59% as more visits are made to universities with more diverse student populations.

- Birmingham and Warwick universities were visited by participating employers more than Oxford this year, as employers try to find more diverse undergraduates. Oxford and Cambridge are still visited more than 75 universities combined but this is down from over 110 universities combined in the 2017 Index.

- For some employers, over 90% of their university visits are still to Russell Group institutions. The table below outlines why this is problematic. It uses the last available sets of HESA data and shows for the Russell Group universities the percentage of: state school students (column one); students whose parents have occupations in categories 4-7 for NS-SEC i.e. non-professional occupations (column 2); and students from areas of low-participation in higher education (column 3).

University	State school (out of 153)	NS-SEC (out of 151)	POLAR 3 (out of 135)
Where 1 is the highest proportion from of students state schools, NS-SEC 4-7 and POLAR 3 areas 1-2			
Birmingham	126	124	95
Bristol	144	146	129
Cambridge	149	150	133
Cardiff	115	121	72
Durham	148	147	115
Edinburgh	143	140	No data
Exeter	140	145	111
Glasgow	116	129	No data
Imperial	147	144	127
King's	134	110	122
Leeds	129	125	83
Liverpool	108	112	67
LSE	141	131	102
Manchester	124	128	86
Newcastle	136	134	70
Nottingham	130	135	97

University	State school (out of 153)	NS-SEC (out of 151)	POLAR 3 (out of 135)
Where 1 is the highest proportion from of students state schools, NS-SEC 4-7 and POLAR 3 areas 1-2			
Oxford	150	151	132
Queen Mary	106	64	122
Queen's (Belfast)	25	90	114
Sheffield	110	130	78
Southampton	113	123	98
UCL	142	138	125
Warwick	133	137	113
York	127	136	92

Case studies

The Honourable Society of the Inner Temple – University visits
Following the Inner Temple's submission for the Index in 2017, the Inn reviewed its university visits and implemented a new framework for visits:

- To aim to host a presentational event in the majority of legal circuits by 2018, rotating between the major populations centres in these areas.
- Prioritising universities that have a high number of students from the following backgrounds:
  1. Recipient of free schools meals
  2. First in their family to attend university
  3. Have parent(s) who received income support, or who themselves are in receipt of income or housing benefits
  4. School area: preference is given to those students who have attended schools with a low attainment and progression to higher education rate (known as the 3 and 4 quartiles)
- Actively to offer universities talks and workshops on becoming a barrister, both at the Inner Temple and at their university.

By the end of 2018 the Inner Temple will capture the socio-economic background of attendees of its university visits.

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Fujitsu – Assessment centre video
Fujitsu has released a video which walks candidates through a day at a mock assessment centre, which can be accessed here:
https://www.youtube.com/watch?v=NdkfZDbgy5A

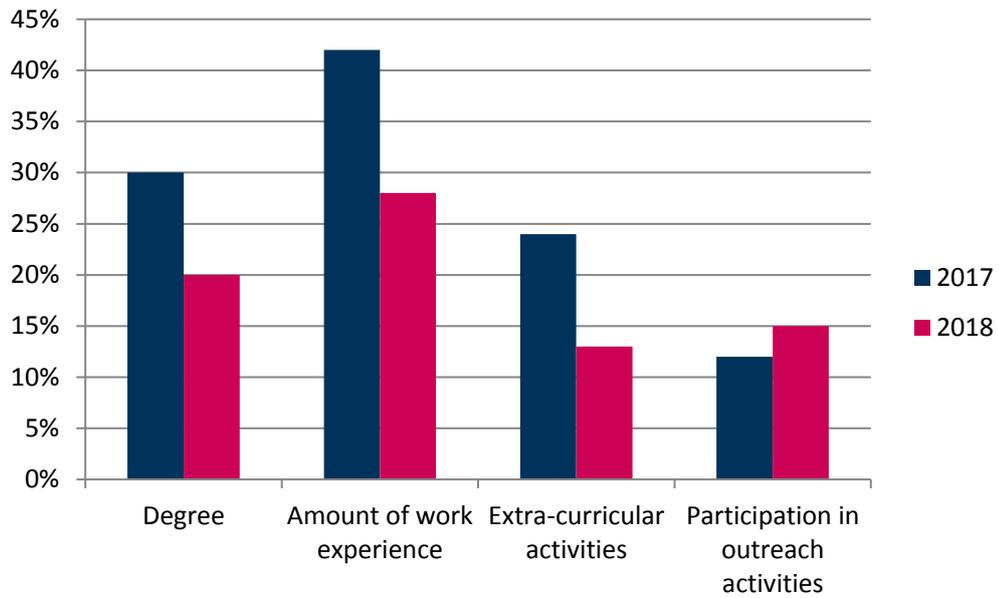## Section 5: Recruitment and Selection

What we are looking for

Evidence that the employer:
a) removes hurdles that will disproportionately affect those from lower socio-economic groups, and
b) Is moving to a system that judges potential rather than past academic performance or polish.

If you only do one thing

Analyse whether or not your recruitment process is accurately predicting potential to do the job rather than past academic performance or polish.

- 42% of the employers analyse their recruitment process to see where those from lower socio-economic groups fall down.

- It was positive to see employers increasingly using blind or contextualised recruitment as part of their assessment process – 1 in 4 now remove the candidate's name from the application/screening stage of recruitment and 1 in 5 remove the university attended. This is important because it is commonly acknowledged that the name, academic grades or university attended of candidates can have an unduly adverse impact on the success rates of certain demographics.

- 26% of Index organisations have removed or reduced their minimum grade requirements, and 27% put the grades of the candidates applying to them in the context of the academic performance of the school or college attended or the individual's circumstances. As Vicky Boliver, an academic at Durham university, has explained in relation to university access:

"Just 1 per cent of children eligible for free school meals (FSM) achieve AAA or better at A-Level (or its equivalent) by age 18, compared to 20 per cent of all other children educated in English state schools. Only a quarter of FSM-eligible children achieve any A-Level equivalent qualifications at all, compared to half of all children not in receipt of FSM. If we accept that FSM-eligible children face significant economic and social obstacles to high achievement at school, it can be argued that it is not fair to set the bar for access to a top university at AAA+ for FSM and non-FSM children alike. "[1]

- Compared to 2017, a smaller proportion of organisations are now scoring a candidates' degree, the amount of work experience they've undertaken or the extra-curricular activities they participate in. It's particularly important to not take work experience or extra-curricular activities into consideration, as these are often easier to access for applicants from higher socio-economic backgrounds.

Chart showing percentages for Degree, Amount of work experience, Extra-curricular activities, and Participation in outreach activities, comparing 2017 and 2018.

- Degree: 2017 ≈ 30%, 2018 ≈ 20%
- Amount of work experience: 2017 ≈ 42%, 2018 ≈ 28%
- Extra-curricular activities: 2017 ≈ 24%, 2018 ≈ 13%
- Participation in outreach activities: 2017 ≈ 12%, 2018 ≈ 15%

- There are wide disparities in recruitment practices: in government departments/agencies 5 in 10 hires are from Russell Group universities; in professional service firms it is 6 in 10 hires; whilst at law firms more than 8 in 10 hires come from Russell Group universities, with some law firms hiring over 90% from these universities even where only half of their applicants come from the institutions.

- This year, 11% of Index organisations were able to show that their recruitment process was closely linked to in-work performance or that they are in the process of creating that link, compared with 4% of the organisations from 2017. This remains a very low percentage on something which ought to be the fundamental purpose of a recruitment process – finding the best talent.

Case studies

Grant Thornton – Analysis of the recruitment process

Grant Thornton worked with The Bridge Group to analyse it's recruitment process, and found that there was negligible statistical difference in success rates at every stage of the recruitment process between candidates of lower and higher socio-economic background. This is for every recruitment type from school leaver, graduate and experienced hire.

The firm also used the research to help to remove any further barriers. While work experience or personal achievements (or lack of) were never barriers to entry, candidates with greater experience or examples scored higher in their application. As a result, this year the firm will no longer ask for any details regarding work experience or personal achievements.

Evidence also showed that those from more privileged backgrounds were more likely to apply at the very beginning of the traditional recruitment period. As a result, the deadlines for the firm's 12 month placements and summer internships have been moved to 1 November and 1 December respectively. Grant Thornton will analyse the impact of this change following the current recruitment process.

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Civil Service Fast Stream – Improving the recruitment process

Building on the changes and recommendations from the 2016 report from the Bridge Group which looked at the Fast Stream's recruitment process, this year the organisation has:

- Introduced a new methodology for measuring and monitoring socio-economic diversity.
- Increased the availability and visibility of key messages that will support lower socio-economic applications.
- Engaged more pro-actively with candidates from under-represented groups at the registration stage through personal contact.
- Delivered a critical review of the way in which the Fast Stream defines and identifies 'talent', working towards more inclusive methods of identifying potential.
- Introduced a new selection design including a state of the art regional assessment centre, video interviewing, shortened application window and more digital delivery.

The 2016/17 campaign saw a doubling of lower socio-economic applications and appointments, which was maintained in 2017/18.

What we are looking for

Rigorous analysis of the socio-economic profile of the workforce and of measures taken to improve its diversity.

If you only do one thing

Collect socio-economic background data for the current workforce as well as new employees.

Or

Publish data on the socio-economic background of your workforce to increase transparency.

- 2018 saw a higher proportion of organisations collecting socio-economic background data, both for new entrants and for current employees, which is very encouraging. The graphs below compare the levels of data collection for 2017 and 2018:
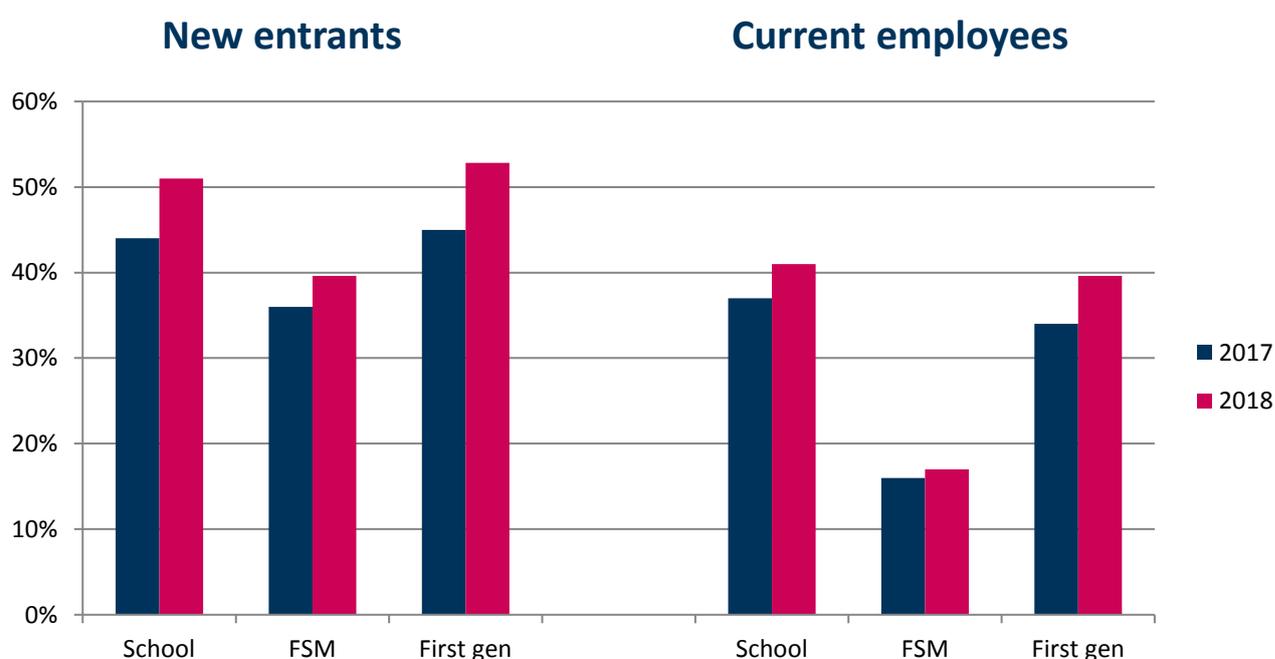
- Overall, over half of top employers ask their new employees the type of school they attended and whether or not their parents went to university (51% and 53%); 4 in 10 also ask their current employees these questions.

It was also encouraging to see that employers are starting to collect state school as two separate categories – selective and non-selective. This is important because there are 4-5 times as many pupils at grammar schools that attended a prep school as those from the most disadvantaged backgrounds, so merging the groups into 1 'state school' category is likely to give an inaccurate picture of the socio-economic background of the workforce in the same way that using an overall 'BAME' category does regarding ethnicity.

- Nearly 30% ask whether or not you were eligible for Free School Meals, whilst 12% ask the the postcode you grew up in or the occupations of your parents. Laurison and Friedman (2016) found that traditional professional occupations are often "closed": for example, children with parents in medicine and law are around 20 times more likely to enter these professions than the general population.

- Some organisations have now been collecting socio-economic background data for long enough to be able to analyse trends, and in 2018 19% of Index employers are seeing positive trends in the percentage of their workforce completing these questions, and/or are starting to be able to track an increasing diversification in the socio-economic background of their workforce. This is incredibly positive, and underscores the importance of data collection in measuring whether or not initiatives aimed at improving social mobility are having the desired impact.

- The vast majority of organisations collecting background data do not currently publish it, but of the 27% of organisations that are publishing it, the graph below outlines which data points they are publishing:
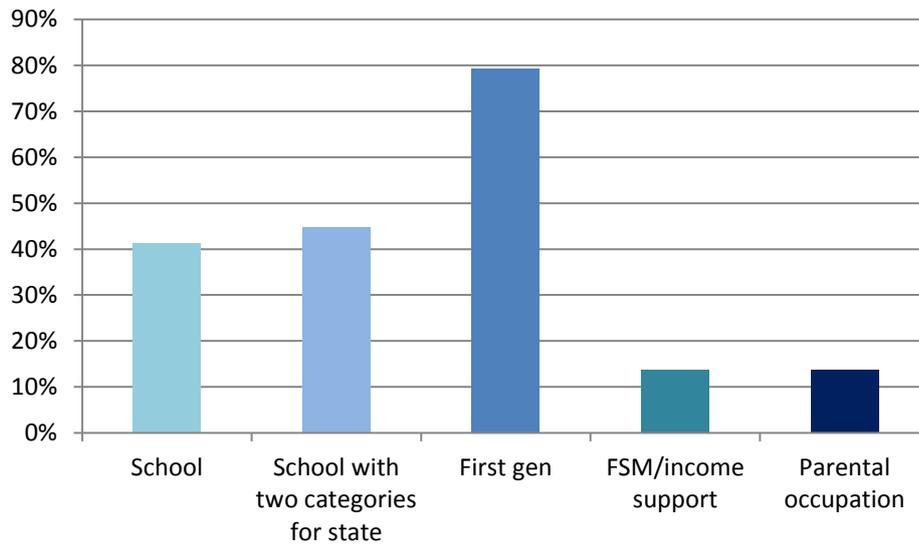
Case studies

PwC – Social mobility scorecard

In September 2017 PwC published their first ever social mobility scorecard, as part of the firm's annual report. The scorecard outlines the firm's performance across a range of areas linked to their social mobility strategy, including recruitment and retention, advocacy and community. In the scorecard they were able to report that the proportion of new hires from a Free School Meals background rose from 6% to 7% (this covers thousands of hires through both student and experienced recruitment).

Social inclusion

	Units	2017	2016	Base	Base year
Recruitment and retention					
New hires: Free School Meals[1]	Percentage	7%	6%	6%	2015
Inclusive society					
Workplace experiences provided[2]	Number	84	37	28	2015
Young people supported with workplace skills development[3]	Number	8,370	5,300	5,300	2016
Social enterprises supported[4]	Number	294	258	83	2012
Inclusive supply chain					
Payments to social enterprises[5]	£ million	1.5	1.2	1.2	2016
Advocacy					
Perception of PwC championing social mobility[6]	percentage	66%	-	66%	2017

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Bryan Cave Leighton Paisner - Improving workforce diversity

BCLP undertakes an annual diversity data checking and collection exercise to ensure accuracy of diversity data and to continue to maximise disclosure rates.

The firm first introduced social mobility measures into their data set in 2013 and since then has seen disclosure rates significantly increase. As any new diversity data point is introduced, it requires an explanation to the business as to why that measure is being introduced, and a drive to encourage disclosure of this new information.

For their graduate population, the firm has seen the percentage of state school educated recruits double from 23.81% to 47.89%. Similarly, within the lawyer population from there has been a shift from 38.19% in 2014 to 49.06%.

Across all the socio-economic diversity data points, BLCP has an overall disclosure rate of 82.66%.

What we are looking for

Effective strategies that help those from lower socio-economic groups 'get on' rather than just 'get in'.

If you only do one thing

Start to collect data on retention and progression at your organisation using socio-economic metrics

Or

Investigate whether the culture of your organisation is welcoming to all social backgrounds by participating in the Index's employee survey or by conducting your own focus groups/study

- Section 7 of the Employer Index was the lowest scoring section on average again this year however we are starting to see employers focus on this area more. There was a general positive upwards trend in employers collecting data on retention and progression in a way that allows it to be broken down by socio-economic background, with the overall number of employers collecting this data on professional qualifications decreasing this year:
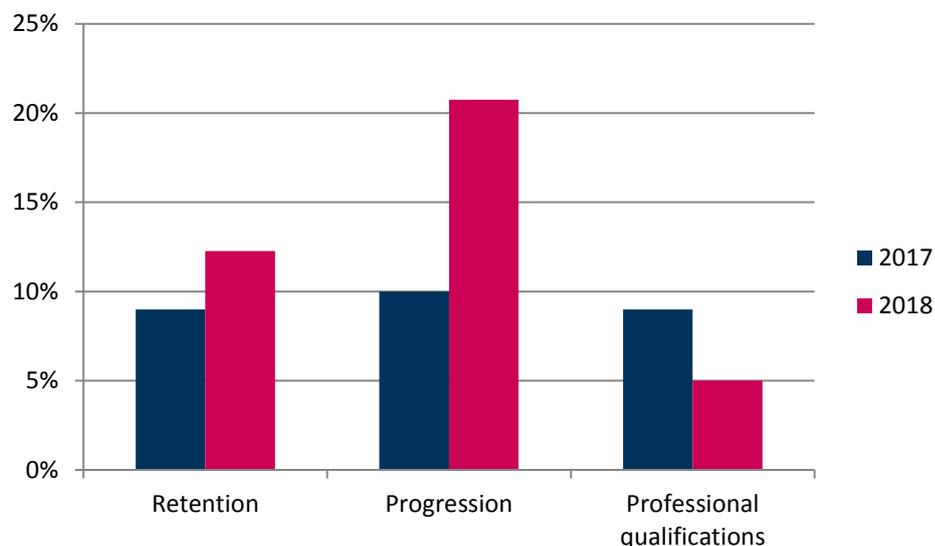
- However it is still the case that the majority of organisations are not collecting this data. We would encourage employers to use data collection as a starting point for their work in this area, as collecting this data means they will be much better equipped to identify the areas their business needs to focus on.

- We also asked employers whether or not they were tracking if their organisation had a 'class' pay gap, and only 5% are currently doing this. As we know from the Social Mobility Commission's 'Class pay gap' report, it is crucial to measure this data because "*even when those from working-class backgrounds are similar to those from advantaged backgrounds in*

every way we can measure, they still face a 7% or £2242 a year pay gap in Britain's professional and managerial occupations."[1]

- Only 12% of employers currently request that shortlists for experienced hire roles include candidates from under-represented socio-economic backgrounds.

- In addition, only 12% have a strategy in place for improving retention or progression for those from lower socio-economic backgrounds.

- 60% of Index organisations currently offer financial incentives to employees who recommend a candidate who is then hired. Whilst not inherently negative, this practice should be treated with caution, as it could be mitigating against efforts to diverse the organisation in giving weight to personal networks.

Case studies

KPMG - Analysis of progression/retention

KPMG has been collecting comprehensive socio-economic background data on its applicants and hires and wider workforce since 2014. They use this data to track the impact of their efforts to increase the diversity of people joining the Firm and the changing make-up of the organisation.

In autumn 2017, KPMG in the UK commissioned the Bridge Group to research whether, and how, gender, ethnicity and socio-economic background, affect employees' progression in the Firm. The study included analysis of over 2 million anonymised workforce data points and in-depth interviews with over 60 employees across the business. It also drew on the latest research and guidance across sectors, to identify existing best practices.

The research, which includes specific recommendations, was concluded in spring 2018. Having now established an evidence base on the barriers to progression within their organisation, all recommendations have been fed into KPMG's People Strategy and are being worked through. KPMG will use the evidence and advice from this rigorous study to inform policy reforms to further ensure that all employees can thrive irrespective of background.

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MoJ – Catapult mentoring and sponsorship scheme

Catapult is a mentoring and sponsorship scheme designed to support staff from disadvantaged backgrounds to reach their potential. It also promotes greater inclusion across the department by encouraging staff from diverse backgrounds to share their stories.

Mentors provide advice, support and guidance and are encouraged to continue the relationship via an ongoing commitment to sponsor their mentee to help them to achieve their goals. Mentees are encouraged to talk about their career aspirations and any opportunities or barriers.

The role of the mentor is to provide advice, support and guidance to help the individual to achieve their potential. Participants are assigned a senior manager mentor/sponsor, who will meet with them (in person or via Skype/call) a minimum of three times. Upward mentoring forms part of the deal for the Catapult mentor and mentee, enabling mutual benefit and promoting the sharing of perspectives.

Since launching in January 2018, the scheme has matched over 130 mentors with mentees. A further cohort is planned for summer 2018.

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Deloitte – Wild card candidates

Deloitte's in-house Executive Search team has introduced a 'wild card' intervention whereby the hiring Partners in the business are encouraged to include an atypical candidate in their recruitment shortlist.

- One of the most significant findings of the 2018 Index was that having a workforce that is diverse in terms of social background is fast becoming as important to employers as being diverse in terms of gender and race.

- 74% of respondents to a question about client priorities said they feel their clients now care about the socio-economic diversity of their organisation's workforce – close to those saying race (77%) and gender (86%). Even when organisations who did not answer the question are included, 48% of all Index organisations said socio-economic background compared to 50% saying race and 56% saying gender.

- In 2018, 1 in 5 sets social mobility targets and 1 in 5 also now monitors how employees from lower socio-economic groups progress within their organisation

- In 2017, we found that Index organisations were engaging in external advocacy around social mobility, but that it was less common for the same discussions to be happening internally. This year, the same percentage of organisations are sharing what they do with social mobility with others (c.60%), but we've seen a higher proportion of organisations encouraging employees to share their social mobility stories within the organisation – up from 45% last year to 66% this year.

- 44% encourage firms in their supply chains to take action on social mobility. Given the purchasing power represented in the 106 Index employers, we would strongly encourage more organisations to view this as a key part of their social mobility strategy.

Case studies

Grant Thornton – Transparency reports

To help employees to understand the diversity of their talent pool, Grant Thornton is preparing transparency reports for each business unit. These reports will provide an analysis by diversity strand at each grade, and this will include socio-economic background.

Each business unit will be asked to commit to actions that will increase the diversity of their talent pool, through recruitment, talent development, retention and promotion initiatives and set targets to monitor progress.

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Ministry of Justice – Social Mobility Action Plan

The MoJ Social Mobility Action Plan sets out the steps the department will take to ensure MoJ reflects the society that it serves by supporting, attracting and retaining diverse talent. The plan was developed in consultation with MoJ staff and external organisations, and has several key aims, including:

- Committing to investment in non-university graduates so those coming straight from school or college can take up an apprenticeship. There will be short and medium-term placements open to them in a range of professions, and in 2018 MoJ took more Fast Track Apprentices than ever before;
- Overhauling the recruitment system so applicants are assessed on their capability and strengths when they apply and not assessed against a competency framework which can discourage applicants from lower socio-economic backgrounds; and
- Expanding understanding of the workforce through regular data collection, tracking their progress compared with the UK population and segmenting data to see where there are any key groups of staff are disproportionately under represented such as grades, locations and type of work.

Appendix 1: Methodology

Employers entering the Index did so free of charge and voluntarily. To enter, they had to answer questions about actions they are taking in at least one of the seven sections on the submission form and submit it to the Social Mobility Foundation, which completed the initial marking. The seven sections of the Index were as follows: work with young people; routes into the organisation; attraction strategies; selection methods; data collection; progression; internal and external advocacy. Various data and evidence of activity was requested in each section with further evidence requested during marking based on the answers given.

The submissions were marked using a strict mark scheme and the list of scores was then benchmarked both within the same sector and across different employment sectors. In targeting sectors that have sometimes been identified as needing to improve their socio-economic diversity, the Index recognises that process often has to be introduced before progress can be made and does not punish employers for starting from a low base, but rather rewards them for taking significant action to improve this. The top 50 are thus those taking the most action on social mobility and not the 50 that are already the most representative of the country at large.

Members of the advisory group may be working with organisations that submit to the Index outside their involvement with the advisory group, but do not help organisations to write their Index submissions, or give any additional Index support. The group takes an advisory role to the Index, and is not involved in the Index marking, but rather helps to shape the Index questions and provide moderation guidance

Social Mobility Employer Index:

Employee survey 2018

Organisation name:*

Organisation code:

Job level (e.g. Manager):

Type of school attended:*

( ) Non selective state school (Comprehensive)   ( ) Non-UK school

( ) Selective state school (Grammar)   ( ) Other

( ) Private school   ( ) Prefer not to say

I would consider myself to be from a:*

( ) Working class background   ( ) Upper class background

( ) Middle class background   ( ) Prefer not to say

1. My organisation is open to talent from all class backgrounds

( ) Agree   ( ) Not sure / Prefer not to say   ( ) Disagree

2. I am comfortable openly discussing my class background with my colleagues.

( ) Agree   ( ) Not sure / Prefer not to say   ( ) Disagree

3. I feel I have to hide my class background to get ahead in the workplace.

( ) Agree   ( ) Not sure / Prefer not to say   ( ) Disagree

4. People get ahead at my workplace because of who they know.

( ) Agree   ( ) Not sure / Prefer not to say   ( ) Disagree

5. The workplace culture in my organisation is inclusive of all class backgrounds

( ) Agree ( ) Not sure / Prefer not to say ( ) Disagree

6. I feel out of place at work as I don't have the same background as the majority of employees

( ) Agree ( ) Not sure / Prefer not to say ( ) Disagree

7. I have not experienced barriers to career progression in my workplace due to my class background

( ) Agree ( ) Not sure / Prefer not to say ( ) Disagree

8. Our senior leadership is committed to improving the socio-economic diversity of our workforce

( ) Agree ( ) Not sure / Prefer not to say ( ) Disagree

Any other comments: