

MAJOR PROJECTS SOCIAL VALUE FORUM

Social Mobility

June 2023

#SpeakMore

#MajorProjectsSocialValueForum

AGENDA

Item	Speaker	time
Call to action! Increasing the pace and scale of action on Social Mobility	Katy Neep, Head of Campaigns – Employment and Skills. Business in the Community	2pm-2.30pm
Project Spotlights: Best practice and lessons learnt ○ The University Gap: UpReach's "Engineering Springboard" on East West Rail ○ The Education Gap: Raising aspirations and attainment on Sellafield BREAK ○ The Skills and Recruitment Gap: The Sellafield Internship Programme ○ The Importance of Context: Local needs and local partners on Transpennine Route Upgrade	Various speakers	2.30-4pm
Social Mobility Frameworks	Sarah Rial Jamie McKinnon, Social Value Lead Transpennine Route Upgrade	4pm-4.30pm
The impact of social mobility: Personal stories	Amy Cable and Kent Toha	4:30pm-4.50pm
Closing comments and future events	Sarah Rial	4.50pm-5pm



The Prince's
Responsible
Business Network



WORKING FAIRER

Increasing the pace and scale of action on Social Mobility





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IN THE UK, A PERSON'S OPPORTUNITY TO ENTER, THRIVE AND PROGRESS IN WORK IS LIMITED BY THEIR SOCIAL BACKGROUND AND COMPOUNDED BY THEIR RACE, GENDER AND WHERE THEY LIVE.



The **disadvantage gap** in education is at the widest level in a decade at **3.84** ¹



49% of people from lower socio-economic groups have **not received any training** since leaving education ⁴



Ethnically diverse individuals in the UK are both **less likely to participate in and then less likely to progress** through the workplace, when compared with White individuals.²



People from working-class origins **earn 13% less** than their most advantaged peers ⁵



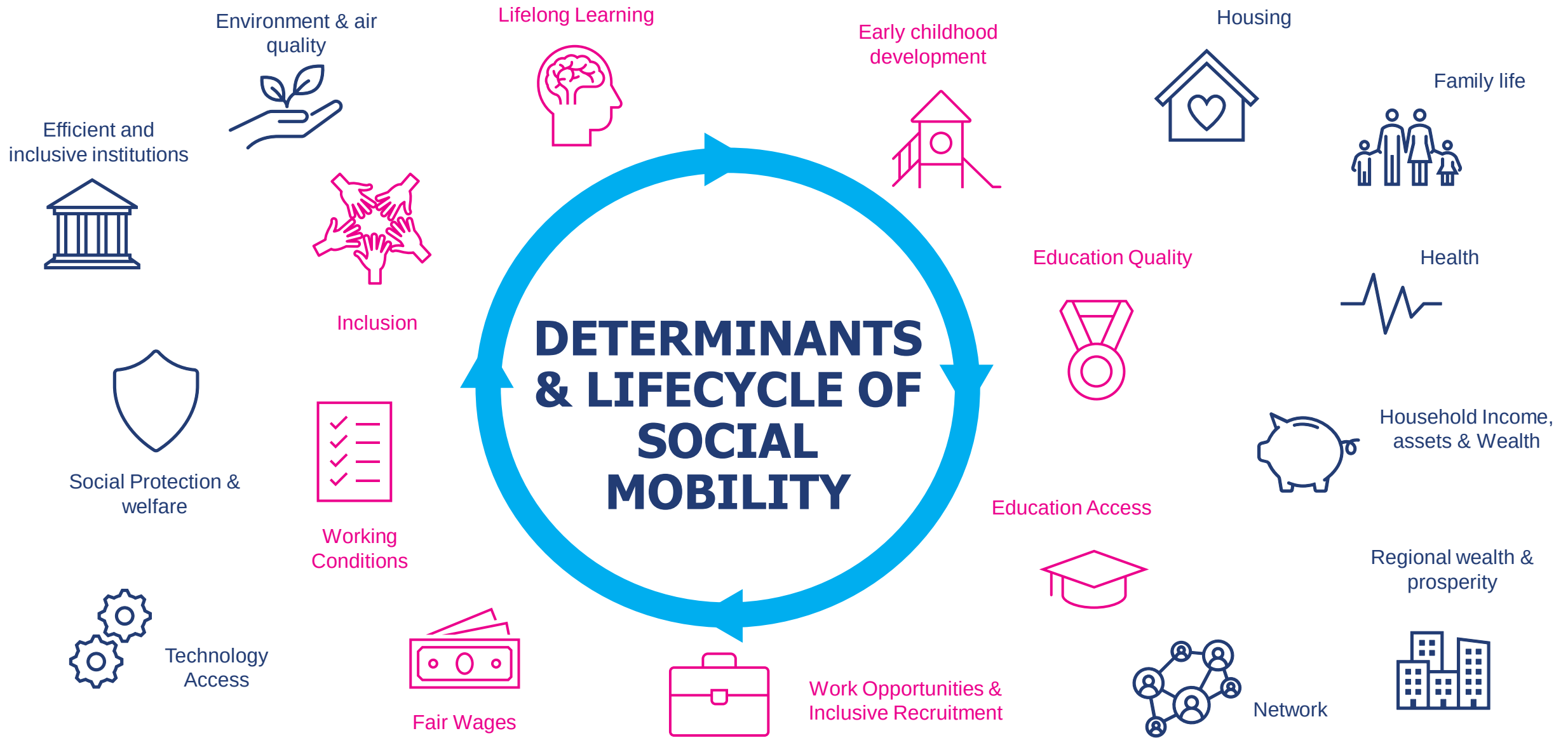
Gender disparities exist, with working class boys having the lowest attainment in education, and women being over-represented among low paid workers.³



3 out of 4 of the least socially mobile places in the UK are in the **North West, Yorkshire & Humber and West Midlands** ⁶



1) Department for Education 2022, 2) McGregor-Smith review 2017, 3) Social Mobility Commission 2016, 4) Social Mobility Commission 2019, 5) Department for Opportunities 2022, 6) Social Mobility Commission 2020



THE DETERMINANTS OF SOCIAL MOBILITY ARE COMPLEX, SO WE FOCUS ON AREAS WHERE BUSINESS CAN HAVE THE GREATEST IMPACT



INSPIRE: Engaging in outreach to improve educational attainment, develop skills and provide careers support.

BITC is a delivery partner for Barclays LifeSkills Programme; our national Job Coaching programme supports jobseekers with skills and improved job outcomes, we engage businesses to provide career support to young people in schools across our core Places.



HIRE: Adopting inclusive recruitment practices through our Opening Doors campaign.

We launched Opening Doors in Feb 2022 to mobilise and equip employers to recruit more inclusively. 50 employers are already taking action to make 1 million jobs more inclusive. This builds on the success of our longstanding Ban the Box campaign, which has made over 1.1 million jobs more accessible to people with criminal convictions.



GROW: Creating inclusive workplaces and equipping employees to thrive and progress.

Our Race at Work Charter, signed by nearly 1,000 employers, and our annual Times Top 50 Employers for Gender Equality drive increased action from employers to create fairer workplaces, underpinned by our expert advisory support across inclusion, social mobility & wellbeing.

Successful approaches are underpinned by:

- **Investment in areas of low social mobility** to create prosperity and opportunity.
- **Effective use of data** to set targets and monitor progress.
- **Leadership** from the top to inspire and enact change.

WHAT DOES THIS LOOK LIKE IN ACTION?



HOW BITC CAN SUPPORT YOU

- 
- **Advisory services** – Help with data insights and developing your social mobility strategy
 - **Get involved in our employment programmes** – Job coaching to Age at Work
 - **Content** – Toolkits and best practice across inspire, hire and grow
 - **Events** – Upcoming events focused on engaging employers on the calls to action
 - **Regions & nations** – Connecting to partners & responding to local need



TOGETHER, WE CAN CHANGE
THE WAY BUSINESS CONNECTS
WITH COMMUNITIES FOREVER



Katy.Neep@bitc.org.uk



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**PROJECT SPOTLIGHTS:
BEST PRACTICE AND
LESSONS LEARNT**



upReach and Social Mobility in the UK

Nick Bent
CEO upReach



Introduction to upReach - Boosting social mobility since 2012



Our mission: we work to create the conditions for undergraduates from less-advantaged backgrounds to **access** and **sustain top graduate jobs**.

Our core activity to achieve this is *delivering a comprehensive programme of support to **3,000+ less-advantaged undergraduates** student in collaboration with leading universities and employers*

In recent years, we have launched complementary platforms & initiatives that help us achieve our mission:



Recognition:



Why do upReach exist? Social Mobility in the UK

The UK has a persistent social mobility problem

1

Students from working class backgrounds who graduate with a first class degree are less likely to secure an elite job than a more privileged student who received a 2:2



3

Even when those from lower socio-economic backgrounds are successful in entering professional occupations, they earn **on average 7% less** than their privileged colleagues, with the class gap being as high as 17% in some cases

2

Graduates from a household with an income under £25,000 progress to highly skilled employment or further study **at a rate 5 percentage points lower** than those with a household income over £42,600

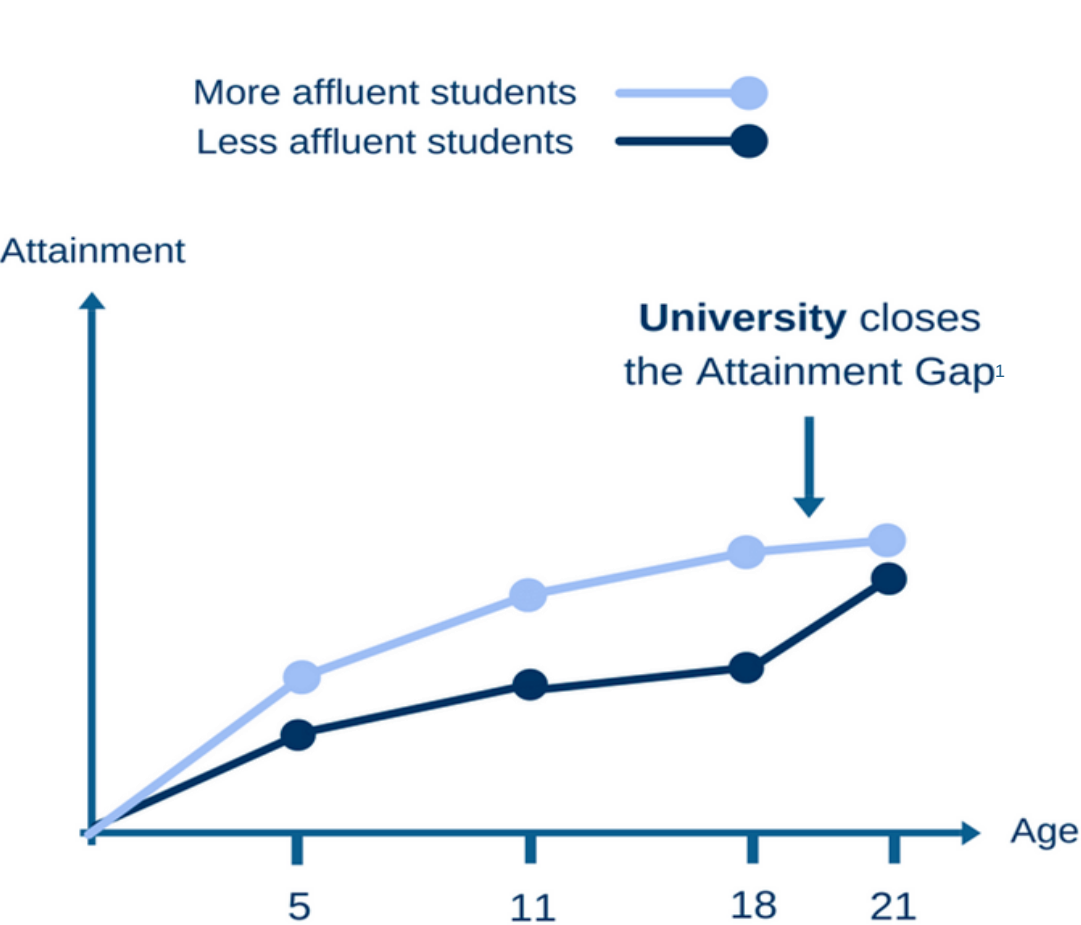


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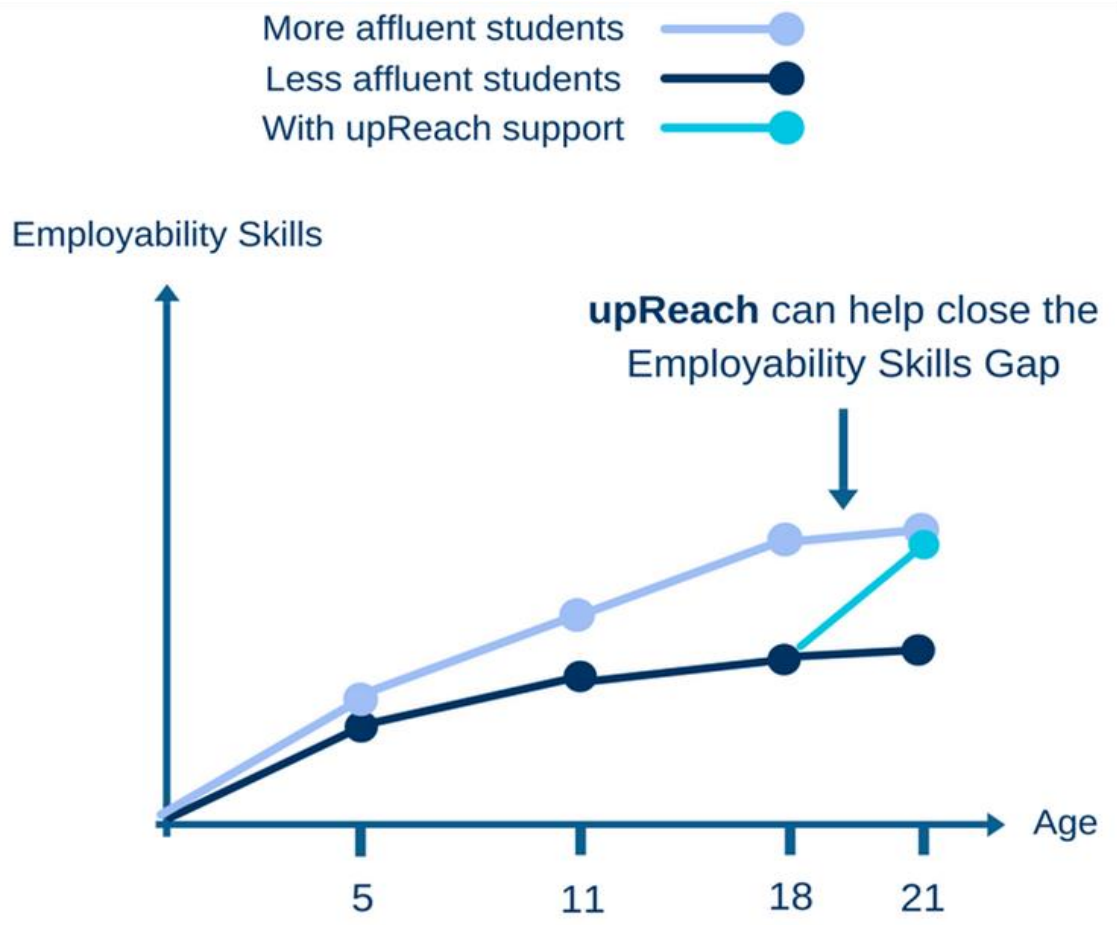
Although independent schools educate only 7% of the UK population, **two thirds** of the Cabinet, **65%** of senior judges, **60%** of leaders in financial services and **44%** of newspaper columnists were educated at independent schools.

Why upReach exist

The Attainment Gap



The Employability Skills Gap



How does upReach tackle the Progression Gap?

14 tailored interventions to close the employability skills gap



Dedicated **one-to-one support** from Programme Coordinator



A comprehensive programme of **personalised long-term support** and **guidance**

Dedicated One-to-One Support from Programme Coordinator



- 1-to-1 career coaching meetings on campus and online
- Skills development coaching and pastoral support
- Comprehensive end-to-end application support

Comprehensive On Campus and Online Support via my.upReach



- On campus skills workshops
- Daily online career seminars (30+ run each week)
- Free practice online tests, skills guides, career courses

Employer Partnerships and Collaboration



- Industry Mentors and Network of Professionals
- Insight days, careers academies and workshops
- Exclusive internships & professional experiences

The Business Case for Social Mobility

Productivity

The **ambition** and **drive** within individuals from a socially mobile background can bring something extra to a business.

The **resilience** of those who have **succeeded against the odds** will increase productivity!

Loyalty

Employees who enter a firm from a socially mobile background often have **greater commitment to a business**.

Increased engagement and reduced staff turnover are all impacts of this.

Reputation

Building a brand that is known for being **diverse and inclusive** is critical in today's market.

A business that is **representative of the society it operates in** will have a competitive advantage going forward.

Performance

This all contributes towards **enhanced performance**.

The link between **increased diversity and higher performance** levels are clear; **YOU can make the difference**.

Engineering Springboard - Partnership with Jacobs and EWR



Careers Academy

Demystifying the sector for students exploring careers



Internships

Work together to find suitable candidates and support their applications



Structured Mentoring

6-12 month mentorships to build networks and commercial awareness



Social Mobility Network

Ad-hoc, online interactions designed to be flexible for mentor and mentee



PROGRAMME &
PROJECT PARTNERS
AT SELLAFIELD

PROGRAMME & PROJECT PARTNERS (PPP) INTERNSHIP

June 2023

Sellafield

Budget

£2bn+

We manage an annual budget of more than **£2bn** every year

Projects

£7.5bn

We have a **£7.5bn** capital programme over the next 20 years

£50m

~25 projects over **£50m**

Our people

11,000+

We have 11,033 employees (full-time equivalents)

40 YEARS

We have had our current dedicated training centre at Sellafield for nearly 40 years

10,500+

We have trained more than 10,500 apprentices over the last 67 years

~42,800

We have approximately 42,800 supply chain people supporting us

Infrastructure

70+

More than **70** substations on site

120km

120km of high voltage cable

40km

40km of road and tracks on site

1,000

1,000 shipments in/out of site each year

100km

100km of pipework for water supplies, on/off site

19km

19km of steam mains

1,750m³

1,750m³ of sewage effluent processed every day

2,500m³

2,500m³ domestic water supplied per day

Supply Chain

£1.26bn

We spend approx. **£1.26bn** each year, **64%** of our total budget in our supply chain

£15.25bn

Value of our **Contract Portfolio: £15.25bn**

953

Current vendors: **953**

~£300m

We spend **£300m** each year with small and medium enterprises (SMEs)

£350m

We spend more than **£350 million** every year on major projects, constructing the buildings that we need in order to empty and demolish old facilities

General

2 square miles

Size of the Sellafield site: **2 square miles**

200+

200+ of the buildings are **nuclear facilities** and Sellafield is home to **4 of the biggest nuclear risks and hazards** in Europe

1,300

Number of buildings on site: **1,300**

Locations

Sellafield and Warrington are our two main locations

70+ years

the site has been operating for **70+ years** and has **100+ years of work** ahead of it

Retrievals | Remediation | Spent nuclear fuel management | Special nuclear materials



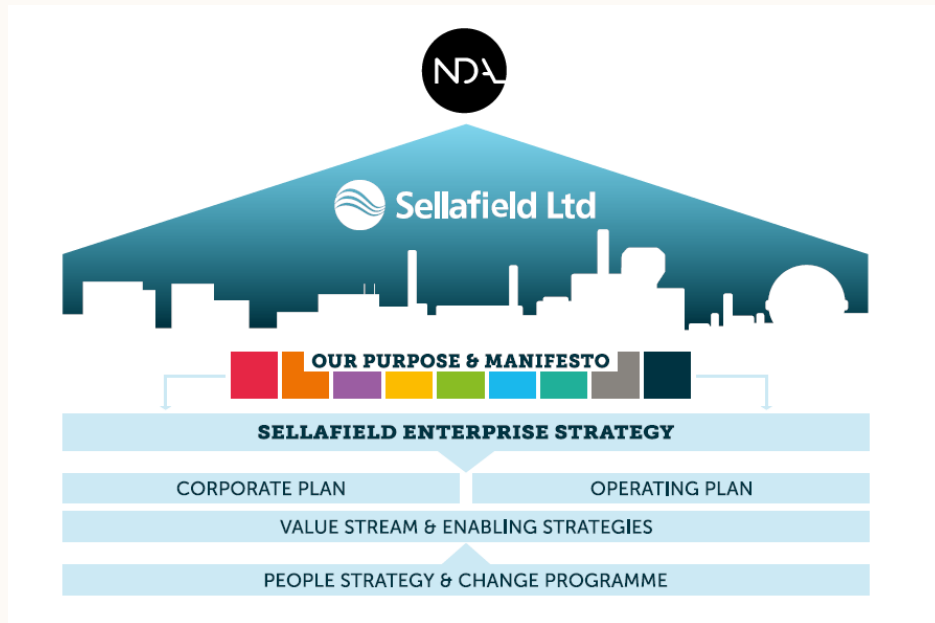
SUSTAINABILITY AT SELLAFIELD

Operationalising Sustainability



SL Purpose: We are creating a clean and safe environment for future generations

SL Objective: Safe, secure, **sustainable**, site stewardship



Outcomes

Aligned supply chain

Positive environmental impact

Innovative solutions

Motivated people

Thinking holistically, we understand our business ecosystem and we foster and apply practical opportunities aiming to deliver tangible and long-lasting benefits



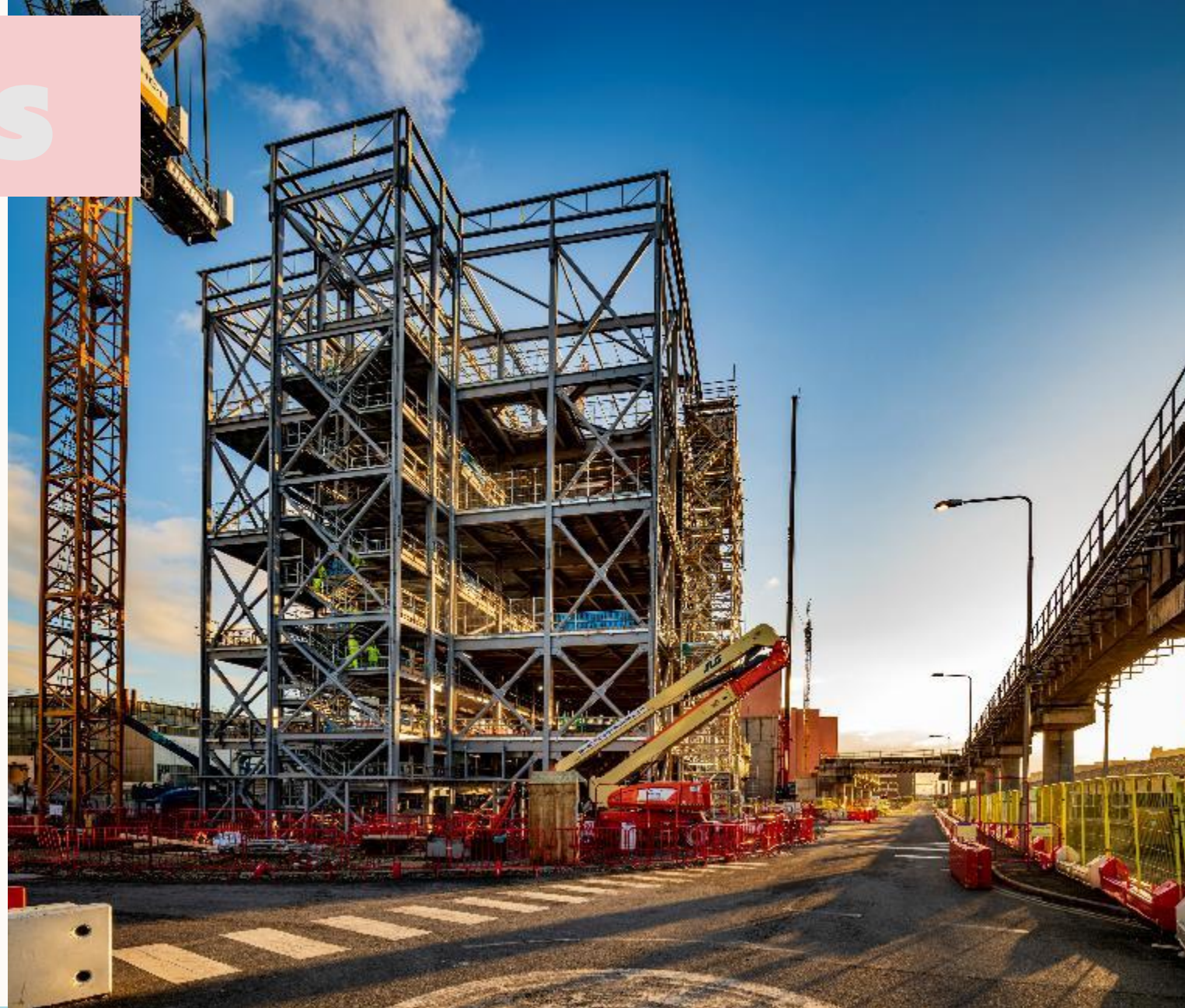
WHO IS PPP?



Our projects

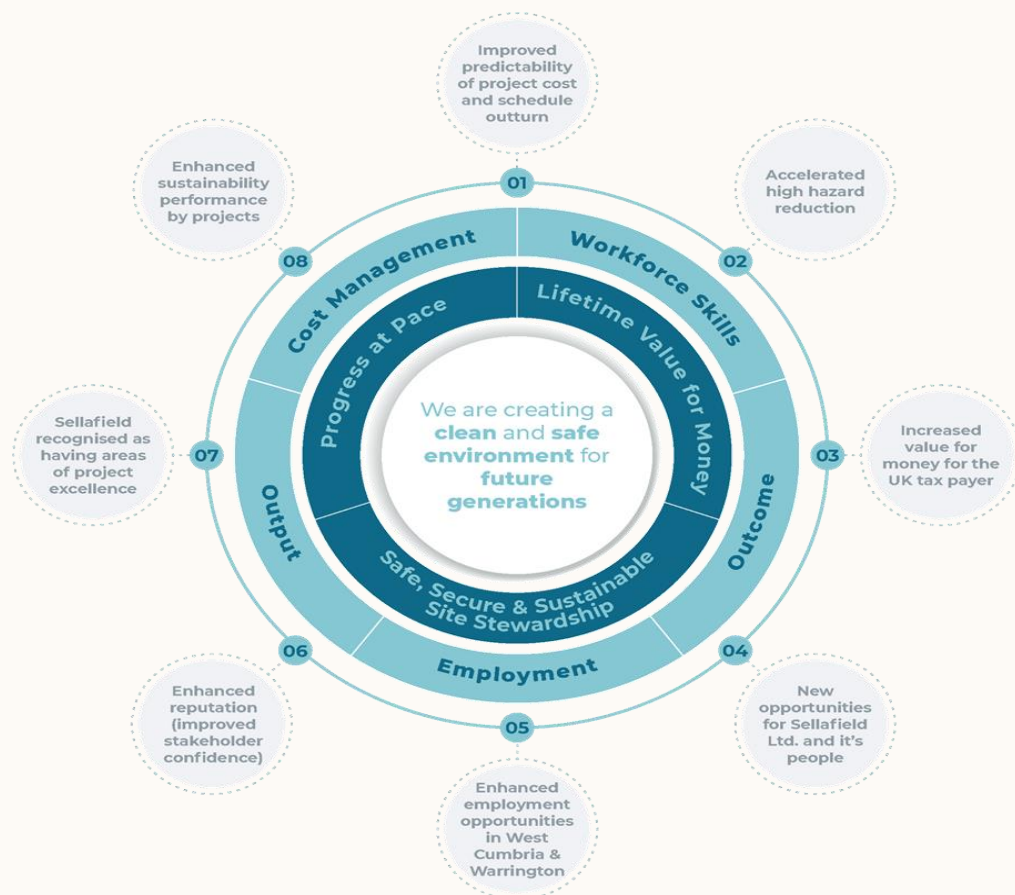
Sellafield is currently investing in one of the largest portfolios of complex major projects in the country, building new facilities that allow us to safely empty ponds and silos, manage the waste and store it safely for decades to come.

To deliver this, the Programme and Project Partnership (PPP) was formed.



THE PPP OUTCOMES

The eight benefits



Benefit 8: Enhanced sustainability performance by projects increases social value and decreases environmental impact.

OUR SOCIAL IMPACT FIVE THEMES

A framework for focussing our additional Social Impact



Localisation

Providing long term employment opportunities to people in West Cumbria and Warrington. The companies working within the PPP Framework will equally be encouraged to establish offices, facilities and wider business operations within the area.



Local Business Development

Supporting local businesses via subcontracts, reciprocal business opportunities, training, mentoring and capacity building.



OPPORTUNITY

Offering targeted work placements providing career development opportunities to people in the local community who have previously struggled to find sustained, quality employment.



VOLUNTEERING

Coordinated corporate volunteering time targeted towards key PPP Social Impact initiatives. These hours will be coordinated via the PPP Timebank.



ENGAGEMENT

Inspiring young people to build on their aspirations by providing insight into the opportunities within PPP and wider businesses. With particular focus on those with the greatest need from within local schools, colleges and other educational centres.



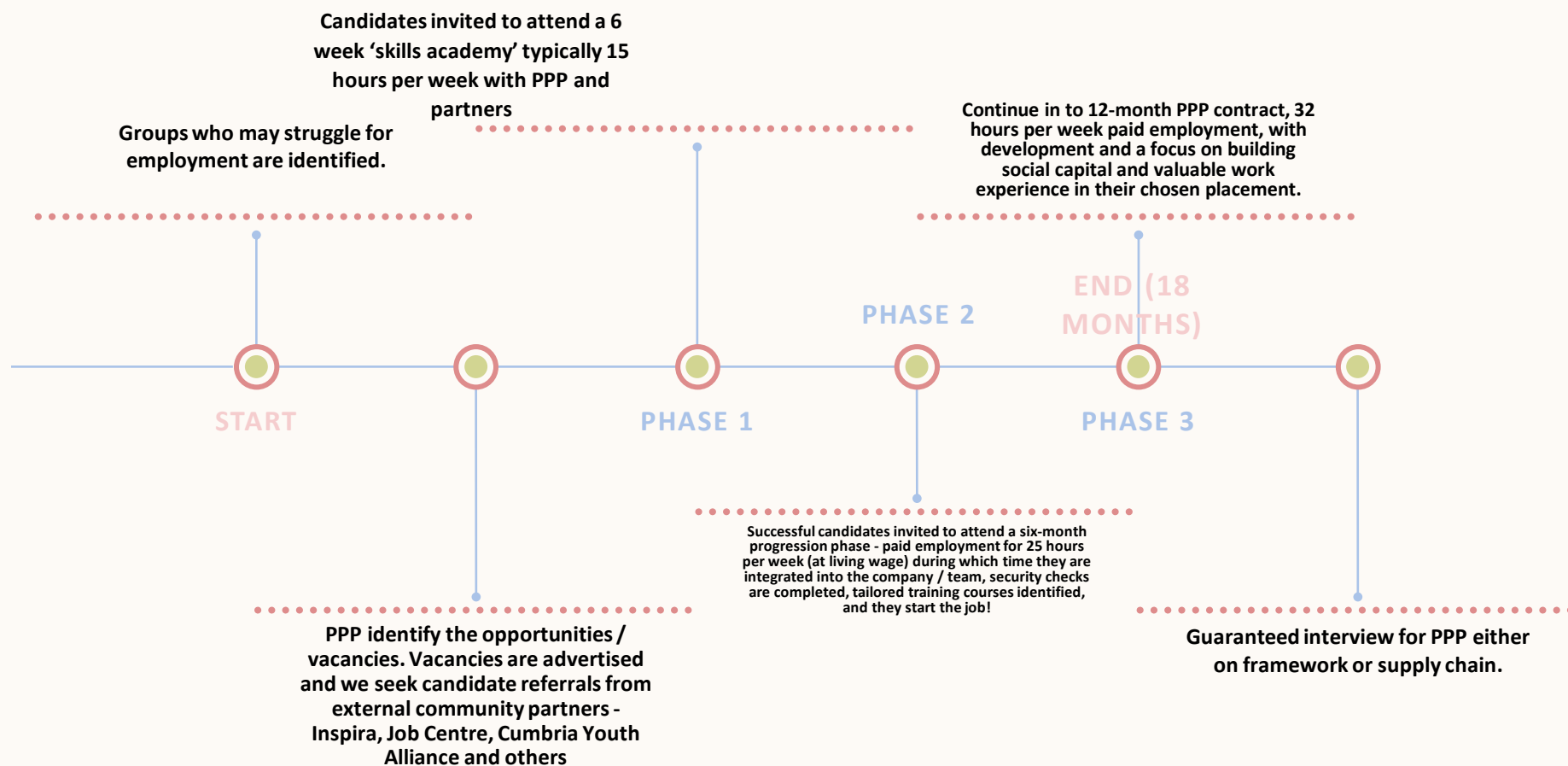
PPP INTERNSHIP SCHEME

- Paid work placement
- Supporting individuals into employment
- Quality work experience in a supportive environment.
- Accredited and non-accredited training and qualifications specific to the individual's needs.
- Increased social capital.
- Improved self esteem.



THE PROCESS

A planned journey



AMY'S JOURNEY

Amy joined the Programme and Project Partners (PPP) internship programme in February 2021 after leaving school a year earlier and struggling to find the right career opportunity locally.

Amy is one of six interns who joined the partnership in April 2021 as part of PPP's first ever intern cohort and is already making the most of opportunities on PPP. "After finding the PPP internship opportunities advertised through the Job Centre, my work coach informed me that they were really good opportunities – so I applied. After being accepted onto the scheme and completing a four-week virtual skills academy to prepare me for the workplace, I was interviewed and successfully appointed to the role."

"My aim is to make sure I get everything I can out of this experience." Amy is part of the resourcing and talent team on PPP and already supporting the partners to recruit the talent they need to complete their transformation of Sellafield Ltd and create a clean and safe environment for future generations.



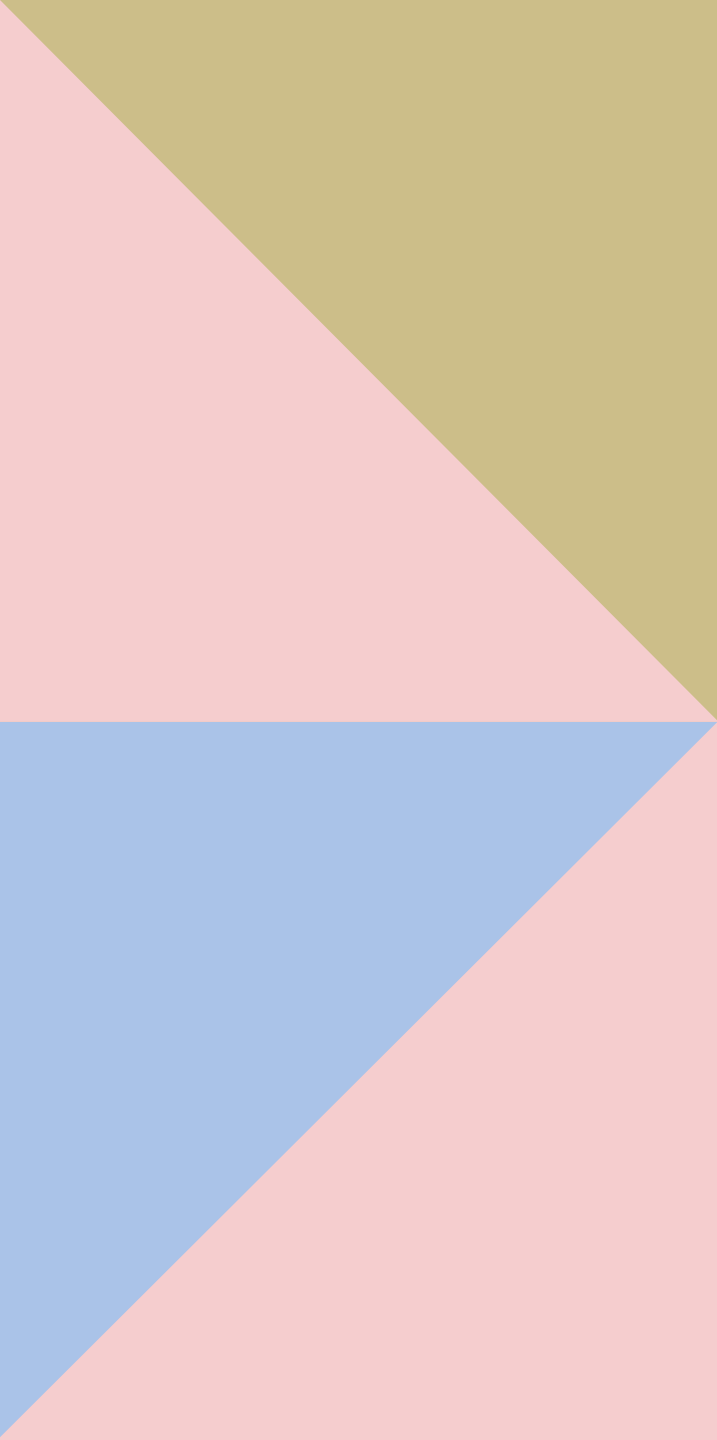
MITCHELL'S JOURNEY

Mitchell is already making the most of opportunities on PPP. Since April 2021, Mitchell has undertaken a comprehensive onboarding programme to learn more about PPP and what his role will involve. In September 2021 he joined PPP's Replacement Analytical Project (RAP) as a Planner Intern.

"I applied for the role because I had an interest in planning and project controls, and during the skills academy I met some of the people I would be working with which made me feel more comfortable in applying and being interviewed.

"My ambition for the future is to travel, I know that the skills I'm learning are transferable and project controls expertise is needed worldwide so it is one of my many goals to work on projects across the world."





BREAK!

Grab a cuppa and be back in 10!



PROGRAMME &
PROJECT PARTNERS
AT SELLAFIELD

PROGRAMME & PROJECT PARTNERS (PPP) READING PROGRAMME

June 2023

THE CHALLENGE

Nationally

One in three UK children from disadvantaged backgrounds leave primary school unable to read properly which can affect their whole life (attainment and confidence)

THE CHALLENGE

Locally

One in four adults have no formal qualifications

West Cumbria Opportunities and Challenges Report, Cumbria Community Foundation

FACTS CONTINUED

1. Only 1 in 2 children aged 5 to 8 said that they read daily, while 1 in 13 say they never read at all.
2. 1 in 5 children between 5-8yo do not have a book of their own at home;
3. 1 in 4 children aged 5 to 8 said that they don't enjoy reading;
4. More than 3 in 4 children aged 5 to 8 who have a book of their own at home said that they enjoy reading, decreasing to 2 in 3 of those who don't have a book of their own;
5. Around 7 in 10 children aged 8 said that they read to learn new words or to learn new things;
6. In addition, 2 in 3 of children aged 8 said that reading makes them feel better, that reading helps them to relax and that it helps them feel happy.

Source: National Literacy Trust (Research report: 5 to 8-year-old children's reading in 2022)

CHAPTER ONE

- Volunteers commit 30 mins a week to read with a child
- One to One reading programme
- Average volunteer commits 22 hours over the course of a year
- Volunteer and child meet virtual using chapterone.org tool



THE BENEFIT

1. For two years in a row, external studies have demonstrated that, with statistical significance, the more Chapter One reading sessions a child receives, the better their reading becomes - Source: ImpactEd, 2022;
2. The programme boosts children's confidence and enjoyment of reading, strengthens their belief that they're good readers and sparks their excitement about the world of books – Source [Chapter One UK - Our Impact: 2020-21 and 2018-19](#)
3. On average, a child's reading ability will improve two levels on a national scale (Oxford Owl [Levelling hndk Section2.pdf](#) (oxfordowl.co.uk))



VOLUNTEERS AND CHILDREN

Total volunteers deployed Feb 23

111

PARTNERS

PPP and Sellafield Ltd are delighted to be working with

- NWECA Alliance (a joint venture between McMenon and TIS Cumbria Ltd)
- Jacobs
- BBK
- Cavendish Nuclear
- MITIE
- Orano
- Kier
- Metalcraft
- The Box Encapsulation Plant (BEP) project (jv comprising Jacobs, and Balfour Beatty).



SCHOOLS

The following schools as part of the initial launch commencing in Feb 23 and an initial measure of each student's reading ability is recorded before commencement of the initiative:

1. Ellenborough Academy, Maryport;
2. Northside Primary School, Workington;
3. Kells Infant School, Whitehaven;
4. Broughton Moor Primary School;
5. St Josephs RC, Frizington and
6. Flimby Primary School.



QUOTES

“I look forward to the session with the child I work with every week. Spending just half an hour reading with a child is nothing in the grand scheme of things but I know it's going to make a huge difference over the year”

Helen Thompson, NWECA Alliance

“This is quality one-to-one work with children of all abilities and will help them to improve their fluency, comprehension and use their phonic skills to interpret unknown words”.

Tanya Peers, Headteacher, Flimby School

The Importance of Context: Local needs and local partners on Transpennine Route Upgrade

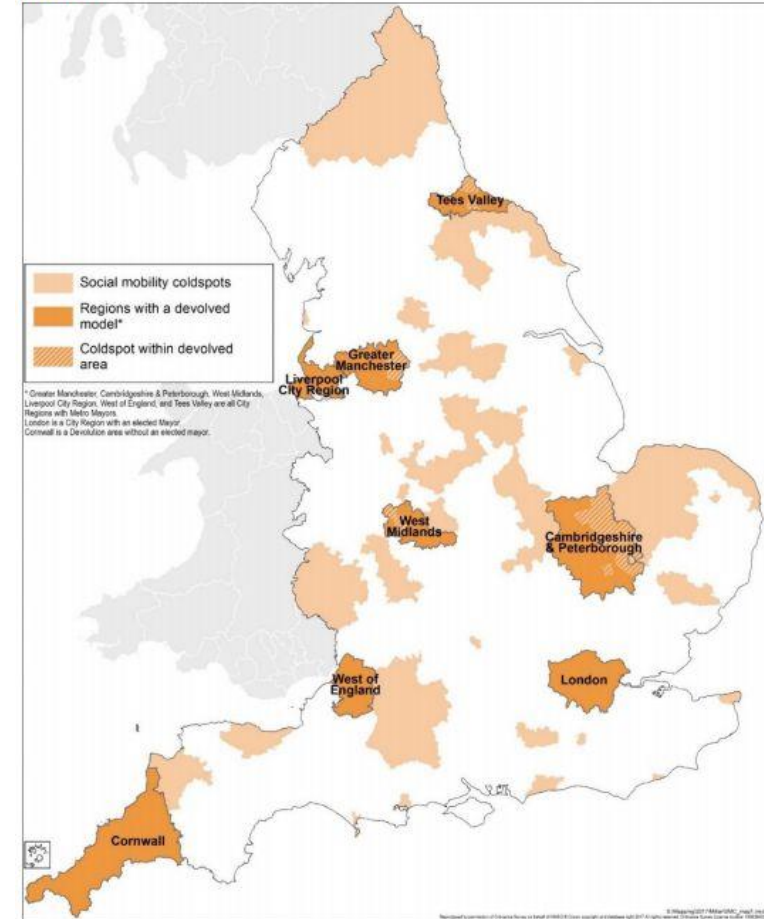
June 2023

Jamie McKinnon, TRU Social Value Manager

Local Context

- Social Mobility barriers can be numerous and specific to the demographic and background of the people you are working with
- Levelling Up agenda and studies such as the Social Mobility Commissions state of the Nation Report (see 2017 map) show that where you are born can significantly influence social mobility
- Therefore when considering how our project and programmes will influence social value we need to consider the local context – what are the specific groups who are facing barriers? How can we make a difference?

Figure 4.7: Social Mobility Coldspots mapped against regions with a devolved model



Source: Social Mobility and Child Poverty Commission, Social Mobility Index, 2016

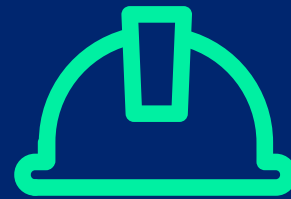
Ensuring a community needs approach



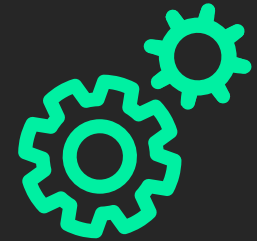
Design



Optioneering



Construction



Operation

What did we do on TRU

Strategy setting

- Built in to the contract requirements contractors must deliver a socio-economic assessment of the area and build this in to their delivery plans to focus on specific groups inline with local demographic. Utilise GIS mapping against Deprivation index.

Delivery

- Working with localised partners to deliver targeted programmes





SOCIAL MOBILITY FRAMEWORKS

SOCIAL MOBILITY COMMISSION



Social Mobility Commission Toolkit (free)

- Cross Industry
- Financial and Professional Services
- Creative Services
- Apprenticeships
- Building Blocks

SOCIAL MOBILITY COMMISSION

Data	Communicate – share what has been analysed to understand social mobility and diversity data. Ask the key question – how can we collect the data of your customers? Analyse your data – Compare your data and industry benchmarks across all levels of your business to target the change. Measure your success – track your socio-economic diversity.
Leadership and culture	Create a compelling, shared vision and inclusion across your organisation when it has the backing of the board. This is a business strategy – regardless of size of your organisation, an official must be accountable for it or part of a team. Leaders must speak out – show their whole self and the importance of the age and diversity of your organisation. Normalise the social mobility conversation – share their stories. Get lots of people involved – create a champion forum. The more the merrier.

Outreach	Widen your talent pool – when it comes to outreach and hiring, you could be missing out on the kind of talent that will give your organisation a competitive advantage. Don't re-invent the wheel – work with partners on our directory and use their expertise.¹⁵ Choose one intervention and do it well, then build from there. Target schools and further education colleges in social mobility coldspots or with high levels of free school meals. Activate your social mobility network – get them involved. If applicable, encourage members to use volunteer days to support outreach work.
Hiring	Remove qualification barriers – question requirements for disadvantaged applicants who may not have them but who can thrive in your organisation. Use inclusive language such as "We value all potential. Don't worry if you don't think you're qualified, we'll spot it." Keep in contact – once a job is offered, keep in touch to develop their skills before joining. Evaluate often – use your data to see if things can be improved.
Progression	Make sure the best get on – socio-economic diversity is about who gets in, it's also about who progresses. Use your data – follow the steps in the table to see if individuals from a lower socio-economic background are progressing. Ensure managers at all levels are conducting progression conversations – a crucial part of developing clear opportunities to get training and career progression. Reduce informal ways to progress – sponsorships, accelerator roles and informal networks or norms can give those from privileged backgrounds a leg up. Clearly define the skills required to progress each level and align interview criteria to reflect this.

Advocacy	Be public with your commitment to social mobility – share your organisation's commitment and targets with progress updates. Everyone can be an advocate of social mobility – collaborate within your sector and wider ecosystem, listen, learn, present, share, and work together for a societal change.
General	Remember – all buildings start with the laying of those first blocks. You don't need a huge budget – start, prove a concept so the value can be seen, and go from there. Start with the right mindset and belief in socio-economic diversity – you will have challenges and hurdles to overcome. Start with a base of commitment and conviction for your actions.

SOCIAL MOBILITY INDEX

A framework for measuring social mobility in the UK published in 2016, 2017 and 2022.

2023

- New social mobility data is due to be published as part of the SMC's annual report, State of the Nation, in September 2023

2022

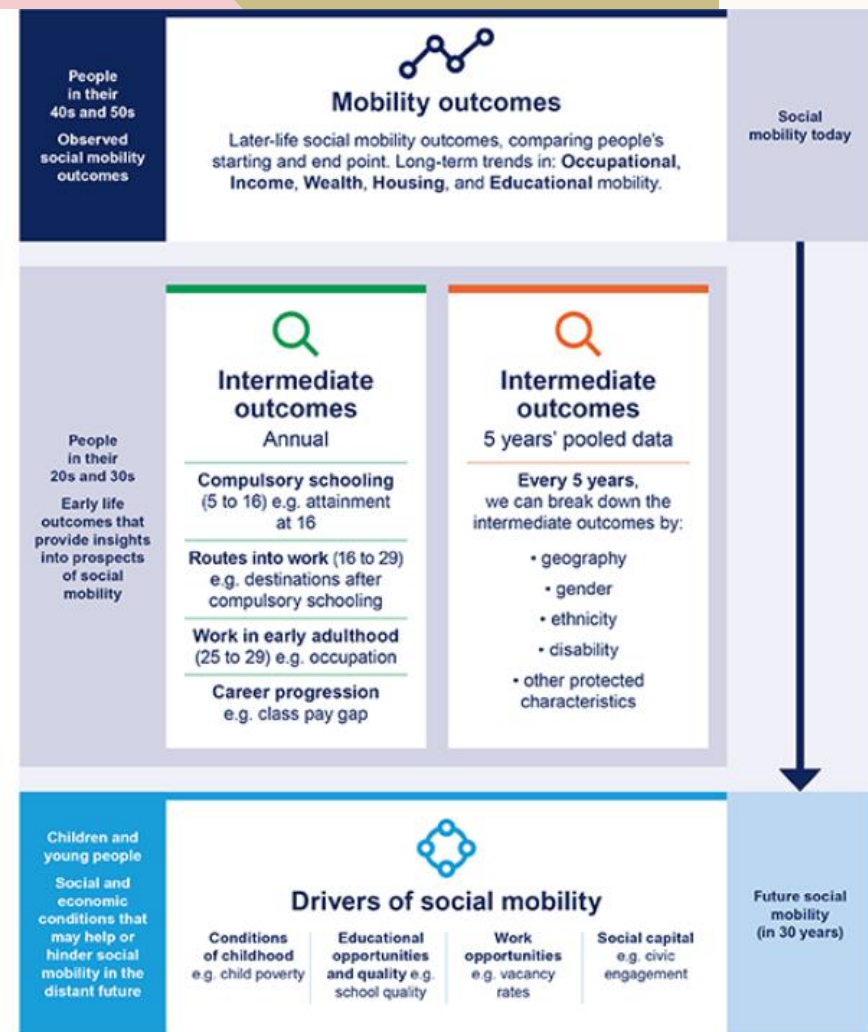
- [State of the Nation 2022: A fresh approach to social mobility](#)

2017

- [Social Mobility Index: 2017 data \(XLS\)](#)

2016

- [The Social Mobility Index 2016 \(PDF\)](#) – you can also download the accompanying [methodology \(PDF\)](#) and [data \(XLS\)](#)



Transpennine Route Upgrade: Social Mobility Research

June 2023

Jamie McKinnon, TRU Social Value Manager

Arica Ching, TRU Research Student, University of Leeds

TRU Social Mobility Research:

The Development of a Rail Social Mobility Framework: Study of Social Mobility Advancement for Refugees and Migrants through Skills Development and Employment Opportunities.

Considering:

- Current recruitment and retention practices within TRU
- Inclusive recruitment and retention practices
- Successful implementation of framework of rail social mobility



1

Support over 8,000 roles. Creating 4,000 new opportunities and safeguarding 4,000 jobs during construction – with 20% of new roles filled by underrepresented groups to create a diverse team that reflects the communities in which we work.

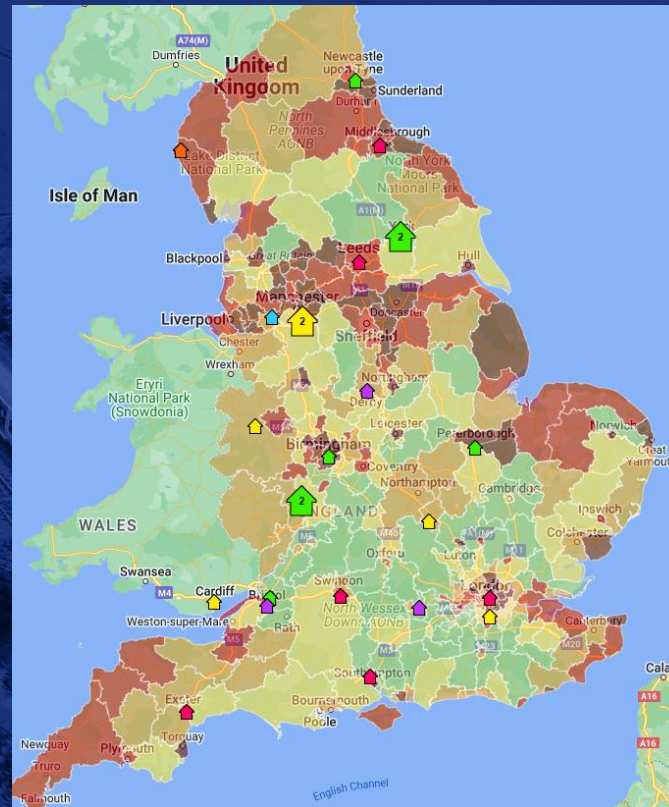
Aims:

- To drive culture change to promote inclusivity in the TRU
- To attract more talent to address the predicted significant skills gap in the rail industry

Objectives:

- To develop guidelines for incorporating inclusive recruitment processes, interview practices, and employment integration practices in the rail industry by referring to other successful cases
- To identify preferable conditions for driving a culture change in a complex organisation

Multiple Deprivation Index
2019



High level literature review findings

Refugees and Migrants in Employment: Challenges and suggested practices

Recruitment stage

Challenges

Individual factors:

- Lack of informal networks and financial, social and cultural resources
- Less readily transferrable skills
- Long period of market inactivity

Institutional factors:

- Foreign qualifications and education are not recognised
- Politicisation as social burden in the job market

Suggested practices

- Cross-sector collaborations, e.g. partner with third-sector organisations
- Provide engagement opportunities for refugees, e.g. mentoring, coaching and job shadowing
- Demystify the process of refugee employment among HR professionals

Retention stage

Challenges

Individual factors:

- Excluded from 'inner circle' and felt uncomfortable at the workplace despite anti-discrimination practices

Institutional factors:

- Working culture (e.g. role of alcohol) may contradict with own's religious beliefs

Suggested practices

- Provide induction programmes to tackle cultural differences, e.g. supplementary materials in the native language of the refugee
- Create refugee-specific employment paths through on-the-job training

Detailed Literature Review: ✓

Interviews with charitable sector: Underway

Interviews with industry: In planning

Thesis and Summary Report: 31st August

Present Findings: TBC





THE IMPACT OF SOCIAL MOBILITY: PERSONAL STORIES

Amy Cable

Social Value Associate Director

Amy is a skills, education and employment (SEE) professional with over 8 years' experience in the construction industry

She has a successful track record working in corporate social responsibility and social value for major government funded infrastructure projects

Most recent role, leading the SEE ambition for the National Highways flagship project, the Lower Thames Crossing



Would you hire this person?

CV: Amy cable

Amy.cable@jacobs.com | 19 year old

- Hard working
- Willing to learn
- Great with People
- Failed GCSE's
- No experience
- Non-Educated (Parents, grandparents, extended family members)
- Essex Girl
- Broken Family
- 1 in 7 siblings
- Poor Family

Broken family/poor
Must have mental
health problems

Failed GCSE's must
have been disruptive
or not clever -
Can't train her

SOCIETY

Essex Girl
no one will take
her seriously

No experience
she wont be able to
do the job / Will need
hand holding

Career Timeline



Why am I telling you all this?

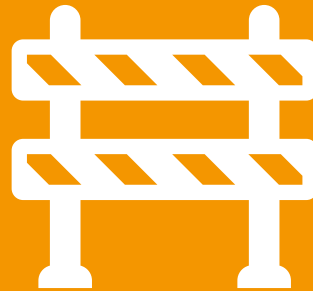
Attract
people into
the industry



Challenge
unconscious
bias



Minimise
barriers



Raise
Awareness



Create the
right culture





KENT'S STORY

FORUM UPDATES

New Steering Group established

MPA support and links to their Knowledge Repository (where we will hopefully upload event content)

Workstreams::

- Benchmarking
- Social Value Blueprint for Major Projects

Future events TBC

Feedback welcome – survey to be issued post event including future topic suggestions!

SPEAKERS AND CONTACTS

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Sarah.rial@jacobs.com (or sarah.rial@eastwestrail.co.uk)

**THANK YOU
&
HAPPY SOCIAL MOBILITY
AWARENESS DAY!**

#SpeakOut

#MajorProjectsSocialValueForum