



Social Mobility
Commission

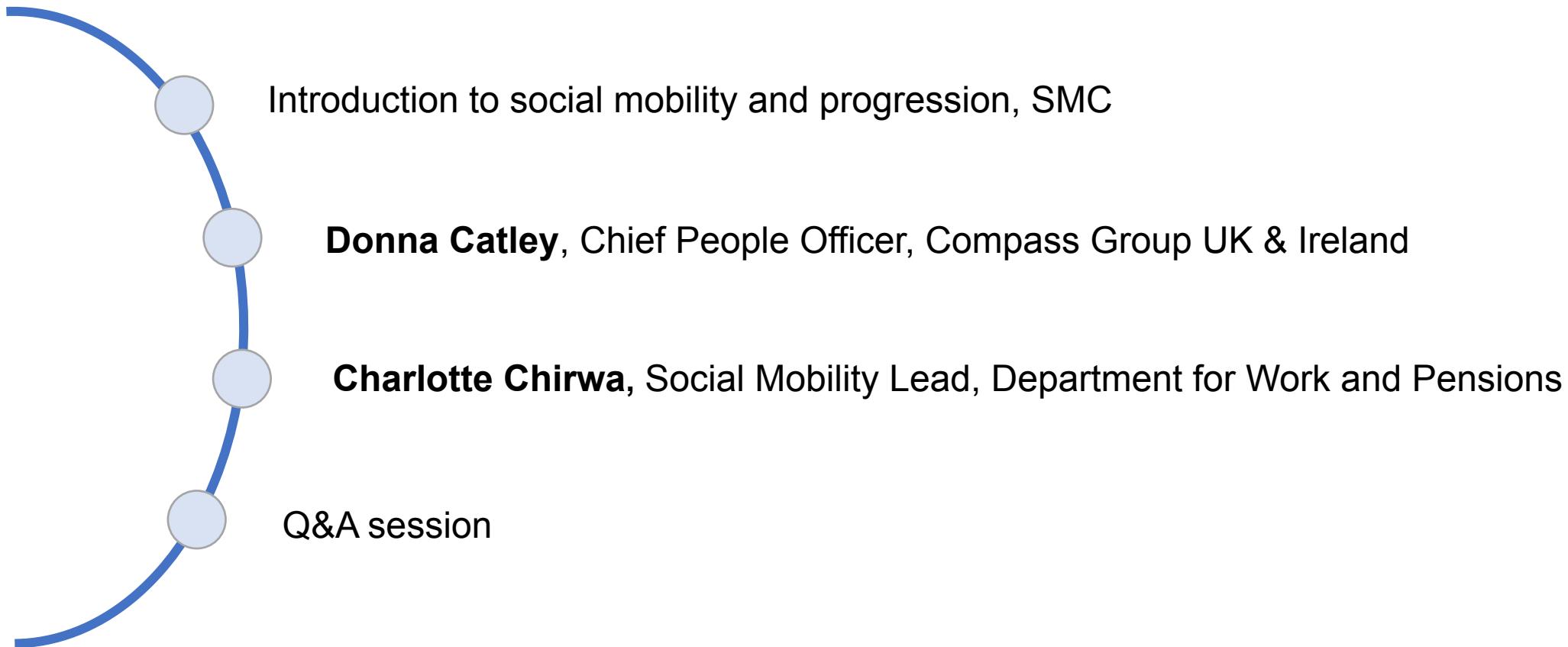
Masterclass: Progression Training that supports people and business success

March 2022



Today's session

Today we will cover:



What is social mobility?



Social mobility is the link between a person's occupation or income and the occupation or income of their parents. In other words, it's about **ensuring your background doesn't determine your future**.



Progression

Progression is often the last thing people tackle. Interventions may be ineffective if the rest of the building blocks aren't in place i.e., the culture, structure, support and opportunities so staff can take your efforts seriously.



ATTRACTION MYTH

There is a suggestion that the challenge of diversity is concerned mostly with the early career pipeline, i.e. outreach is the solution¹



LONGER PROGRESSION TIMELINE

Those from lower socio-economic backgrounds take a year and a half longer on average to reach senior roles than their more advantaged colleagues¹



FUNDED TRAINING

Employer-funded training is **more likely** to be given to those from higher socio-economic backgrounds in every category of job. When offered, it might not be accessible to all (e.g. delivered digitally, not offered flexibly, or time off not given)²



INCLUSION NOT REALISED

Many organisations still tilt their norms towards those from a privileged backgrounds⁴



RETENTION MINDSET

Fast-paced, customer- and profit-focused industries have a tendency to view frontline staff as disposable and replaceable and therefore organisations did not prioritise investing in staff development³



JOBS NOT CAREERS

Frontline staff often don't see their jobs as a career and report having other more important priorities in their life³



CONFIDENCE

Individuals often lack confidence in their ability to progress and have low expectations of employers to provide training and access to progression³



CAREER PATHS

Individuals from lower socio-economic backgrounds often self-select into operational or technical roles, which often cause bottle necks on progression⁴

1: Bridge group: *Pathways to partnership: challenging the myth of meritocracy*, 2020

2: Social Mobility Commission, *State of the Nation 2018-19, 2019*

3 Social Mobility Commission, *Training Progression Research* (2020)

4. Social Mobility Commission, *Navigating the Labyrinth* (2021)



Increasing in-work training and progression for frontline workers



Research report
November 2020



Findings

- 1. Social mobility was rarely reported to be a priority for organisations in these sectors.** There was generally low engagement with the concept of social mobility; few leaders in these sectors saw it as a priority or within their remit.
- 2. These fast-paced sectors are customer and profit-focused.** There was a tendency to view frontline staff as replaceable, therefore not worth investing in their progression.
- 3. Frontline staff in these sectors tended not to see jobs as careers.** Low expectations of these sectors to provide training and access to progression, particularly where there was seen to be a lack of meaningful opportunities.
- 4. Organisations did not work with frontline staff to develop opportunities that were appealing or in an appropriate format** (e.g. opportunities were more commonly offered to higher-skilled, office-based staff).
- 5. Channels to communicate training and progression opportunities to frontline staff were not always effective** (e.g. no line management meetings to discuss training needs or aspirations).
- 6. Organisations tended to have a short-term focus.** Hindering investment in longer-term gains, such as training staff to retain them.



Increasing in-work training and progression for frontline workers



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Solutions

Four key steps for organisations to support in-work training and careers guidance around progression:

1. Strategic leader buy-in is essential to develop and embed an effective progression culture.
2. Review company structures and ways of working to enable access to meaningful career progression opportunities at all levels.
3. Create an environment where it is the norm for frontline staff to expect to have training and career conversations with their managers.
4. Embed measures throughout the business that prioritise and support individuals to progress at their own pace.



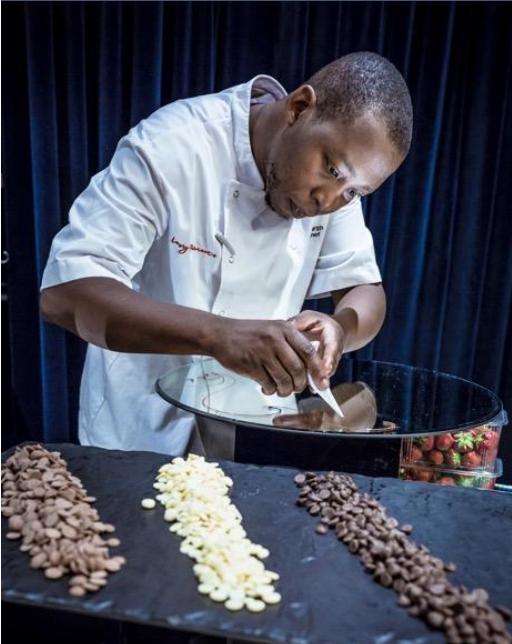
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A photograph of a modern office interior. Two women are visible: one in a pink blazer sitting at a desk with a laptop, and another in a grey blazer sitting in a white chair looking down at a document. The office has light-colored wooden floors and walls. There are plants, books, and a vase of flowers on the desks.

Career Pathways At Compass Group

Our Mission

Address the inequalities that create
barriers to progress. To act as a driver of social mobility



THE FIRST RUNG

“GETTING ON”

COMPASS
ACADEMY

NOBODY LEFT
BEHIND

PAY

Getting on

How can I develop?"

"Where do I go for support?"

"What does it take to get a promotion?"

"Where do I find my next job?"

"Is the process really transparent?"

"Now you are in how can we support you to get on?"





Our Career Pathways Are For

Frontline – Senior Leadership

- 🎯 ‘Move Up’ – If you want to work towards a promotion
- 🎯 ‘Move Across’ – If you want to move into a different type of role or sector
- 🎯 ‘Master Your Craft’ – If you want to strengthen knowledge & skills in role or gain a professional qualification

Who have we focused on?

Operations

- Culinary & Cooking
- Hospitality & Service
- Cleaning & Portering
- Reception & Front of House
- Security

Central Functions

- HR
- Sales and Retention
- Marketing
- DT (IT)
- Finance
- Foodbuy



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Department
for Work &
Pensions

Employer's
Masterclass

Social Mobility at the DWP

Socio-econo mic Diversity



Being successful doesn't necessarily make you great. What makes you great is when you reach back and help somebody else become great.

Joel Osteen



Quotabase

Supporting
Development

Confidence

Networking

Applications

Believing

Ownership



Development Programmes

- Aspire
- Summer School
- Operational Delivery Leadership Programme
- Future Leader's Academy
- Beyond Boundaries
- Catapult
- Online Learning Platform

Summary

Outreach Work

Flexible work locations

Line Managers and Diversity

Staff Networks

Performance discussions

Shadowing/Work Experience



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Q&A



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Next steps:

Complete our feedback survey

Find more resources on
www.socialmobilityworks.org



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Next event:

Masterclass: How to talk about class in the workplace

Wednesday 27 April, 1pm - 2pm



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- Submissions close on 27 May 2022
- Annual benchmarking tool of best practice in social mobility
- Every entrant receives a bespoke feedback report on performance
- Open to employers of any size, sector and stage of their social mobility journey
- Public launch in Q4, featuring the Top 75 Employers and Key Findings Report of data trends and insights

Register your interest:

socialmobility.org.uk/index/

SMF is here to help:

employerindex@socialmobility.org.uk

Top 75 Employers			
01 Browne Jacobson	16 Department for Levelling Up, Housing and Communities	31 BBC	46 Home Office
02 KPMG	17 DLA Piper	32 Sparta Global Limited	47 Eversheds Sutherland LLP
03 Herbert Smith Freehills LLP	18 Santander	33 BEIS	48 Osborne Clarke
04 Grant Thornton UK LLP	19 Baker McKenzie	34 Lewis Silkin LLP	49 Goldman Sachs
05 Severn Trent	20 Department for Work and Pensions	35 Hogan Lovells	50 Shepherd and Wedderburn
06 PwC	21 Aviva plc	36 Legal & General	51 DWF Law LLP
07 Accenture	22 Civil Service Fast Stream and Emerging Talent	37 Freshfields Bruckhaus Deringer	52 Macfarlanes LLP
08 HMRC	23 Cabinet Office	38 Jones Laing Lasalle	53 Clyde & Co LLP
09 Bryan Cave Leighton Paisner LLP	24 Allen & Overy	39 MI6	54 MIS
10 Enterprise Rent-A-Car	25 Capgemini UK	40 City of London Corporation	55 Department for Digital, Culture, Media & Sport
11 Ministry of Justice	26 Crown Prosecution Service	41 Phoenix Group	56 Burges Salmon
12 Deloitte	27 Slaughter and May	42 Shoosmiths	57 FDM Group Ltd
13 CMS	28 Linklaters LLP	43 Simmons & Simmons	58 Department for Education
14 Penguin Random House UK	29 DfT	44 Brodies LLP	59 Addleshaw Goddard LLP
15 Squire Patton Boggs	30 Pinsent Masons LLP	45 Fujitsu	60 Mears Group plc
			61 The British Land Company PLC
			62 Radcliffe Chambers
			63 RPC LLP
			64 abrdn
			65 GCHQ
			66 St. James's Place Wealth Management
			67 Taylor Wessing LLP
			68 Mishcon de Reya LLP
			69 Ashurst
			70 White & Case LLP
			71 Schroders
			72 Auto Trader UK
			73 NEWTON EUROPE
			74 Mayer Brown
			75 Lloyd's