

'How to incorporate social mobility into a diversity and inclusion strategy'

Practical objectives and a key results-based approach

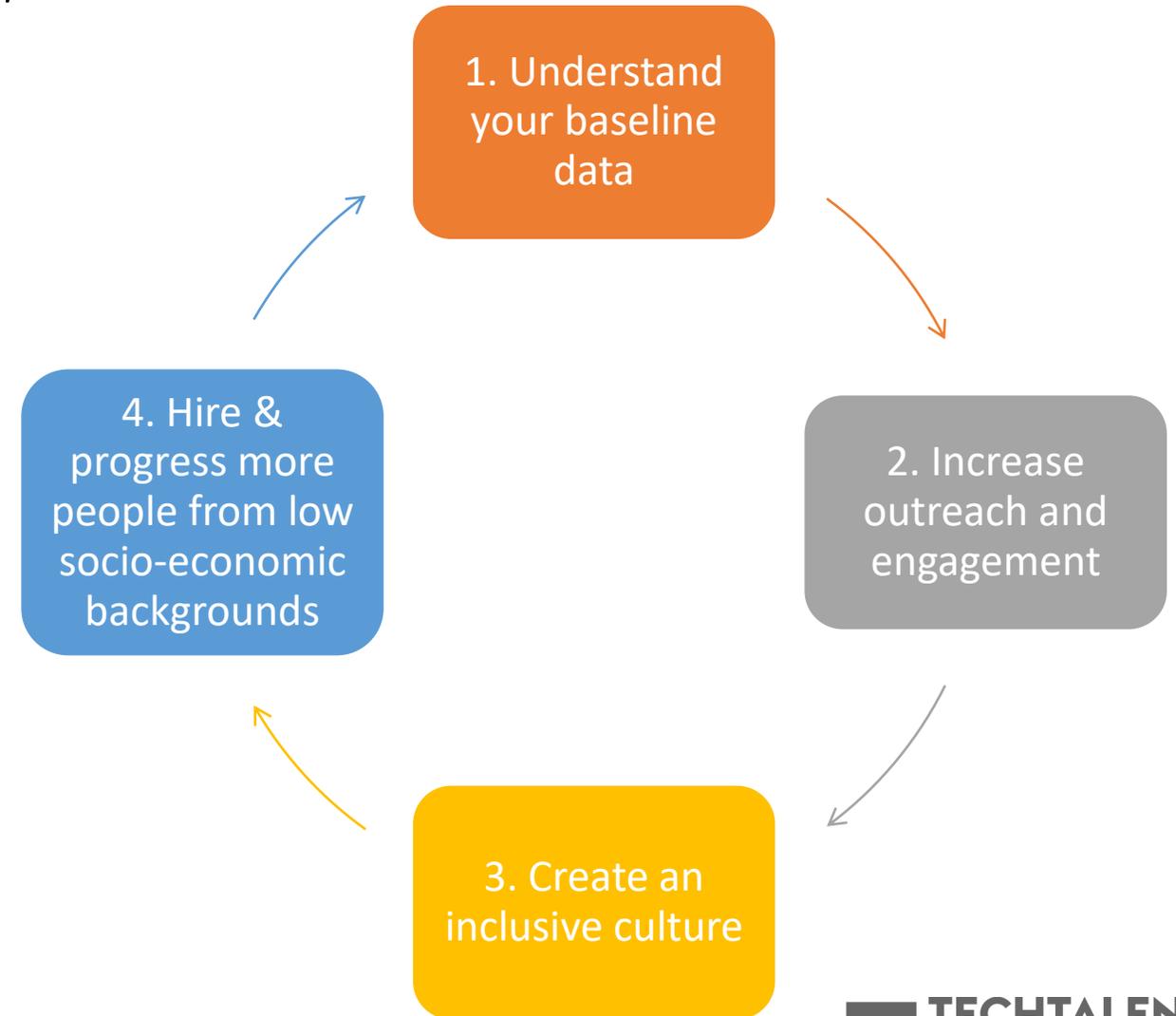
The case for action:

On entering the UK tech sector, individuals from working-class origins can expect to earn £4,736 less than peers from more privileged backgrounds with the same education, experience and training.

Over a third (36.6%) of board members and 31% of senior executives in UK tech companies attended private schools, compared to just 7% of the wider population.

19% of workers in UK tech are from a working-class background compared to 33.3% of the nationwide population.

All stats sourced via [TechUK](#)



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1. Know the baseline data

Key Result(s)	From	To	Milestones
Build trust on reason for data collection	Not started	Completed	Familiarise yourself with, then share, Inclusive Boards statistics on lack of representation in tech of people from lower socio-economic backgrounds.
	Not started	Completed	Benchmark your business on the Social Mobility Index and share the results company-wide
	Not started	Completed	Share social mobility stories from within your business – if not from senior leadership directly then these must be actively promoted by senior leadership.
	0%	100%	All senior leaders to carry (and communicate to the business) a Social Mobility Commitment Based Incentive ie: To sponsor Outreach Programme
Understand socio-economic status of existing workforce	0%	66%*	To conduct, and capture anonymised responses to, employee-wide survey using the key questions from the Social Mobility Commission toolkit website <i>(*suggested goal from SMC toolkit)</i>
	Not started	Completed	Analyse your responses against Inclusive Boards statistics for the tech industry.
	Not started	Completed	Assess your data collection and profiling maturity in line with p16 of Social Mobility Commission toolkit download

2. Increase outreach and engagement

Key Result(s)	From	To	Milestones
<p>Outreach programmes – Partner with schools, training providers and FE Colleges in socio-economic ‘cold spots’ and areas with high levels of free school meals. - provide a whole end to end package including awareness raising, taster days, mentoring, employability skills, work placements and paid opportunities (Use existing infrastructure such as Kickstarter / Apprenticeships / coding clubs to support e.g. Code Club)</p> <p>Include digital activities to promote scale, access and breadth in engagement. Work with organisations (such as Future Dot Now Good Things Foundation) who understand best practice, the digital divide and safeguarding online – ensure participants from lower SEB have access to the internet – provide data plans and kit.</p> <p>An over reliance on purely digital forms of outreach and recruitment can be a barrier to people from lower SEB – balance your approach to ensure you are engaging the target group.</p> <p>Senior Leadership Buy in - Ensure success measures are overseen and owned by senior leadership team and linked to staff performance objectives. Better still ask senior leadership team role models / social mobility champions to be involved with the outreach programme. Demonstrate your inclusive company culture and be advocates.</p> <p>Targeted approach - Link outcomes for pupils engaged in early outreach to the Gatsby Benchmarks and to your hiring & recruitment practices.</p>	x	x	<p>X% More applicants from socio-economic diverse backgrounds</p> <p>X% Raised aspirations of young people from lower SEB</p> <p>X% raised awareness of potential opportunities to work in tech sector.</p> <p>Partnerships set up with local FE Colleges and training providers such as (Manchester Codes, Multiverse, Generation etc) Check out your local Digital Skills Partnerships, Tech UK, Association of Colleges and LEP for programmes in your area.</p> <p>Outreach activities are linked to hiring and contextualised recruitment</p> <p>Staff objectives and performance reviews include targets around diversity and inclusion of lower socio-economic backgrounds.</p> <p>Outreach activities are linked to lower SEB and provide core data for hiring and recruitment processes.</p>

3. Create an inclusive culture

Key Result(s)	From	To	Milestones
<p>1. Listen To improve culture, understanding of the current state of the culture and how it feels through a social mobility lens should be gathered. To do this, spend time understanding what is working for employees, what could improve, and what is required that is currently lacking. Listening can be done through facilitated workshops, one-to-one meetings, anonymous employee surveys or utilizing crowd-sourcing. Be prepared to be comfortable being uncomfortable as the goal of these sessions should be to get a clear, honest and transparent view of what working at the organisation is like from those on the ground—whether positive, indifferent or negative.</p> <p>2. Provide action Post “listening” phase, form a plan of how to tackle what you have heard. This step is crucial, otherwise employee engagement will decrease due to “all talk, no action.” Action can take many forms. For example - If qualitative and quantitative data shows people from certain demographics are not progressing or have a high attrition rate, investigate how to tackle that through dedicated sponsorship schemes, pairing those from underrepresented demographics with a senior leader to aid visibility, help with getting constructive feedback and giving credit, when appropriate. Additionally, review internal promotion processes to determine if these are working for everyone and make active changes, if necessary. If employees are raising that they do not feel a sense of belonging, determine how you can help foster an environment of inclusion. Employee resource groups can potentially help people come together, meet like-minded people and therefore, find their place in their work environment – and setting up a Social Mobility Employee Resource Group can be powerful. Forming partnerships with external organizations dedicated to highlighting, supporting and empowering underrepresented people can aid a positive shift in company culture.</p>	x	x	<ul style="list-style-type: none"> • Set up “listening” activities such as facilitated workshops, one-to-one meetings, anonymous employee surveys or utilizing crowd-sourcing to understand Social Mobility in reality and lived experiences. • Form an action plan based on what the listening activities have told you. Co-create the action plan with colleagues. • Set up a Social Mobility Employee Resource Group to create a movement. • Launch a dedicated sponsorship scheme pairing those from underrepresented demographics with a senior leader to aid visibility and understanding of lived experiences. • Review internal promotion processes to determine if these are working for everyone and make active changes, if necessary.
<p>3. Value all input A culture can be many things to different people. A sense of belonging is different for everyone. When prioritising what to amplify or change, remember that everyone's input is equally as important. Executive level input is incredibly useful, as these groups will have insight at senior levels and understand the business at this level, however, input from junior/mid-tier employees is equally as important as this will provide a different lens to the organization's culture. All employees from different "user groups" and requirements gathering and feedback sessions should be held accordingly. A truly inclusive, positive workplace culture will support both senior and junior employees, creating a sense of belonging with all.</p> <p>4. Form two-way communication between leaders and all employees An organisation’s culture should continually evolve as the company grows. To ensure the culture is continually underpinned by embracing diversity and respectful behaviours, a two-way line of communication must be open between leaders and all employees, which in itself is a sign of a positive culture. Be comfortable being uncomfortable, having thoughts challenged—remember the common goal of forming an environment which supports, promotes and hears all voices from all Social Mobility Backgrounds.</p>	x	x	

4. Hire and progress more people from low socio-economic backgrounds

Key Result(s)	From	To	Milestones
Attract more candidates from lower socio-economic backgrounds	Current %	Target %	n/a
Remove geographical barriers & blockers	Current # of cold spots	Target #	Add more cold spots to your org's hiring list
	Current # followed	Target #	Take actions to improve flexible working
Engage with potential employees on multiple entry points	Start # of non-grad roles	Target #	Offer more roles with non-graduate route i.e. apprenticeships
Develop fair hiring, progression and reward evaluation processes by: <ul style="list-style-type: none"> - Analysing data to understand how progression rates and receipt of bonuses and rewards may be affected by socio-economic background; - Recognising the importance of intersectionality, conduct research using data and qualitative interviews to understand how gender, ethnicity and socio-economic background affect an employee's progression and identify what barriers there are - Examining how decisions are made; - Creating a clear definition of talent in each section of the organisation, and an explicit narrative about what experiences and behaviours should not contribute to progression; - Creating clear processes and policies for work allocation and performance management; - Ensuring training opportunities are evenly taken up by those from all backgrounds - Using qualitative research to understand issues in more detail - Avoid rushed hiring processes to replace leavers (which risks compromising consideration of diversity) 	Not started	Completed	Apply same selection process to all candidates
	Ensure opportunities are fairly allocated and visible to all by: <ul style="list-style-type: none"> - Ensuring that those taking non-graduate routes receive comparable opportunities for progression and reward as those taking graduate routes; - Ensuring middle managers visibly support the offer of training, development and progression opportunities for low-skilled workers; - Providing clear information about training activities so that employees can request access to these themselves 	Not started	Completed
Enable experienced workers to be successful	Not started	Completed	Require recruitment agencies to deliver diverse shortlists
	Not started	Completed	Analyse data on lateral hires to assess the impact on diversity (p. 25-26)

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