## Looking to measure your success?

We have worked with our partners at the Social Mobility Foundation – and a range of academic experts, think tanks, charities, trade groups and employers – to develop a scorecard to help you track your success.[1] This scorecard outlines targets for six pillars of diversity and inclusion (D&I) – outreach, hiring, progression, culture and leadership advocacy and data.

The targets represent 'best practice' of the leading organisations in England and can help guide your goals. They are benchmarked using anonymous data from the Social Mobility Employer Index (SMEI).[2] Additionally, we have used our leading research and analysis to highlight national benchmarks, where appropriate. (Please keep in mind that achieving these targets does not guarantee that you will score highly on the SMEI.)

Use this scorecard to assess your strategy and define your keys to success.

## Get in touch

Have feedback for us on how we can improve this scorecard? Email us at contact@socialmobilitycommission.gov.uk.

## Glossary:

| Term | Definition |
|------|------------|
| **FSM** | Free school meals - a sum of money given by the government to schools to improve the attainment of disadvantaged children. |
| **PP** | Pupil premium - a sum of money given by the government to schools to improve the attainment of disadvantaged children. |
| **SEB** | Socio-economic background - is the term used to refer to a particular set of social and economic circumstances that an individual has come from. |
| **SMEI** | Social Mobility Employer Index - the SMEI ranks employers on their social mobility work across eight areas and publishes the top 75 employers with the best overall score. The SMF emphasises the importance of employers collecting reliable data if they are to perform well in the SMEI and drive forward their social mobility efforts. |

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[1] Visit socialmobility.org.uk.

[2] Visit socialmobility.org.uk/Index

# Data

*Understand the current situation; inform activities; evaluate change*

| Description of metric | Target | Benchmarking data |
|---|---|---|
| **Response rate for survey question on SEB** | Aim for overall response rates of at least 70%. | 87% completion rate by new hires<br><br>86% completion rate by current employees |
| **Data on SEB is collected on applicants, new hires, apprentices and current workforce** | Parental occupation (question one in our guidance) is collected for applicants, new hires, apprentices and the workforce.<br><br>*Want to keep upping your game? Collect data on two additional questions: free school meal eligibility and type of school attended. And, if you have a graduate scheme, ask if a parent(s) went to university.* | New hires:<br><br>• 31% collect data on parental occupation<br>• 58% collect data on type of school attended<br>• 49% collect data on FSM<br><br>On current workforce:<br><br>• 37% collect data on parental occupation<br>• 56% collect data on type of school attended<br>• 38% collect data on FSM |
| **Spread of your workforce by SEB** | Aim eventually to match the proportion of the UK population; set incremental targets to reach this goal. | The national spread of the working population by SEB is:<br><br>• Professional SEB: 37%<br>• Intermediate SEB: 24%<br>• Lower SEB: 39% |

# Outreach

*Maximise engagement with a wide range of prospective applicants*

| Metric | Target | Benchmark |
|---|---|---|
| **Percent of disadvantaged students reached by your outreach plan** | 50% of students across your outreach programmes receive FSM. | SMEI respondents results:<br>• School outreach: 42%<br>• Mentoring: 59%<br>• Work experience: 43%<br><br>*Additionally, 60% target coldspots (and on average, they target 12.3 coldspots).* |
| **Long-term impact of outreach programmes on your beneficiaries' education and career outcomes is tracked** | Y / N | 35% track education outcomes<br><br>*Want to keep upping your game? 32% also track career outcomes and 23% track both education and careers outcomes.* |
| **Percent link between your outreach programmes and recruitment** | 10-35% | 10% have a direct, sustained link* between outreach and recruitment<br><br>*\*an organisation that tracks students from outreach all the way through to recruitment, e.g. more follow-up support, mentoring, events, tracking the applications, providing guidance and interventions throughout.*<br><br>35% have a relatively strong link* between outreach and recruitment<br><br>*\*an employer might advertise opportunities to the students and offer follow-up support but it's limited e.g. mentoring or an event.* |

# Hiring

*Ensure practices are accessible and equitable to all applicants*

| Description of metric | Target | Benchmark |
|---|---|---|
| **Percent of all new hires who are from a disadvantaged background** | 39% are from a lower SEB. | The national benchmark of those from lower SEB in the UK workforce is 39%.<br><br>The SMEI uses benchmarks for new apprentices hires:<br>• **16%** of apprentices eligible for FSM/PP |
| **Percent of professional jobs in London** | Determine based on your business needs and capabilities to drive change. | Across the UK workforce, 30% of professional jobs are in London. This is higher than it should be and limits opportunities for those from lower socio-economic backgrounds, so strive to move jobs out of London, particularly if you exceed this benchmark. |

# Progression

*Support all staff to access opportunities to develop*

| Description of metric | Target | Benchmark |
|---|---|---|
| **Percent of staff at senior levels by SEB** | Proportionate to those across all SEBs. | Benchmarks for this area are not perfect, as each organisation must assess how 'senior roles' are defined based on your context (e.g. managing directors, C-suit, etc.). However, we know that those from lower SEB are under-represented at senior levels because of the following two measures:<br><br>Within the UK workforce, the spread of SEB groups in professional roles is:<br><br><ul><li>Professional SEB: 49%</li><li>Intermediate SEB: 22%</li><li>Lower SEB: 29%</li></ul><br>Additionally, those from lower socio-economic backgrounds earn between 6-11% less on average than those from higher backgrounds, depending on the sector. This shows that those from lower socio-economic backgrounds get 'stuck' at lower levels across the workforce. |
| **Percent of staff from a lower SEB that have received a comparable bonus to those from a higher SEB** | Proportionate to the distribution of social class in your organisation. | Not applicable. |
| **Attrition rates for staff who are from a lower SEB** | Proportionate to those across all SEBs. | 19% of SMEI employers analyse retention by SEB at every level. |

# Culture and leadership

*Ensure a compelling, shared vision across your organisation*

| Description of metric | Target | Benchmarking data |
|---|---|---|
| **Percent of staff who feel that the work culture is welcoming to them by SEB** | Aim for over 70% of staff within each SEB group to feel that the work culture is welcoming to them. | Percentage by self-reported SEB* who feel their culture is welcoming:<br><br>• 67% for people from a working class background<br>• 68% for people of people from a middle class background<br>• 72% for people from an upper class background<br><br>*This measure is based on SMF's voluntary employee survey which 39 organisations participated in.* |
| **Employees are encouraged to share their social mobility stories within the organisation** | Y / N | 69% of SMEI employers encourage employees to share their social mobility story. |

# Advocacy

*Share practice, support peers and drive sector-wide change*

| Description of metric | Target | Benchmark |
|---|---|---|
| **Clients and suppliers are encouraged to take any actions on social mobility (e.g. within tender documents or during the procurement process)** | Y / N | 48% encourage their suppliers to take action on social mobility.<br><br>42% work with clients to improve social mobility; 6% through extensive, well-targeted programmes.*<br><br>*Well targeted programmes could include developing programmes with clients and feeding back best practice. See KPMG and Linklaters case studies in the Employer Index Report 2020 (p. 37, Section 8) on examples of working with clients to improve social mobility.* |
| **SEB data is published externally** | Y / N | 29% publish data on their workforce and we hope to see that figure rise in years to come.<br><br>Of that 29%:<br>• 66% publish data on type of school attended externally<br>• 51% publish data on parental qualification externally<br>• 14% publish data on FSM eligibility externally<br>• 26% publish data on parental occupation externally |