



Department  
for Business  
Innovation & Skills

# Social Mobility Business Champion Criteria

web: <https://www.gov.uk/government/policies/improving-social-mobility-to-create-a-fairer-society/supporting-pages/business-compact>

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# Champions creating change

This document has been withdrawn and replaced:

<https://www.gov.uk/government/publications/social-mobility-business-compact-champion-tier>

Businesses are only as good as their people, so it's vital for business success that firms identify and recruit the best individuals. Yet there's growing evidence that when it comes to making the most of their assets, some of Britain's leading employers are missing out – to the cost of both the bottom line, and fairness.

**Building on the success of the SMBC – which has over 150 businesses signed up – a new Champion tier of the Compact is being launched. This document sets out a vision and criteria for businesses to implement which will improve business practices to make a transformative impact, allowing people from all backgrounds to get on and succeed in business.**

We know that far from opportunities being open to all, there are serious barriers to some of our most talented and driven people getting ahead, and that businesses are sometimes contributing to these barriers. The Champion tier of the compact is a unique opportunity for businesses to commit to delivering real improvements to lead the way to improve social mobility.

Champions may be of any size and from any sector. They will demonstrate that change is possible by committing to the Champion criteria within this document. Successful applicants will commit to meeting the criteria within 12 months. The criteria are wide ranging, covering outreach and recruitment, as well as leadership of the Compact; it also includes careful monitoring and evaluation of a Champion's own interventions.

Champion status will only be awarded to organisations which are exemplars and leaders in the field of social mobility, and we expect that numbers will be small. Known as the '**Social Mobility Business Champions**', successful organisations will publicly advocate the case for business practice which promotes social mobility, and lead other businesses in implementing best practice across all the SMBC's criteria.

**This offers a unique opportunity to set a new benchmark for social mobility support, and to demonstrate the advantages of adopting open recruitment practices. Detailed guidance on the criteria will be available to successful Champions.**

# Becoming a Champion: benefits to business

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<https://www.gov.uk/government/publications/social-mobility-business-compact-champion-the>

Working with the Social Mobility and Child Poverty Commission we have outlined the benefits of becoming a **Social Mobility Business Champion** to businesses and individuals across society. The case for change is often made in terms of fairness: that is, a labour market which recruits according to a narrow social background is unjust in principle. But the facts suggest that tackling barriers to social mobility can also bring a competitive advantage. By changing practices the country's leading employers will see a range of benefits.

The most important benefit is access to a **wider talent pool**.

Many firms' talent supply chains exclude some of the best and the brightest who didn't go to a good school, university, or don't have the right contacts or cannot afford to work unpaid.

Around half of students with ABB+ at A-Level (or equivalent qualifications) in England went to universities other than the Russell Group in 2011. The UK's leading employers are missing out on many top students as they are actively marketing their graduate vacancies at twenty universities, largely the Russell Group. There are also those young people who do not attend university. An estimated 60,000 pupils in schools each year who are amongst the top fifth of academic performers at some point in their secondary school careers, do not subsequently go on to higher education.

**Becoming a Social Mobility Business Champion will help address some of these challenges.** Successful Champions will be publicly commended by the Government and we will support businesses to promote and spread the good practice within each business's own sector and beyond.

*“We work with the world's best companies. To do that successfully we need to attract and retain the best people regardless of background, including socioeconomic standing. Diversity and inclusiveness are not just ends in their own right but means to an end.”*

**Senior Partner,  
Big 4 Firm**

# There are five key areas which champions will commit to delivering real changes within a 12 month period

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## Outreach

- We actively promote and support opportunities for our staff to volunteer as mentors, speakers, and governors, targeting educational institutions/young people with above average levels of disadvantage.
- Where we have presence across the UK, we will offer outreach in all areas and/or use e-mentoring to broaden our reach.
- To demonstrate our commitment to institutions and young people, we take a strategic approach offering:
  - △ a multi-pronged approach – for example, mentoring and work experience together;
  - △ sustained relationships;
  - △ the possibility, where feasible, of a pathway into the firm/profession.
- We robustly evaluate the effectiveness of our interventions.

## Work placements (internships and work experience)

- We target educational institutions/young people with above average levels of disadvantage.
- We advertise internships openly and formally, and provide work experience placements beyond our personal connection. We put all applicants through a standard applications process and adhere to best practice in managing both internships and placements.
- We pay all interns at least the NMW and where possible above. We seek to provide financial assistance for those doing work experience if they are not entitled to the minimum wage.
- Where we have presence across the UK, we commit to offering work placements in all areas.

## Recruitment

- We try to make all recruitment social mobility friendly, including advertising all entry level roles and making them available to as wide a group as possible.
- We offer well-structured non-graduate entry routes:
  - △ providing opportunity to attain parity with graduate entrants;
  - △ including qualification and skills which are recognised by other employers
- We proactively seek ways to ensure non-discrimination in recruitment processes, including:
  - △ considering grades and academic achievement in the context of the school or college attended;
  - △ widening university recruitment, beyond the most selective universities;
  - △ use of school/university blind recruitment.

## Monitoring and evaluation

- We monitor the socio-economic background of new entrants into our company (collecting data such as family income and educational background).
- We survey the socio-economic background of our current employees.
- We examine our recruitment processes to see at what stage candidates from particular backgrounds fall down.
- We publish data on existing employee backgrounds in meaningful categories.
- Our tender documents ask bidders about their actions to promote social mobility.
- We set out clear annual plans for improvement/expansion of our work to promote social mobility.

## Leading, championing and communicating best practice

- We have identified a senior leader to report internally on firm's progress and advocate externally.
- We work with other Champions to build a strong network of members, and to support members to implement good practice.
- We assist with the organisation of the SMBC, for example:
  - △ Organise a networking breakfast;
  - △ Organise and/or provide support to regional and local events and networks (such as the Opening Doors events that will be rolled out on a regional basis by MyKindaCrowd);
  - △ Contribute to the SMBC website, providing case studies, good practice guidance, and other useful information for SMBC members.
- We work with other Champions to develop a simple reporting tool that all SMBC signatories will be prepared to complete, to record their progress on social mobility issues.

# Business Champions timeline to deliver changes

This document has been withdrawn and replaced:

<https://www.gov.uk/government/publications/social-mobility-business-compact-champion-timer>

Successful Champions will commit and deliver real changes within a 12 month period. Champions will help each other and will receive support from BIS to help achieve full Champion status.

## Immediately

- Actively promote and support opportunities for staff to volunteer as mentors, speakers, and governors, targeting educational institutions/young people with above average levels of disadvantage
- Advertise internships openly and formally, and provide work experience placements beyond personal connections.
- Pay all interns at least the NMW and where possible above.
- Advertise all entry level roles and make them available to as wide a group as possible
- Develop a plan for organisation monitoring of social mobility
- Identify a senior leader to report internally on firm's progress and advocate externally

## Within 6 months

- For outreach, develop a strategic offer which is a multi-pronged approach, sustained and had the possibility (where feasible) of a pathway into the firm/profession.
- Have a presence across the UK, offer outreach in all areas and/or use e-mentoring to broaden reach.
- Ensure all applicants are put through a standard applications process and adhere to best practice in managing both internships and placements.
- Monitor the socio-economic background of new entrants into our company (collecting data such as family income and educational background).
- Work with other Champions to build a strong network of members, and to support members to implement good practice
- Develop a simple reporting tool that all SMBC signatories will be prepared to complete, to record their progress on social mobility issues.

## Within 12 months

- Develop a strategic offer which is a multi-pronged approach, sustained and had the possibility (where feasible) of a pathway into the firm/profession.
- Where there is a presence across the UK, offer work placements in all areas.
- Identify ways to ensure non-discrimination in recruitment processes, including:
  - △ considering grades and academic achievement in the context of the school or college attended;
  - △ widening university recruitment, beyond the most selective universities;
  - △ use of school/university blind recruitment.
- Offer well-structured non-graduate entry routes:
  - △ providing opportunity to attain parity with graduate entrants;
  - △ including transferable qualification and skills where possible.
- Examine recruitment processes to see at what stage candidates from particular backgrounds fall down
- Survey the socio-economic background of current employees.
- Publish data on existing employee backgrounds in meaningful categories.
- Tender documents ask bidders about their actions to promote social mobility.
- Set out clear annual plans for improvement/expansion of work to promote social mobility

# How to become a Champion

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**If you are committed to making your business social mobility friendly, then the process is simple.**

Becoming a **Social Mobility Business Champion** involves completing a **short application form**. This asks some basic questions about what you are doing already in each criteria area. Don't worry if you're not doing everything already. We expect businesses to work towards that over the next 12 months

**As part of submitting an application senior business leaders are expected to commit to achieving all the criteria within the time line. In return we will offer ongoing support and promote your excellent leadership.**

The application **deadline is midnight on 19 September 2014.**

Once applications are received they will be reviewed and we will be in touch with each applicant about the results. Details of applicants will not be disclosed and information given will be treated confidentially.

## Want more information?

**If you're interested in becoming a Social Mobility Business Champion you're bound to have questions.**

**Please email comments, questions and applications by email:**

**[socialmobilitybusinesscompact@bis.gsi.gov.uk](mailto:socialmobilitybusinesscompact@bis.gsi.gov.uk)**

**Application deadline is: midnight on 19 September 2014.**