

BUILDING RELATIONSHIPS, CREATING VALUE



Social Mobility
PLEDGE

In association with



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CREATING



A photograph of two women standing side-by-side. The woman on the left has long dark hair and is wearing a black and white polka-dot dress. The woman on the right has blonde hair and is wearing a dark blue blazer. They are standing in front of a white banner on the left and grey curtains on the right. The banner has the text 'RELATIONSHIPS, G VALUE' and a colorful geometric pattern of orange, red, and yellow blocks.

RELATIONSHIPS,
G VALUE

This insight report is led by the Social Mobility Pledge in association with PwC, as sector lead for professional services. The purpose of the Insight Report is to open source share PwC's best practice on social mobility. This report sets out clear and practical steps that PwC has undertaken as well as the Social Mobility Pledge team's recommendations to further embed social mobility within PwC and its communities.



Rt Hon Justine Greening MP
Former Secretary of State for Education

When I was younger and growing up in Rotherham, I lived very close to my grandparents and the rest of my family; they lived around the corner. But I knew that one day I would have to leave to pursue my dreams.

This is the reality for a lot of young people. Many have to leave the places they call home to pursue their own ambitions. This is because, although talent is spread evenly across our country, opportunity isn't.

People shouldn't have to leave their families, friends and where they grew up just to pursue their careers and ambitions.

This is not how society should work, especially in a modern and increasingly digital economy.

During my time as Education Secretary this is one of the main problems I was determined to solve.

I introduced the Opportunity Areas Programme to bring together businesses and to tap into the talent across the UK, not just London. We did this by specifying certain areas for bespoke and locally led strategies; as well as tailoring investment; and bringing together businesses in those areas to boost opportunities for local people.

We established six original Opportunity Areas when the programme began. One of these areas was Bradford, a city with a huge amount of potential, but relatively fewer opportunities than most other cities.

I was hugely impressed by one business whose commitment to the Bradford Opportunity Area exceeded anything we would have expected. I'm even more proud that this is a company I used to work for, before becoming a Member of Parliament - PwC.

PwC not only showed leadership on the Bradford Opportunity Area, but recognised a strong

business case for launching a new Assurance office in the city, which is now open and has employed 135 local people, including many school leavers and local graduates.

I launched the Social Mobility Pledge to create a coalition of these businesses that are willing to go the extra mile in demonstrating that boosting social mobility is not only crucial to reduce inequalities, but it is simply business sense to ensure all talented people from all backgrounds deserve an equal chance.

PwC is one of these businesses that has a proven outstanding contribution to boosting social mobility across the UK and I am proud to be working with them on the Social Mobility Pledge to share their best practice, as well as their learnings and ambitions for the future.

From PwC's school leaver entry programmes and apprenticeships as an alternative to university; their removal of UCAS points as a barrier of entry for those from deprived backgrounds; to their strong commitment to improving diversity within the workforce and reducing the gender gap; PwC is a firm that has excelled in our mission to boost social mobility across the UK.

It is through telling the story of leading companies like PwC that we can scale leading practice and benefit over 27 million people who are employed in the private sector as a whole, and help all 5.7 million private sector businesses across the UK, from large corporations, SMEs to small businesses, share the benefits of a new, fairer economy that recognises the importance of spreading opportunities and encouraging talent from all backgrounds to develop.

Boosting social mobility isn't just the right thing to do - it's good business sense too.

Rt Hon Justine Greening MP
Former Secretary of State for Education



Andrew Boucher
International Tax Partner, PwC

Coming from a disadvantaged background I recognise the challenges of fulfilling potential and the tragedy of wasted talent. I have been engaged in social mobility issues for many years now and this is very much a personal perspective of my experience in that time.

Over the years, I have had the privilege of working with a large number of businesses, schools and community organisations on the development and delivery of effective social mobility projects. I have seen first hand the benefits to the participants, mentors and tutors.

I have also seen the broader benefits of having access to a larger, more diverse talent pool and the positive impact engagement has on the perception of business in the wider community.

As a firm we have some great outreach programmes and positively encourage and support participation. We also have adapted how we recruit and where we establish our business presence. I have personal pride in what we do and the dedication and commitment of all involved is truly inspiring.

Looking forward, there is a recognition that we need to continue to evolve our outreach programmes, recruitment practices, on-boarding and post- recruitment engagement. This is an ongoing journey, where we are building on our experience and adapting to the changing requirements of the workplace, the future workforce and more broadly the expectations of society.

Standing back, increasingly I see outreach and thought leadership work is often best delivered through collaboration with other businesses and partnering with other organisations. This is a recognition that combining skills can be beneficial to all concerned.

The growing sentiment in the conversations I have is the sense that the business community can move further, faster with more impact by working together and sharing experience. In the firm and elsewhere, there are already some great examples of putting this ethos into action and so the challenge is how to build on that.

As a final thought, business has a very important role to play in the community. For me, a really positive next step would be to create an “eco-system” to help support the better engagement of businesses, large or small and wherever they are in the country, in social mobility activities.

Recognising getting hold of basic information can often be a challenge, this ecosystem could include a technology enabled tool which would allow businesses to access the latest information on needs in the local community and how support could be provided.

My sincere hope is that this report helps inspire readers in their efforts in addressing this important social issue.

Andrew Boucher
International Tax Partner, PwC



Laura Hinton
Chief People Officer, PwC UK

Social mobility is a cause very close to my heart.

My role on the PwC Executive Board involves responsibility for all 20,000+ of our people, and I also advise a number of the UK's largest companies on culture change and workforce strategy, so fairness and inclusion is very much part of my day job.

But I also have a personal passion for social mobility, which is probably down to my own story. You'll find details within this report, but the lessons I've learnt through my own journey have shown me how critical it is for people from all backgrounds to have access to the right support and infrastructure to help them access opportunities and thrive.

I feel a great sense of duty to help other people break through barriers, and I'm pleased the work we're doing at PwC is making a difference. Progress is being made but there is still much more to be done.

Future success here will require employers, governments and educators to work closely together to ensure someone's future is determined by their talent and determination, not by their background.

Laura Hinton
Chief People Officer, PwC UK



1. SOCIAL MOBILITY - THE ISSUE

Social mobility is considered as the link between a person's occupation or income and that of their parents. When the two have a strong link, there is a low level of social mobility. When there is a weak link, there is a high level of social mobility¹.

This happens to be one of the foremost problems of this generation.

This problem manifests itself in two ways. Firstly, overall levels of social mobility are decreasing across the board in the United Kingdom. However, some areas are significantly worse off than others. In addition to the national-level social mobility crisis, there is also a geographic inequality within the country: a postcode lottery of where someone is born, determining their opportunities.

This national-level problem is depicted clearly by the OECD's recently published figures. These figures show social mobility in the 'richest developed countries' has stalled by every measure since the 1990s. This includes the fact that income mobility to people born to low-educated parents has stagnated for those born after the mid-1970s, particularly when compared

to many people born to low-educated parents between 1955 and 1975, showing a real decrease in intergenerational social mobility by definition over time².

The geographic problem is shown by the Social Mobility Commission's Social Mobility Index. The geographic manifestation is particularly concerning, with opportunity being clustered in particular areas, while other areas perpetuate low levels of social mobility.

The Social Mobility Index measured life outcomes by constituencies across the country, ranking them by four measures including early years, youth, schools and adult³. These were further categorised as "hot spots" where social mobility was high, and "cold spots" where social mobility was low. It was found that Greater London accounts for nearly two-thirds of all social mobility high-performing areas, or "hot spots," across the country⁴. While some areas in London might rank the highest for poverty density, they often rank high for social mobility hotspots.

¹ Social Mobility Commission (2017), 'Definition of Social Mobility'

² OECD (2018), 'A Broken Social Elevator? How to Promote Social Mobility', Organisation for Economic Co-Operation and Development

³ Social Mobility Commission (2017), 'Social Mobility Index'

⁴ Ibid.



This means that while children born into poverty in London are more likely to rise out of poverty as they grow older, being more socially mobile than their parents before them, those without the luck of being born in London are less likely to rise out of poverty.

In comparison, some of the “richest” places in the United Kingdom, such as West Berkshire and the Cotswolds, deliver worse outcomes for

their disadvantaged children than places that are considered much poorer, such as Tower Hamlets in London, or Sunderland in the North East of England⁵.

This means that boosting social mobility isn't as simple as allocating money in the most impoverished areas, but actually taking a more holistic, considered and multi-faceted approach.

⁵ Ibid.





2. INSIGHT SUMMARY

PwC is a global leader in helping companies around the world solve important problems, but it is only able to deliver world-class services across the world because of its people.

Attracting the best talent, ensuring fair recruitment, and equality in progression and opportunities for self-development within the firm are all key aspects for a successful business strategy, and happen to be crucial for social mobility too.

This is what more businesses are beginning to understand. Corporate responsibility isn't just a tick box measure, it's an effective business strategy.

This insight report will show why the Social Mobility Pledge has identified PwC as one of the country's leading businesses in proactively

boosting social mobility, not just as an extra commitment, but as part of its purpose and strategy.

It's a firm whose purpose-led, values-driven and outcomes-inspired approach is clear. From PwC's everyday operations to its supply chain, the firm has put ethical behaviour and boosting social mobility at the heart of its culture.

This report will begin by showing PwC's outcomes and how they're successfully delivering on social mobility, measured against its current performance. It will then look at key insights and the programmes that are delivering these results; and then assess what challenges PwC and the wider professional services sector might face, and what next steps can be taken to address these challenges.



Fair recruitment is a fundamental part of increasing social mobility. PwC is transparent about its recruitment practices and has set equality of opportunity targets for its new hires by several indices. This includes gender and ethnicity, and consider the proportion of new hires from disadvantaged backgrounds, such as those who received free school meals at school.

The firm has removed UCAS criteria for graduate and undergraduate roles in order to create a fairer system of merit-based recruitment. Importantly, it believes social mobility doesn't stop at the point of recruitment, but progression and development is crucial beyond that. An important part of assisting colleagues in their progression is through ensuring the right support network is in place. Mentoring is available to all colleagues within PwC, with support from career coaches that ensures development and progression throughout everyone's career at PwC.

The measure of a gold-standard social mobility organisation isn't just about it's internal business practices, but how it supports local communities. PwC recognises its responsibility as a large employer in many areas of the country that are social mobility cold spots. This includes the opening of an office and becoming a cornerstone employer in the Bradford Opportunity Area. Its community work includes skills programmes that help equip young people with key skills across the country; and over 80,000 hours of PwC employee volunteering in communities across the UK in 2018.

The Social Mobility Pledge considers PwC's social mobility story to be useful in delivering a greater understanding of how companies have the power to boost social mobility and deliver opportunities across the country in a fairer way; and provides a blueprint for others to do so.



CASE STUDY : LAURA'S STORY

I'm Chief People Officer at PwC UK and a member of our Executive Board, where I'm responsible for setting and delivering the People Strategy across our business. I'm also a Partner within PwC's People and Organisation Practice, where I work with FTSE100 clients across a number of sectors to advise on culture change, workforce transformation and performance management.

Social mobility is really important to me and that's probably down to my own journey. I grew up in the East End of London, in East Ham and lived on a council estate. I went to a comprehensive school and had relatively low aspirations in terms of my career and in thinking about what was possible for me, my family and my peers.

At the age of 15 I remember one conversation I had with career services at my school, talking about the different work options available to me. They didn't ask many questions up front in terms of what I wanted to do, and instead made some assumptions. I was advised that I should apply to a couple of supermarkets - something that was seen as a steady job and a good role at the time.

Obviously there's nothing wrong with working in supermarkets but I had a different outlook on life and different aspirations at that time. I responded that I actually thought I might do A-levels and that maybe I would go on to university. I remember the look of shock and almost unease on the career officer's faces thinking "why would you think you can do that?".

That response really focused my mind. I'm a fairly driven individual and that conversation was a catalyst moment that spurred me on. It made me ask myself, "What do I want to do?" And to acknowledge that it wasn't going to just happen. I didn't have the infrastructure or any support around me that made any of those moves automatic. I needed to get focused and realised I had to work hard to determine my own future.

And that's what I did. I ended up going to King's College in London and getting a first class degree. I then qualified as an accountant and the rest is history in terms of coming through to this role at PwC. Today there are many other routes into successful careers. This was the one I opted for and the one I managed to gain access to.

I've certainly done better than my background would suggest that I should, and I feel a great sense of duty to help other people break through barriers so that everybody has the ability to get good career advice and access to opportunities with firms like PwC based on their talent and potential - not on where they grew up or went to school.

Advice I would give to others is to not assume you have to be like other people. The different perspectives you bring and the different background you have is a real strength. It means you have a different outlook, which you can add to a conversation or role that people from a different background to you wouldn't necessarily have or be able to bring.

In the early years of my career I spent a lot of time trying to fit in and trying to be like other people because that's how I thought people who work in a professional environment should operate. What I've learnt over the years is that being who I am, being true to myself, my values and opinions - and being confident in sharing my views - is a really good differentiator. I bring a different perspective - and a lot of that is because of my background.

I'm very aware that this role gives me a strong voice and a platform to make a difference on issues that really matter to me, my business, and society more generally. I'm passionate about the diversity agenda, whether that is gender, ethnicity, social background, age, disability, religion or sexual orientation.

Valuing differences leads to better outcomes for our clients as well as our people and I believe that this is an issue where business should work together with others to make the changes necessary to level the playing field for our children and the generations after them.





3. PwC'S OUTCOMES

A key part of the Social Mobility Pledge's assessment of best practice considers outcomes and performance. PwC's vision is to lead by example and be recognised as an inclusive organisation where people from all backgrounds are able to work, develop and succeed.

PwC is itself committed to an outcomes-led approach through its established goals. This approach has seen the firm named as a top ten employer for social mobility in the UK, including being ranked 1st in the Social Mobility Employer Index in 2019⁶, progressing up from 6th place in 2018. This is a ranking that includes 18 sectors that collectively employ over 1.1 million people⁷.

PwC's approach to social mobility is part-led by its five point action plan. This includes the following to be achieved between 2017 and 2022:

1. Helping 25,000 young people to develop workplace skills through programmes with schools and colleges across the UK;

2. Providing paid work experience placements for at least 1,000 disadvantaged young people;

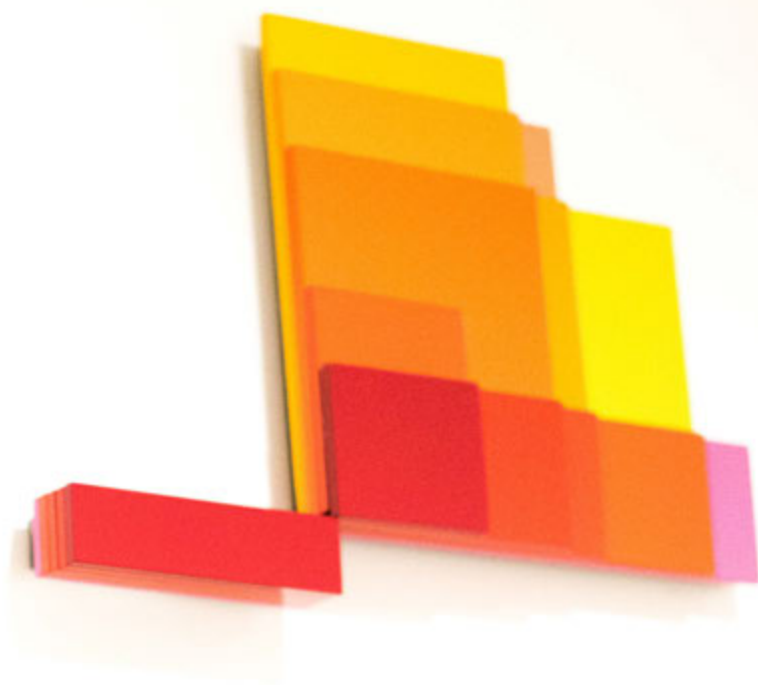
3. Giving over 100 young people every year across the UK the chance to develop in-demand technology skills and training through the technology degree apprenticeships with universities of Birmingham, Edinburgh, Leeds and Queen's University Belfast, with no tuition fees;

4. Become a cornerstone employer in Bradford (Opportunity Area) and support the government's national agenda;

5. Support the development and skills training of 250 social enterprises across the country and have a 5 year commitment to spending at least ten million pounds through the supply chain with social enterprises. The current annual spend is £1.6 million as of 2019.

⁶ <https://www.socialmobility.org.uk/wp-content/uploads/2019/10/TOP-75.png>

⁷ Ibid.



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The firm has a specialised social mobility team and an ambitious social mobility strategy which has the support of the Executive Board. Such high-level buy in helps hold the social mobility team and wider business accountable and ensures the five-year plan, which has targets for both external relations with the communities they operate in and internal relations with their own people, is delivered effectively. The data on this is published annually in their social mobility scorecard in the Annual Report.

Following the recent publication of PwC's social mobility scorecard, the Social Mobility Pledge is pleased to be able to present the firm's performance on the issue, in the context of the above targets.

The scorecard performance has been assessed by the Pledge in two ways. Firstly, consideration of 'firm' outcomes, relating to internal practices. Secondly, 'community' outcomes, concerning external work in local communities.





3.1 FIRM OUTCOMES

PwC employs over 250,000 people internationally, and over 20,000 within the UK, which means it is in a strong position to make a significant impact as a Social Mobility Pledge employer.

It is clear that the firm recognises this strong position and responsibility. As such, it has decided to be transparent in its performance towards social mobility. It has identified a set of measures that can be used to assess its own performance on social mobility, inclusion and diversity internally.

These measures include “new hires” that are recruited to the firm and considering within those new measures, what percentage received free school meals at primary or secondary school, what percentage are Black, Asian, and minority ethnic (BAME), and a set of measures considering the gender gap between men and women.





Impact area	Units	Units	Progress against target	FY19	FY18	Baseline	Base year
New hires : Free school Meals	Percentage	15%	-	10%	9%	6%	2015
Young people supported with workplace skills development	No. of people	25,000	100%	21,336	10,130	5,300	2016
Workplace experiences provided	No. of people	1,000	23%	161	78	28	2015
Perception of PwC championing social mobility	Percentage	90%	-	64%	60%	66%	2017

Impact area	Units	2020 Target	FY19	FY18	Baseline	Base year
New hires : women	Percentage	50%	42%	46%	41%	2009
New hires : BAME	Percentage	30%	27%	29%	21%	2009
Partner : women	Percentage	24%	20.7%	19.5%	18.8%	2017
Partner : BAME	Percentage	10%	8.9%	7.4%	6.5%	2017



Free School Meals

Social mobility within a firm can often be hard to measure. The adoption of measures such as free school meals can be one highly effective way for companies to measure social mobility within recruitment practices and hiring, by targeting those most deprived during their school years.

For social mobility to be increased within a firm, it's important that employees reflect this demographic make-up of the school population, especially within new hires.

PwC has a target that 15% of its new hires by 2022 will have been in receipt of free school meals. The firm is on its way to meeting that target, with a baseline of 6%, growing to 9% in 2018 and again to 10% in 2019. For perspective on how this reflects the national population, 13.7% of children in primary schools and 12.4% of children in secondary schools receive free school meals.

Using data to measure progress is important in determining how any organisation is really performing against its social mobility objectives. This is why the firm is also gathering data around school type, parental education, and parental occupation in line with recommendations by the Cabinet Office. It is hoping to incorporate parental occupation into its scorecard in the future.

Therefore, it is clear that PwC has shown how using variables such as this to measure progress can lead to a successful impact. The current progress of new hires that have received free school meals is on track to achieve a reflection of the national school population by 2022.

Work Experience

The provision of work experience and access to work insights for those from disadvantaged backgrounds is a key part of the Social Mobility Pledge.

This is why the Pledge is encouraged by PwC's commitment to provide 1,000 paid work placements to young people across the UK by 2022.

PwC's progress towards this target has been increasing. In 2019 the firm has provided 161 work experience placements to disadvantaged young people across the UK. There were 321 work experience placements in total, with 161 of these were allocated to people from disadvantaged backgrounds. The firm is also growing the number of total work placements to 400 in the 2020 financial year, with 200 being allocated to those from disadvantaged backgrounds; and 500 in total in 2021, with a 250 allocation for those from disadvantaged backgrounds.



Gender & Ethnic Minority Recruitment

Gender and ethnicity are both crucial elements to be considered when ensuring real equality of opportunity. Once again, The Pledge finds the ideal gold standard is that any firm aims to reflect the demographic make-up of the population.

In 2015, PwC set targets for the proportion of female and ethnic minority employees at all grades from manager to through to partner. The firm's progress against these targets is published in its annual report together with its five-point inclusion plan which details the actions to achieve these targets.

It has set a target of 50/50 female and male new hires by 2020 and, in 2019, 42% of PwC's new hires were women.

PwC has set itself a stretching target of having 30% of new hires from an ethnic minority background by 2020. Across the UK, 14.4% of the working population is minority ethnic and this comparison shows PwC's ambitions are both ambitious and progressive. PwC's baseline of ethnic minority new hires began at 21% rising to 29% in 2018, and 27% in 2019, still on track for its 2020 target.

Partners

PwC is a partnership, which means promotion to partner level is an important measure within this business model.

PwC has set the target of having 24% female partners by 2020, which currently stands at 20.7% in 2019, having increased from 19.5% in 2018, and an original baseline of 18.8% in 2017.

It has a target of having 10% ethnic minority partners by 2020, which currently stands at 8.8% in 2019, increasing from 7.4% in 2018 and a baseline of 6.5% in 2017.

PwC has made progress on its gender and ethnic minority representation particularly at senior levels. There is more to do and it is currently working on setting targets out to 2025 for the proportion of females and ethnic minorities at all grades to drive the desired change in its workforce demographics and for the diversity it will see at junior grades to be reflected at senior grades.



Cornerstone Employer: Bradford Opportunity Area

Earlier this year, the Social Mobility Pledge team visited PwC's office in Bradford. It found that the outcomes of PwC's office in Bradford, and its role as a cornerstone employer in the city, are among the best practical examples the Pledge has seen in its observations of social mobility best practice.

Bradford is a city of over half a million people where over a third of all adults in the city are unemployed, and 40% of the wards across the city are within the poorest 20% in the entire country. As a result of these disproportionately lower outcomes in the city, the UK Government specified the city as an Opportunity Area, one of twelve across the UK.

There was a strong business case for opening an office in Bradford, an area with a relatively younger workforce; as well as the relatively high levels of unemployment, a result of the lack of local opportunities, meaning Bradford hosts a large untapped talent pool.

PwC signed up to this Government's Opportunity Area initiative and demonstrated their commitment to the issue by opening an office in the Bradford Opportunity Area. Since the office

was opened in Spring 2019, PwC has employed 135 people from a diverse range of backgrounds, including a high proportion of school leavers, within the Bradford Opportunity Area and has plans to grow this number to 225.

The Bradford Opportunity Area has collectively committed to the ambitious but achievable aim of engaging with every 11-18 year old in Bradford with at least four 'meaningful encounters.' This is equivalent to approximately 150,000 employer encounters.

This is an excellent example of not only a strong social mobility programme in an area that has disproportionately fewer opportunities than many other areas of the UK, but how social mobility has a strong business case. This is because when opportunities are spread further across the UK, such as when new offices open in Opportunity Areas, business are widening the talent pool from which they traditionally recruit. Furthermore, it demonstrates how businesses such as PwC are the key to creating opportunities across the UK and ensuring opportunity is spread evenly across the country.



Community-led outcomes

PwC has set out how it can measure its impact on boosting social mobility across communities.

These measures include volunteered time, proportion of its people volunteering, skills-based volunteering, community beneficiaries, employee donation and the perception that community initiatives drive positive societal change.

One key characteristic of all gold-standard Social Mobility Pledge companies is that they go beyond their own business strategy and begin considering how they can engage within the communities in which they're based and/or serve.

It's important to recognise that large employers have both the ability and the responsibility to encourage their colleagues and employees to be a force for good in local communities. It is clear that PwC is dedicated to ensuring this happens within its own organisation.

Impact area	Units	FY22 target	Progress against target	FY19	FY18	Baseline	Base year
Total community contribution	£ million		-	8.1	7.4	4.3	2007
Volunteered time	Hours	>250,000	60%	83,232	66,402	37,400	2007
Proportion of people volunteering	Percentage	>25%	-	33%	29%	25%	2011
Skills-based volunteering	Percentage of hours	>50%	-	39%	47%	58%	2011
Community beneficiaries	No. of people	-	-	33,000	23,500	19,559	2012
Employee donations	£ million	-	-	0.7	0.7	0.5	2014
Perception that community initiatives drive positive societal change	Percentage	80%	-	76%	71%	81%	2010



Engagement & Volunteering

PwC has demonstrated strong and comprehensive commitment to community engagement and volunteering. As part of this commitment, the firm encourages all of its employees to volunteer supporting community causes where PwC is based. This programme of community engagement has delivered over 83,000 hours of volunteering over the last year and has supported over 30,000 community beneficiaries. This has amounted to a total community contribution of £8.1 million, an increase from £7.4 million in 2018 and from a baseline of £4.3 million.

As shown, PwC has set out formal targets for community engagement and volunteering. With 33% of PwC's employees and partners volunteering in community causes, and PwC setting itself a target to engage half of its employees through volunteering by 2022.

The data on community engagement shows that PwC is a leading firm amongst Social Mobility Pledge employers on community engagement. PwC's ambitious target going forward demonstrates an attitude that demands continuous progress in boosting social mobility across the UK.





4. KEY INSIGHTS

Having presented PwC's social mobility outcomes and performance, it's useful to understand more about what lies behind these outcomes, from the firm's programmes, to why they matter.

The sharing of best practice through insight reports is a large part of the Social Mobility Pledge's core purpose, and this is a useful opportunity to present them. In the sharing of social mobility best practice, there is an opportunity for the blueprints behind the best practice to be shared and scaled.

4.1 Internal Firm Insights : Access to Work Experience, Internships, Apprenticeships

A key part of the Social Mobility Pledge is that companies commit to providing access to paid and meaningful work experience, internships and wider insights to the workplace. It is a credit to PwC that they fulfil this criteria in a number of ways.

PwC's year 12 work experience, flying start degree and apprenticeship programmes are aimed at school and college leavers, summer internships, the women in business programme and work placements are aimed at undergraduates.

Work Experience: School & College

PwC offers work experience for school and college students to provide insight into the world of work, help shape students' understanding of the professional services sector and identify career opportunities.

Insights into work through various opportunities such as work experience programmes have significant value in preparing young people for work and increasing the awareness of opportunities within an organisation or sector. As established by the outcomes, PwC has committed to offering 1,000 work experience placements for disadvantaged young people across the UK in the 5 years to 2022.

The firm understands that for many entering the workplace for the first time, it can be quite a daunting experience, particularly when professional services as an industry might be entirely new to those from less privileged backgrounds. This is why the firm provides additional coaching and support for those from disadvantaged backgrounds at both the point of recruitment, and progression throughout the work placement.

A close-up photograph of a person's hands holding a black, rectangular electronic device. The device has a textured, perforated surface on its top half and a smooth, solid black surface on its bottom half. The letters "pwc" are printed in white on the smooth section. The person is wearing a light-colored, possibly white, long-sleeved shirt. The background is a solid, light blue color.

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Women in Business

PwC offers a Women In Business programme, which includes three days paid work placement for university students to shadow women from all levels at PwC to get a taste of what the firm does. The aim of the programme is to encourage these young female students to join a PwC internship, work placement or graduate scheme and PwC has a goal of attracting 290 students to the Women in Business programme each year.

Work Placements

Work placements are available for undergraduate university students who are required to complete a placement as part of their degree. PwC takes on around 130 students each year for these placements, which normally last 11 months. They help students gain strong insights into the professional services sector, alongside completing their academic studies. These placements enable students to get strong insights to the professional services sector, alongside completing their academic studies. These work placements have a strong and often under-appreciated role in boosting outcomes for young people. A study carried out by Nottingham Trent University indicated that students who participate in a sandwich-year industrial work placement have stronger graduate prospects than those who don't⁸.

Summer Internships

PwC also offers opportunities for young people, to participate in paid summer programmes that run for 6-8 weeks between late June and early September. This gives young people

exposure to the firm, the sector and a network of experienced professionals to help them prepare for a professional services career, while boosting their CVs, and contributing towards live projects through a structured development process.

Preparation for the world of work, becoming equipped with the key skills that will boost an individual's prospect of gaining a graduate role, and benefitting from the support that is offered through an internship at PwC are strong benefits.

It is important to note that PwC has developed its summer internship programme with the aim of progression at the heart of it. Around 90% of those who complete a summer internship at PwC get offered a graduate role.

Flying start programmes

Many young people in schools across the UK face the question of whether they want to progress to university, or enter the world of work, with no option between.

The Social Mobility Pledge believes that this shouldn't be a straightforward 'this' or 'that' choice. Indeed, a combination of studying and work has been shown to boost academic attainment at university, as well as having the benefit of offering young people an opportunity to earn while they learn. For example, a study by academics at Nottingham Trent University, another partner of the Social Mobility Pledge, showed that experience in work while attending university led to increased graduate prospects⁹.

⁸ Kerrigan M, Manktelow A & Simmons EA (2017) 'Sandwich placements: Negating the socio-economic effect on graduate prospects. Widening Participation and Lifelong Learning'
⁹ Kerrigan, M., Manktelow, A., Simmons, E. 'Sandwich placements: negating the socio-economic effect on graduate prospects.'



This is why the Social Mobility Pledge was incredibly encouraged to hear about PwC's Flying Start Programme.

PwC's Flying Start Programme was introduced to appeal to those young people who want a traditional university experience but also want to begin their careers immediately. Meaning that those young people don't have to face the choice of earning or learning. The programme means these young people don't have to choose between learning or earning - they can do both by contributing to PwC alongside their studies.

PwC has four Flying Start accountancy programmes. These exist in partnership with Newcastle University, which is now in its 18th year; Henley Business School at the University of Reading, now in its 7th year; and Nottingham University Business School now in its fifth year; and recently announced the launch of its degree programme at The University of Manchester.

Since the launch of the Flying Start Programme, PwC has recruited a total of 768 graduates through the scheme. The firm aims to take an intake of 60 at each university per year, who participate in a four year degree with three paid placements during years 2-4, while also working towards a degree. This process also includes 12/15 ICAEW exams which are needed to become a fully-qualified chartered accountant.

School & College Leaver roles: Apprenticeships

People don't need a degree to launch a successful career at PwC. PwC's Higher Apprenticeship roles offer an alternative to university with opportunities in Audit, Consulting, Deals and Tax across a number of UK locations.

In September 2018, PwC launched its technology degree apprenticeship programme. This programme, in partnership with four universities across the country, offers degrees fully funded by PwC. Over 200 students are currently enrolled and they are not burdened with tuition fees, and are employed by PwC from the outset.

The apprenticeship programme offers a competitive salary and strong support networks. Successful candidates have the opportunity to continually progress their career, work on varied and challenging clients and internal projects and study towards a professional qualification which is funded and supported by PwC.



Tech She Can Charter

As technology is increasingly set to dominate every aspect of our lives, it is important to ensure that those developing the apps and technologies of the future are representative of the population who will be using them. Only 3% of females say that a career in technology is their first choice, and only 16% of females have even had this career path suggested to them.

February 2019 saw the one year anniversary of PwC's establishment of the Tech She Can Charter, a commitment to increase the number of women working in technology by tackling the root cause of the issue. Over 130 companies including American Express, the RAF and Starling Bank are now signed up and have pledged to take action to inspire and educate young girls about a career in technology.

The Charter is also notable for including a specific commitment to social mobility, aiming to focus in particular on areas identified by the Social Mobility Commission as cold spots. At the beginning of 2019, the Charter commissioned a pilot scheme of technology toolkits in five secondary schools in the Midlands, which has been identified as the worst region for social mobility. A follow up pilot included six further state schools and in September 2019 the Charter

launched the Tech We Can teacher portal which is now accessible to all UK schools with a particular focus on marketing to cold spots.

The Social Mobility Pledge is keen to see this work continue. Initial results have shown success in changing perceptions about what it takes to work in technology and Tech She Can signatories are planning further direct engagement with schools and championing the issue with the Department for Education, Digital Skills Partnership, and the Tech Talent Charter. The development of this programme should be pursued.

Relationships

The firm has established strong working relationships with upReach, Uptree, Ahead Partnership, and Teach First, with whom PwC has been associated with for ten years and has been recognised as a Transformation Partner, given the amount of both time and financial support it has invested in the programme.

All programmes enable the firm to work with students from disadvantaged backgrounds (from year 10 through to final year undergraduate), providing access to the firm's offices, people, opportunities, insights into the firm's selection process and employability skills development.



4.1.2 Recruitment

Starting a job for the first time, or changing employer, can be one of the most significant milestones in someone's life. It's important that organisations get this process right and make it as fair and as inclusive as possible.

PwC is fully committed to delivering this. The firm has a strong track record of delivering fair and transparent recruitment, across both gender and ethnic minority representation, and representation of those from lower income backgrounds, such as those who have received free school meals.

PwC's new process fully immerse students in the business, culture and values of the company. It showcases the best the firm has to offer through their people, technology and new ways of working, so students can make an informed decision that PwC is right for their future career.

The new selection process embraces a level playing field. It's a future focused assessment process that doesn't rely on past experience instead focuses on behaviours, skills and potential.

PwC has dedicated itself to ensuring it is more open to applicants who may have faced greater barriers in education, and on their way to applying to PwC. This is why PwC considers the specific criteria of applicants who have received free school meals. PwC has set itself a target of having 15% new hires that have received free school meals by 2022. The firm is progressing towards achieving this target and is presently at 10%.

4.1.3 Progression

PwC has shown that it understands that social mobility doesn't simply stop at the point of recruitment and when people join the firm. Staying at the firm, progressing and succeeding is an important part of everyone's journey.

PwC has worked hard to ensure it is an open, inclusive working environment, where everyone is treated with an open mind, recognised and rewarded for their hard work and given equal opportunities to grow, develop and progress within the business.

This is why PwC has committed to tracking the performance and progression of the firm's employees from disadvantaged backgrounds much more closely in the years ahead. As the tangible symbol of who progresses the furthest within the firm's partnership structure, it will aim to report on the proportion of its Partners who tell the firm that they received Free School Meals.



4.1.4 Bradford Opportunity Area

PwC is committed to spreading opportunity evenly across the country, not just in London, while leveraging the firm's national network across 24 office locations.

This is clear from the firm's contribution to the Government's Opportunity Areas programme, an initiative to make targeted interventions into 12 of the UK's lowest performing areas for school achievement and social mobility; and the existence of the firm's many offices across the country, including Newcastle and Manchester.

By committing to the Opportunity Area initiative, and offering practical solutions to delivering social mobility through its role as a cornerstone employer, PwC has proven itself as a strong ambassador for spreading opportunities evenly across the UK in this way.

These positive encounters with young people as part of PwC's schools engagement programme can include general engagement, mentoring, skills development and work experience placements. All of this has the result of increasing awareness of the opportunities that young people and adults can have, and can unlock aspiration and inspire achievement.

PwC also recognises that social mobility and skills development is not just important internally, but in wider society too. That's why the ambitious targets for school and community engagement aren't just targeted at those who may work for PwC in the future, but for everyone.

This will help many young people progress as far as their hard work and determination can take them, irrespective of what their chosen career path might be. So far, PwC has had seven Enterprise Advisers matched with Bradford schools, assisting them in developing effective career strategies and ensuring young people are aware of the opportunities available in the region.





PwC has also secured a representative on the Opportunity Area Partnership Board which enables them to play a key role in strategy development by providing the employer perspective.

The firm's Leeds Office Senior Partner, Will Richardson, sits on the Bradford Opportunity Area Partnership Board - the only business representative to do so. He provides the employer perspective, drives commercially-focused progress and invests a significant personal commitment of time and resource, which is unprecedented for someone at such a senior level within the Opportunity Areas.

PwC has worked strategically with the Partnership Board, the Local Enterprise Partnership, Bradford Council, the Combined Authority and the Careers and Enterprise Company.

The firm has taken the lead in system change to increase the level of collaboration between key parties, including those mentioned above, who are involved at the centre of employer

encounters for young people. The aim is to help simplify the landscape, making it easier for schools and employers alike (and ultimately facilitate the total number of encounters with young people delivered under the various programmes).

The Opportunity Area programme is due to last for three years, but PwC hopes for the resulting change to be long-lasting and systemic. To that end, the firm is already pushing its local partners to think about what happens at the end of this duration.

PwC invited representatives from the local Chamber of Commerce, CBI and Federation of Small Businesses to get involved, helped get other employer groups involved as cornerstone employers. This ensures the diversity of employers involved in supporting Bradford.

The firm continues to host events and speak at local conferences, encouraging businesses to get involved and joining the dots for the public sector.





CASE STUDY : DANIEL'S STORY

I joined PwC in September 2016 on the school and college leaver leaver programme after attending a state school in Bradford, West Yorkshire, where I completed A-levels in Chemistry, Biology and Maths. I first found out about PwC as I attended one of their community affairs partner schools. The 'whole school approach' partner school programme supported the students, staff, and governors in 25 schools across the UK and offered schools a holistic suite of support, including mentoring, employability skills workshops, and enterprise skills sessions, which had a significant impact on students. After attending a few events hosted by PwC, such as CV writing sessions, I applied to go on a week-long work experience programme between Year 12 and 13. During this week I was able to gain experience of working in a large professional services firm and find out more about the opportunities on offer.

After this, I decided that I would go on to apply for the higher apprenticeship scheme. I'm quite shy, so was unsure that university was the right

path for me and the higher apprenticeship scheme seemed more of a fit. Throughout the process I was nervous as I had never done anything like this before, however everyone at PwC was as accommodating as possible to give applicants the best chance of succeeding. Since joining PwC I have felt welcomed and everyone is always available to help. I'm currently working towards qualifying as a chartered accountant and will do so in September 2020. Throughout my time at PwC I've had the opportunity to take on responsibilities I never thought would be possible, such as leading a small team on Internal Audits.

The scheme has allowed me to meet lots of new people, grown my confidence and allowed me to learn lots of new skills.

CASE STUDY : AWAIS' STORY

Although being only 20 years old my route into PwC wasn't as I expected it to be. I completed my A Levels in 2017 and I had decided that I didn't want to go to university full time but instead I wanted to start earning and learning and build a career in the professional services industry, specifically at PwC after attending an open day at the Leeds office. Prior to this open event I had not even heard of any of the big four firms and my mind opened up to realising the opportunities out there for me as a school leaver with A Levels.

I come from a background where not a lot of people my age from my local community go onto higher education study or go into professional careers, therefore I had to do a lot of research in relation to both university and higher apprenticeships. Neither of my parents had attended university and have been working in ordinary jobs since they were teenagers so they were pushing me to go to university as to them it seemed like the only way to get into a good profession with long-term career development. When I told them about the big four firms and their school leaver programmes they were quite

apprehensive and they had never actually heard of the big four prior to this. That's when I realised that not a lot of people in my city (Bradford) actually know about companies like PwC and the work that PwC do. Therefore it took a while to convince my family that working for PwC would be a great opportunity for me but once they knew enough about what I wanted to do they pushed me to try and get into a company like PwC as they could see the huge benefits of working for a global professional services firm.

I had attended many interviews and assessment centres for school leaver programmes at the big four firms but it was getting close to A Level results day and I still had not gained a place anywhere and it seemed as though I would have to settle for University. I come from a state school in Bradford where people going into corporate, global firms is uncommon, I didn't think I stood a chance and even small things like my accent made me lack confidence which is why I felt like giving up when I didn't get in straight away.



Now almost a year in I feel as though I have developed entirely as a person and a professional. I really can see a long term career here at PwC and the training that I've had from the very beginning has been challenging but so worthwhile when it came to doing the actual work. As I am also a part time carer for my grandma, working so close to home makes it easier for me to stay on top of my caring duties especially if any emergencies were to crop up. My colleagues are also very supportive and understanding when it comes to my personal work life balance.

By the end of 2021 (which will be just over 3 years of working at PwC) I hope to have completed my accounting qualifications and have the role of a supervisor at the Bradford office. I am already in a position where I am coaching new starters and I have had the opportunity to review work and give and receive feedback which is all part of my career development.



4.2 Community Insights

It is clear, as demonstrated by the outcomes and the targets it has set itself for community engagement and meaningful encounters, PwC has demonstrated a commitment to helping the local communities in which its offices are based, as well as helping organisations that support and sustain social goods.

A company can maximise its impact on both social mobility and wider corporate responsibility by asking its partners, clients and supply chain to adhere to the same social commitments.

Businesses have a responsibility as corporate citizens to commit to building and strengthening relationships in the local communities in which they operate.

PwC aims to lead by example as a social mobility employer. Specifically, it aims to be recognised as an inclusive organisation where people from all backgrounds are able to work, develop and succeed.

It aims to use its resources, skills and position as one of the largest professional services organisations and employers to enable people from disadvantaged backgrounds across the UK to overcome barriers and fulfil their potential, whether at PwC or elsewhere.

4.2.1 Volunteering & Engagement

PwC has a strong programme of community engagement. It encourages its employees and partners to volunteer with third sector organisations, charities and organisations that support and sustain social goods.

The PwC Foundation was established in October 2011 to lead its charitable activities, focused on promoting social inclusion and sustainable development across the UK. The current campaign is Together for Change, supporting four key charity partners, Beyond Food, Wellbeing of Women, Samaritans and UK Youth.

4.2.2 Brigade

Brigade is the award winning social enterprise restaurant near More London which PwC runs in partnership with the Beyond Food Foundation. It forms the hub of a unique relationship between PwC, BaxterStorey and the Beyond Food Foundation (BFF), an award-winning charity. Through the collaboration hundreds of apprentices have been trained into jobs and thousands of homeless people gained new skills.

As well as providing apprenticeship programmes in Brigade's own kitchens, the Beyond Food Foundation touches the lives of many more homeless people through various initiatives including interactive workshops on cooking and healthy eating and front of house training for those interested in life outside of the kitchen.



Simon Boyle, founder of Beyond Food, said: “Our mission to inspire people who are at risk of, or who have experienced homelessness to gain meaningful employment is lived out in the reality of our proactive, life-changing programmes that we run here at Brigade.”

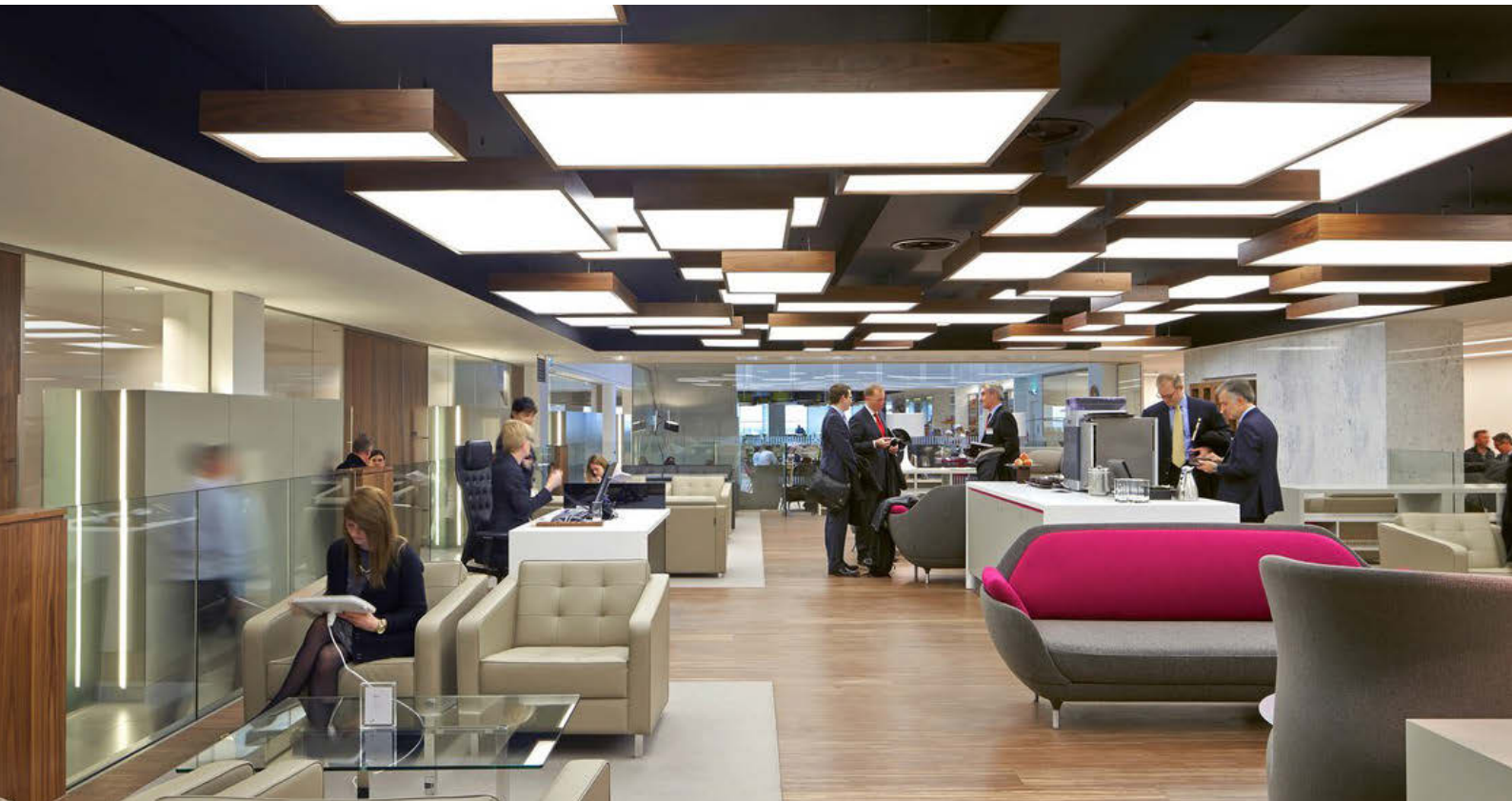
By supporting Brigade, PwC is living its purpose to build trust in society and solve important problems, by helping some of the most vulnerable people in society.

4.2.3 Supply Chain: Buy Social

PwC’s involvement with the ‘Buy Social’ programme is a great example of how large

companies can use their supply chains to make a positive impact. Buy Social is a commitment by PwC to buy products and services for its offices from over 40 social enterprises, which range from hand soaps to video production. The firm also helps these social enterprises with consulting advice, such as advice on scaling and increasing efficiency.

PwC is a founding member of the Buy Social Corporate Challenge, which will celebrate its second anniversary this year. The programme has been successful and PwC was presented with the Buy Social Market Builder Award, in recognition of the firm’s outstanding work with social enterprises across the UK.





CASE STUDY : MAHMODA'S STORY

I attended a comprehensive school and grew up on a council estate. My Dad was a waiter and my mum worked as a lunchtime supervisor at a primary school. From a young age I have been career driven and I didn't want my background or heritage to define me nor be seen as a hindrance. Neither of my parents attended university nor have any professional qualifications, which I found difficult at school as my peers were able to use their parents' contacts and knowledge of the education system for support.

I was eligible to attend PwC's Business Insight Day as neither of my parents went to university. This was an opportunity to learn about PwC, who they are and what they do. We also looked at interview skills and went on to be interviewed and tested for the Business Insight Week. I not only had the opportunity to shadow someone who worked in consulting, but I learnt about the different pathways into PwC. Before this point I'd had little exposure to apprenticeships and this was a great opportunity to learn about alternative post A-Level opportunities that are available other than university. I chose to apply to the PwC School and College Leaver programme after the Business Insight Week

as I enjoyed my work experience with PwC so much. The programme enabled me to work in my desired field without needing a degree, which appealed to me.

I've worked at PwC for nearly three years and have learnt a lot from the hands-on experience provided. When I joined, I lacked confidence in my abilities but, with the support of my peers and feedback from teams I have worked with, I was able to better understand my strengths, where I can develop and how to do this. I was also assigned a career coach who was there to support and provide guidance throughout my career. I work in the audit department in our Reading office but have had the opportunity to work on other projects including speaking to aspiring students and promoting social mobility within PwC.

PwC has motivated me to share my pathway to and through PwC, which has helped me to grow in confidence and further solidify my understanding that people from different backgrounds bring different experiences and ideas to PwC and everyone should be proud of their journey.



CASE STUDY : NADIA'S STORY

My name is Nadia and I am british-born Ghanaian from East London. I attended a girls' secondary school called Bishop Challoner in Tower Hamlets and stayed there for Sixth Form. When I was younger, I wanted to be a pediatrician but soon realised I didn't like blood! Towards the end of secondary school I started to develop an interest in Economics and a desire to work in the corporate world.

At the age of 18, I started my first corporate job through an organisation called The Brokerage Citylink, a social mobility charity that connects young people from London with employers. I then went on to study Economics and Finance degree at the University of Southampton. It was this experience that opened my eyes to the world of work and gave me the confidence to pursue a corporate career. In my second year of university, I gained a summer internship at PwC through an organisation called SEO London, which sponsors students with potential from ethnic or low socioeconomic backgrounds. This then developed into a graduate role starting in September 2013. Fast forward six years and I'm now a Manager in PwC's Risk Assurance practice.

I lead PwC's Diversity Mentoring Scheme, a programme set up and run by PwC employees in addition to our day jobs. This is something I'm very proud of as we give access to contacts and role models in the Professional Services industry to mentees who would typically not have had these, or who would traditionally have faced barriers to entering this industry due to their background. The scheme helps show these students that they have the talent and capability to thrive in the Professional Services industry and we introduce them to a mentor who encourages them along the way.

I also Co-Chair PwC's Multicultural Business Network, an employee network set up to recognise and embrace the power of the different cultures we have within our business. I've built the presence of our network regionally and we're now active in Belfast, Edinburgh, Manchester, Leeds and Bristol, with plans to expand more over the coming months. This expansion helps ensure that colleagues in our offices outside of London get the best of what the network has to offer.



CASE STUDY : SONIA'S STORY

I was born in Bradford and grew up in the city, I went to state funded school which did not have many opportunities for engagement with employers at the time and I didn't receive much careers advice. It was difficult to get in contact or network with employers due to my background and not having many links in the community which would have made it easier to get my foot through the door and get me started.

I graduated in Law in 2016 from BPP University and worked in the legal sector for a few years, as I was not certain whether I wanted to go down the route of my LPC. In summer 2018 I received a phone call from PwC recruitment, who had seen my CV online and wanted me to come in for an assessment day in Bradford.

I was keen to know more about the opportunity as I had heard of PwC and knew roughly what they did, but what really caught my attention was the new office they were opening Bradford. I have worked for PwC for 10 months now and I have to say it is the best 10 months of my career to date. I've managed to progress from a client services administrator to an assistant supervisor

and will be commencing my professional qualification (the Certificate in Finance Accounting and Business Plus) in September to help me further my career within the firm. The progression and opportunities that have been available to me have been wonderful and I'm thankful for the opportunity.

I've always wanted to give back to the community that I grew up in and show people that Bradford does have opportunities. While at PwC, I've had the pleasure of visiting my old high school to give presentations for year 9 & 10 students to highlight opportunities within the Yorkshire region and what PwC has to offer. I've also been involved in a Dragons' Den workshop with students from a school in London, which was a great opportunity for me to mix with colleagues from PwC's London offices as we came together for the same purpose.



5. CONCLUSION

The Social Mobility Pledge finds that PwC has proven itself to be a pioneering firm in boosting social mobility across the UK.

PwC's story has been useful in adding to The Pledge's understanding of how companies can take firm responsibility for improving opportunities and boosting social mobility, both within their organisation, and externally throughout the communities in which they are based.

From its internal work experience and internship programmes, fair recruitment practices ensuring gender equality and ethnic minority representation, its community engagement and volunteering, and its support of the Government's Opportunity Areas and opening a new office in the Bradford Opportunity Area; the firm has shown that it is a practical leader in making social mobility actually happen.

Furthermore, PwC's comprehensive sets of ambitious targets for the future demonstrate an attitude that demands continuous progress in boosting social mobility across the UK.

While there is still progress to be made on some of these targets, such as the gender parity of new hires and new partners, PwC's transparent approach to this is itself strong evidence of its commitment to achieving those aims.

PwC's Five Point Plan is a significant part of this, and presents a clear roadmap of how the firm wishes to progress in achieving even greater social mobility outcomes.

The firm is committed to reaching the social mobility targets it has set itself by 2022. Throughout this journey, the firm will be transparent about its performance by publishing its progress on these targets annually.



5. NEXT STEPS

PwC will continue working with the Social Mobility Pledge, committing to the three commitments to partnerships, access and fairer recruitment; and collaborating across the professional services sector to scale best practice and improve social mobility across the United Kingdom.

These commitments are a fundamental part of business-led social mobility and all businesses should be encouraged to assess what they are doing in these areas.

The Five Point Plan, as presented earlier in this report, focuses on the following five key areas:

1. Workplace Skills Programmes
2. Work Experience Placements
3. Technology Skills, Training and Degree Apprenticeships
4. Committing to the Bradford Opportunity Area
5. Supporting the development and skills training of social enterprises

