



LEVELLING UP
GOALS



Social Mobility
PLEDGE



Opportunity Action Plan

Amey & Social Mobility Pledge



00: Foreword

Rt Hon Justine Greening,
Founder of the Social Mobility Pledge and
Former Secretary of State for Education

For too long we have talked different languages on what social mobility and levelling up means in practice. That has meant that it's been harder to see the bigger picture, and that a systemic approach on levelling up needs multiple actions across a variety of areas. That is why, working with a group of purpose-led business and university leaders, we developed a set of 14 clear, distinct Levelling Up Goals - the challenges we have to address to finally shift the dial on making Britain a place where everyone gets the same opportunities to get on in life, whoever or wherever they are.

The Levelling Up Goals provide the common language on levelling up we have needed and, in doing so, bring together a common approach for organisations to identify common gaps in access to opportunity and the solutions that will remove those barriers. They are based on the UN's Sustainable Development Goals which I helped develop in 2017 as International Development Secretary and which successfully galvanised governments, businesses and civil society to take targeted action. They will also help benchmark progress.

Levelling Up Goal 11 is 'Infrastructure for opportunity'. The importance of infrastructure in creating and unlocking opportunity for people and places has long been recognised. It underpins the physical fabric of our day to day lives and is intrinsic to the sustainability and well-being of any community. Infrastructure has the potential to bring opportunities to areas which are often furthest away from a level playing field and can make or break whether longer distances mean taking an opportunity elsewhere is possible on a longer term basis. The coronavirus pandemic has made these opportunity inequalities deeper and more urgent to address, especially for less advantaged communities and those on low incomes who have been the hardest hit.

However, as Amey is demonstrating, infrastructure projects themselves provide huge opportunities for those involved in them. These major, long term projects have the potential to extend opportunity in and of themselves. Amey's leadership on this issue is already providing solutions to make a measurable difference, for its customers, its colleagues and the communities it serves. Its work touches nearly all our lives, often operating in some of the most deprived areas in the country. It seems fitting that the company which helped lay the foundations of the M1 motorway, and so played its part in developing the national economy and facilitating better connections between north and south, is also meeting the challenge of inequality of opportunity through its work in the infrastructure sector.

Amey has begun a journey to steadily make social value the lens through which all the work it carries out nationwide is seen and it is ambitious to embed that social value ethos for the long

term. Using its 15,000 strong workforce, supply chain and procuring power, it has recognised not only the importance of investing in the physical fabric of a community but also that its huge reach means that it has the potential to be an effective and transformative business, making a positive difference across the country. By commissioning work and recruiting from within the communities where it operates, it is providing a virtuous circle of opportunity, driving levelling up in practice. Different communities will face different challenges but the problems are often far better understood with a local rather than national perspective. Amey has challenged itself to look into its supply chain as another network through which it can drive social value.

Amey has a clear vision as a business of what it wants to achieve, with a strong sense of direction. Its purposeful approach offers a model for others inside and outside the sector, acknowledging the importance of running an environmentally friendly and socially responsible business which spreads opportunity more widely. The pandemic has heightened the public's expectations of the social good that businesses should do and Amey has acknowledged this in its developing social value approach. It recognises that well-defined pathways for entry into and careers within the business are key, with measurable targets and outcomes, so that its social impact can be more effectively assessed. And in doing so, it is effectively looking across the wider Levelling Up Goals to others where it can have real impact, whether that is internal Amey work on supporting mental health, Goal 8 on Health and wellbeing, and on greater inclusivity, Goal 14 Achieve equality through diversity and inclusion, or its wider work supporting people into work, Goal 3 Positive destinations post 16+ and Goal 4 Right advice and experience.

Above all, this report demonstrates the solutions that Amey is providing to meeting the Infrastructure for Opportunity goal. It is ambitious in its willingness to challenge itself to go further to reach that goal and offers elements of best practice for other companies in that sector who also aspire to level up. And in using a wider Levelling Up Goals framework, it is working in a way that can ensure its actions can clearly become part of a much wider national effort to finally level up Britain.

00: Foreword

Michael Burgess,
Chief People Officer, Amey

Across the UK there is a need to encourage diversity and reduce inequality. Recognising people as individuals who can develop their talents, regardless of background, creates stronger communities and businesses.

Being a modern progressive company that embraces difference, Amey looks to have a positive impact on individuals in the work we are doing to encourage inclusion at all levels of the business and ensure that social equality is at the forefront of our agenda.

We believe everyone should have the opportunity to be their best. We also know of the challenges for many, especially when faced with backgrounds of low expectation from others and barriers to opportunity in personal and professional development.

As an infrastructure provider we are well placed to support the Government to deliver their levelling up agenda and are proud to be supporting this report, sharing the notable steps we're taking to achieve those outcomes across many of our long-term projects. By embedding social value practices across the business, Amey is delivering real change in local communities.

It's heartening to see the talent and achievement of our young people at Amey. Their confidence is inspiring and their ambitions will help to level up society.

But there is more to be done to bridge the gap. We need to build collaborative pathways, work with our supply chain, customers, and communities to help change expectations.

We all need to work together to create opportunity and drive true equality.



01: Introduction Levelling up in the context of COVID

In the UK, a lack of social mobility has been a persistent problem and, even before COVID, it was often the case that how well a person did in life depended on where they started. The Social Mobility Pledge's own research had indicated that young people in the UK were finding it harder to progress in the workplace than their parents or grandparents had. It also asked workers aged 18 to 64 how easy it was to get on in life in the UK, regardless of background, and a quarter rated it 'hard' or 'very hard'.

Justine Greening first used the phrase "levelled up Britain" in 2015 to set out her view that equality of opportunity should be achieved not by taking opportunity away from those who already have it, but by giving the same access to opportunities to people and communities without them. Elected on a manifesto which vowed to 'level up every part of the UK', in his first speech as Prime Minister in 2019 Boris Johnson identified the need to 'unleash the potential of the whole country' and close the opportunity gap as one of the biggest challenges for his government. He included not only education and increased productivity as solutions, but improved infrastructure and giving people the chance to own their own home.

COVID has shone a spotlight on many of the inequalities that already existed but its effects have undoubtedly made the task of levelling up the country much more difficult

That ambition is now being more widely reflected across government, industry and civil society as the profound impact of the pandemic across locations, ages and education levels has become clear. COVID has shone a spotlight on many of the inequalities that already existed but its effects have undoubtedly made the task of levelling up the country much more difficult. A report by the think tank, Centre for Cities, estimates that the government's plan for levelling up the country has become four times harder because of the damage the pandemic has inflicted on the employment market.

A recent report by the Social Mobility Commission also concluded that the effects of the pandemic did not affect everyone equally and advocated for work to help connect local partners and enable them to offer real solutions for opportunity. It also called for more dialogue between schools, universities, colleges and local employers to help people stay and work in the communities where they grew up.

It found that by autumn 2020, disadvantaged pupils in primary school were seven months behind their more privileged peers, with COVID-19 already having increased the attainment gap by 0.5-1 month on top of the existing gap - the equivalent of wiping out between a third and two-thirds of the last decade's progress on closing the educational attainment gap. Across all age groups, disadvantaged students lacked access to digital infrastructure, had less face-to-face time with teachers, did not have quiet or sufficient spaces to work, were less likely to have degree-qualified parents to help their learning at home and less likely to have additional support such as tutoring or subscription education services. Schools with higher rates of disadvantaged pupils suffered greater losses, with some regions of the country affected more significantly than others. Specifically, the north-east and Yorkshire and the Humber had more than double the learning loss in the south-west, equivalent to 2.3-2.6 months of lost learning.

Across every level of education, the impact of the pandemic has been severe, with the digital divide emerging as a key barrier from primary school through to university. An Institute for Fiscal Studies report assessed that the cost of lost learning could translate to as much as £350bn in lost earnings, with an estimation that pupils stand to lose an average of £40,000 in lifetime earnings, with children from disadvantaged backgrounds most affected. The impact on the health and wellbeing of our children is immense and the threat of a lost generation is very real.

In his 2020 Spending Review, the Chancellor of the Exchequer confirmed that unemployment rose by 300,000 in 2020 and that the fall in output would be the largest for over 300 years. While it is not expected to recover to pre-COVID levels until late 2022, the economic damage is likely to be lasting. The Office for Budget Responsibility provided a reference scenario in which the UK economy would contract by 35%, with unemployment peaking at 10 per cent as a result of COVID. Some sectors such as finance will emerge relatively unscathed with a contraction of just -5%, while others like retail and hospitality will contract by -50% and -85% respectively.

That difference in the impact of COVID-19 across different sectors has also been reflected in its impact on different people. Fifteen per cent of workers in shut-down sectors were from a Black, Asian and minority ethnic background compared

to 12% of all workers and 57% are women compared to a workforce that is 48% female. Those who are low paid were more likely to work in shut-down sectors, as well as less likely to be able to work from home. Young people were particularly impacted with one in three young people under 25 employed in the three sectors most affected by the pandemic - travel, hospitality and retail.

Although the labour market is starting to show some signs of recovery, with employment rates rising, there are indications that the fall in the unemployment rate is being driven by those who have spent up to 6 months unemployed finding work and are therefore likely to be those closest to the labour market. This means more vulnerable people, young people and those over 55 years old are more likely to be in the 6-12 months or 12 months+ categories and this is where unemployment levels continue to rise. The number of young people in these categories has almost doubled since March 2020.

Against this challenging background, there is now wide recognition that an organisation's social impact is a crucial part of its governance. The Government has introduced a social mobility agenda into each of its departments and has included the Social Mobility Commission at the centre of government, acknowledging the need for levelling up to be at the heart of its plans. It recognises that does not just extend to jobs and education but also, for example, to sustainable homes, health and infrastructure. Later this year, it will publish a Levelling Up White Paper to demonstrate how new policy interventions will improve opportunity and boost livelihoods across the country as we recover from the pandemic. It will focus on challenges including improving living standards, growing the private sector and increasing and spreading opportunity.

Businesses, universities and other organisations are also moving towards delivering a more authentic socially responsible agenda, away from purely corporate governance. Polling carried out by the Social Mobility Pledge reflects what has become much clearer as a result of the pandemic: that the public now expect higher standards of social impact from the organisations that they work for or do business with. The majority also believe that their performance on improving social mobility should form part of

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how their success is measured. That requires a clear and wide-ranging set of objectives which can form the basis of an organisation's environmental, social, and governance (ESG) criteria and shape their focus.

For business, the shift in consumer expectations towards making a positive impact has also increased and so too should the need to build a business strategy and plans around meaningful purpose. In research carried out by the US Trust as part of the Bank of America Private Bank, 93% of millennials believed that social or environmental impact is important in investment decisions. There is growing pressure from the public and investors for corporate Britain to play its part in solving global challenges, including climate change. That means encouraging as

many organisations as possible to make a public commitment to reaching net zero emissions.

That is the right thing for the country, but it is also the smart approach for businesses and universities. There is increasing evidence across markets and sectors of the intrinsic role that having a clear purpose has in underpinning long-term commercial success. Deutsche Bank evaluated 56 academic studies on environmental, social and governance (ESG) criteria. Organisations with the highest ESG ratings were found to have a lower cost of debt and equity. Eighty-nine per cent of the studies analysed showed that companies with the highest ESG ratings outperformed the market in the medium (3-5 years) and long (5-10 years) term.

The Levelling Up Goals have been designed to provide the architecture by which purpose-led organisations can address the long-standing issue of poor social mobility more effectively and help communities across the country to recover from the impact of the pandemic.



02: The Journey to the Levelling Up Goals

In 2015, as Secretary of State for International Development, Justine Greening MP led the UK delegation to the United Nations (UN). Along with 184 international partners, she helped to establish the UN's Sustainable Development Goals (SDGs). In 2017, the SDGs were made more 'actionable' by a UN resolution adopted by the General Assembly which identified specific targets for each goal, along with indicators used to measure progress towards each target. These 17 interlinked, global goals were designed to be 'a blueprint to achieve a better and more sustainable future for all'. They marked a shift from the previously established Millennium Development Goals (MDGs), following the Millennium Summit of the United Nations in 2000. In contrast to the MDGs, the SDGs were nationally owned, country-led and targeted wealthy, developed nations as well as developing countries.

The SDGs emphasised the interdependent environment, social and economic aspects of development by centralising the role of sustainability. As Secretary for State, Justine recognised how useful a common set of accessible but ambitious objectives could be in galvanising action to effect change. Since then, COVID-19 has only exacerbated many of the problems relating to social inequality in the UK.

The recovery is a chance for the United Kingdom to address these issues and level up but that requires updated and specific goals in order to outline, inspire and measure progress. A group of purpose-led businesses, universities and third sector organisations formed The Purpose Coalition to improve social mobility in the UK and responded to this challenge with the launch of its own Levelling Up Goals in February 2021.



These new Goals build on the foundations laid by the UN's SDGs by outlining 14 clear goals and draw on expertise provided by academia and businesses which has been applied to the unique challenges facing the UK in levelling up. They focus on key life stages and highlight the main issues that need to be resolved to create a level playing field for all in this country. The Levelling Up Goals are intended to guide how the urgent ambition to level up the UK can actually be achieved. The impact of the work carried out to do this can, and should, be measurable.

Sub-goals with quantifiable targets and measurements against which progress can be charted within the 14 goals are being developed by the Purpose Coalition in partnership with Purpose Coalition universities. These will create a more transparent and measurable framework with which to monitor and subsequently address problems of social mobility and inequality. The Levelling Up Goals are designed to look at the outcomes of CSR strategies and measures that organisations operate. Many organisations are doing outstanding work and making important contributions to society but are still measuring

this via inputs – a measure that focuses on pounds and pence rather than the real impact on human lives.

Crucially, these Goals are a shared framework. Justine and the wider Purpose Coalition believe that with a common understanding and objectives, there can be action that drives change on the ground. Distinct entities, including universities, businesses, policymakers, communities and NGOs, can work together, with the shared Goals being a uniting and motivating foundation for progress. As the problems which cause social inequality in the UK are interlinked, it seems that the response to these problems must also be collaborative.

The Purpose Coalition has encouraged businesses and universities to share their own best practice with other organisations, so they are not only demonstrating their own commitment but creating a shift towards purpose-led organisations. The Goals can encourage an extension of this co-operative exchange of information which can be used to help level up Britain.



03: Best Practice Insights

With its work impacting every household in Britain, Amey Plc is a hugely influential organisation, keeping vital services and infrastructure running smoothly across the country. It is among the UK's five biggest support service suppliers. It maintains the country's road and rail infrastructure, keeps schools safe and clean and manages Britain's defence estate. Amey also has inhouse one of the UK's leading engineering consultancies, Amey Consulting. From using data to reduce delays across the road and rail network, designing carbon neutral schemes or delivering critical infrastructure projects, their ambition is to leave a legacy of sustainable infrastructure for future generations.

Amey's purpose, Personal Pride in our Public Service, is lived daily by its people, with many going above and beyond to deliver for their

customers and the wider community. Freedom to Perform is Amey's internal framework that guides its people to deliver the best outcomes for their customers and clients and is intrinsically linked to helping Amey deliver its purpose. It is underpinned by three guiding principles: Empower – responsibility and accountability to make decisions; Engage – to feel ownership for delivery; and Excel – being enabled to perform at its best.

Sustainability is just one of several key focus areas within Amey's purposeful approach which ensures opportunities for all and is integral to its success as a business. It is also focused on addressing social mobility issues which can unlock potential and change life trajectories nationwide, helping to smash long-standing barriers to opportunity.

Driving social value

Social value is a hugely influential force within Amey's strategy. It not only shapes how services are delivered, but also decisions on prospective partnerships. Social impact now stands among traditional priorities like cost and capability as a key supply chain consideration.

Amey's Social Value Plan features 13 priorities under four key pillars which can be used as a roadmap for delivering positive social impact. The four pillars are:

- Investing in our people
- Supporting suppliers and innovation
- Reducing our carbon footprint
- Transforming local communities

Creating an inclusive culture

Amey recognises the importance of ensuring that its opportunities are available and accessible to everyone.

Diverse decision-making is central to Amey's progress and performance and the company understands both the commercial and societal value of attracting talent from all backgrounds. Diversity and inclusion are at the forefront of its resourcing team's work, with various targeted attraction methods and third party platforms and groups employed to support this.

Key to its inclusive culture is empowering staff to fulfil their potential. This is aided by transparent leadership, close engagement with all stakeholders and programmes and partnerships tailored to help individuals from any background to excel. Amey strives to overcome the many barriers to social mobility by addressing the needs of a wide array of potentially disadvantaged groups. Among them are members of the LGBT community, those from underrepresented ethnic minorities, military service leavers, people with a criminal record and mums looking for a new challenge in the workplace after putting their career on hold to raise children.

In recent years, Amey has stepped up its efforts to create an inclusive work environment. Significant steps include:

- Establishing a new governance framework for inclusion and continually monitoring its progress;

- Introducing inclusion ambassadors who listen, engage and contribute to the inclusion strategy;
- Refreshing the 'Amey Affinity Groups' initiative;
- Forging new partnerships with industry experts to independently benchmark Amey's inclusion strategy;
- Reviewing Amey policies through the lens of inclusion;
- Developing training and awareness tools for employees, including a calendar of inclusion events and campaigns;
- Additional leadership training on inclusivity;
- Working closely with the Employers Network for Equality & Inclusion (ENEI), the UK's leading employer network covering all aspects of equality and inclusion in the workplace. Amey is using ENEI audit and review data to inform targets and agree standard reporting;
- Developing dashboards to monitor employee diversity;

During the pandemic Amey also launched the Bounceback Innovation Challenge, a campaign open to employees and suppliers to generate ideas that could drive change and improvement within the company.



Opening doors – targeting greater diversity

As part of a renewed focus on embracing difference, Amey has implemented a number of recent steps to increase its diversity drive, including:

- Setting out guiding recruitment principles, and ensuring diverse selection panels and shortlists for all management roles;
- Supporting and encouraging flexible working to make roles more widely accessible;
- Targeting diverse gender and ethnicity talent across all types of hires including graduate and apprentice roles;
- Taking part in the Government’s Kickstart programme;
- Working with partners such as New Futures Network, Recycling Lives and Ethical Stationery to help recruit prison leavers and ex-offenders;
- Partnering with the Bell Group to provide full time opportunities to individuals who have been through its in-prison ‘Clean, Rehabilitative, Enabling, Decent’ programme – providing painting and decorating work experience alongside its FM team;
- Partnering with Build Forces to support those transitioning from the military into civilian opportunities, offering both mentoring and full time employment;
- Introducing exit interviews for leavers to gain insights into potential improvements in terms of better supporting diversity.

The company has also carefully re-considered the diverse needs of its customers and communities, culminating in several specific measures, including:

- Publicly committing to action, aligning and developing industry standards;
- Using ENI’s Talent Inclusion and Diversity Evaluation (TIDE) self-assessment evaluation and benchmarking tool for continual improvement;
- Establishing supply chain priorities and objectives underpinned by diversity and inclusion, with relevant targets and objectives applied to supply chain firms.

CASE STUDY: DS, HMP ONLEY

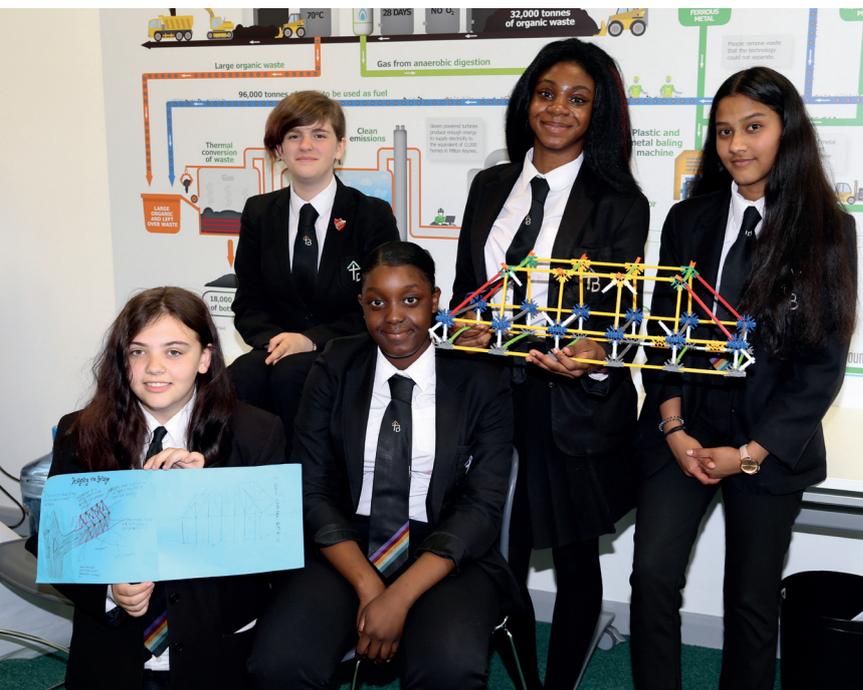
In 2017 DS (name shortened to protect identity) joined the Amey Prison Maintenance team at HMP Onley to gain work experience during his sentence as part of the Amey CRED programme. CRED (Clean, Rehabilitation, Enabling and Decent) is Amey’s unique programme that allows prisoners to gain work experience alongside its prison maintenance team while they are serving their sentence, helping them to develop new skills, improve employability and wellbeing.

Impressing the Amey team with his skills, knowledge and commitment to turn his life around, DS was offered the opportunity to join the team full-time upon release. Amey worked with the Governor, HMPPS and the East Midlands DDC, to secure DS a full-time role.

After a rigorous vetting process, DS started full-time employment with Amey as a Store Operative in the unrestricted external stores at HMP Onley in April 2017. After starting his new role, DS relocated from Essex to Rugby in Warwickshire to start his new life. In March 2018 DS was promoted to General Maintenance Operative after completing his probation period and further vetting by the local security team and Governor.

DS is the first serving prisoner in the UK to be employed and work in the prison where he served his sentence. In 2019 DS and site manager James Langin picked up the Amey A-Star CEO award.

Four years on DS is now a valued and respected member of the Amey maintenance team at HMP Onley and has transformed his life.



Supporting Young People and Embracing STEM – the great social mobility accelerator

Amey oversees a busy programme of activities aimed at boosting engagement in STEM subjects which form the foundation of many in-demand, skilled and well-paid careers. These activities include:

AMEY CHAT AND LEARN

This new programme enables Amey team members to share insights with children about their various roles and their journeys to secure them. Its goal is to inspire children to take an interest in STEM, giving them the motivation and confidence to pursue rewarding careers, potentially within Amey. The scheme is presented in downloadable packs for schools and colleges, while also being supported by virtual work experiences and organised talks.

THE CHALLENGE CUP

Launched in Amey's Birmingham office in 2015, this is now a national event taking place in 20 locations across the country. School girls engage in a fun but competitive day of activities designed to introduce them to careers that could unlock their potential. The day includes a challenge inspired by the television programme *The Apprentice*, team-working projects, career insights and the opportunity to meet women in different roles within Amey.



One recent participant remarked: "After today I definitely would consider engineering as a career and this project has definitely helped my interest grow. It's helped me see what other parts of engineering there are other than just design." Another said: "Some of the people I've met have jobs I'd never seen before. I've got to find out something new, which is really cool."

Partnership with the Duke of Edinburgh's Award

Amey has a 19-year partnership with The Duke of Edinburgh's Award, which it leverages to help young people in deprived areas across the UK build life-long belief in themselves, support them to take on their own challenges, follow their passions and discover talents they never knew they had.

Young people in Amey are given the opportunity to complete the Gold DofE Award which instils resilience and self-confidence by providing new experiences that take them out of their comfort zone. In the process, they learn new skills, such as problem solving, leadership and motivation, which help them navigate the challenges in life, and they can take back into the workplace.

The goal of Amey's Chat and Learn programme is to inspire children to take an interest in STEM, giving them the motivation and confidence to pursue rewarding careers



CASE STUDY: BILAL VALLEY

Bilal Valley is an Amey Civil Engineering Degree Apprentice, having previously worked as a trainee engineer and lives in Bolton.

“Going back a few years, I did well academically but was never interested in extracurricular activities – I lacked confidence, was shy and found it uncomfortable to speak with others.” Bilal joined Amey in June 2016 and with the support of his line manager started his DofE journey in the autumn of 2017. “I met new people from all over the UK representing Scotland, Manchester, Oxford, Liverpool – each carrying their own story and each from different social and economic backgrounds, which initially was intimidating for me. However, I realised that we had more in common than we did different.”

He soon built up his confidence: “My communication skills really improved as I adapted my style to reflect the audience, whilst I was able to develop my leadership skills by running coaching sessions. The whole DofE Award programme was an amazing experience and the volunteering element really stood out as an opportunity to get out of my comfort zone, meet new people and further develop my skills. I enjoyed my DofE volunteering so much that I continue to volunteer at the organisation as a coach.”

“My life could be different now – there aren’t many success stories and role models in the community that I come from, or organisations willing to help young children which makes it difficult for them to aspire to become a success. In my life, many people have not grown up to be as fortunate in terms of guidance and opportunity, and this has resulted in a life of crime.

“Looking back and knowing the type of person I was before I started my apprenticeship and the DofE Award, and seeing the person I’ve become today, is why I’m passionate about encouraging children to make the most of the opportunities they have in front of them – not everyone is as lucky as me.”

SPEAKERS FOR SCHOOLS

Since March 2020 and the beginning of Covid-19 restrictions it has not been possible to carry out STEM and careers outreach work in the traditional way. Using a virtual platform was a great way for Amey to introduce young people to the world of work and support its aspiration to transform local communities. Amey works in partnership with Speakers for Schools to provide safe and secure virtual work experience programmes. During the February half term it delivered a virtual work experience programme to 24 students from diverse backgrounds – 72% of which had a medium/high student need, six students were on Free School Meals and three students had Special Educational Needs. They attended a three day programme aimed to inspire, educate and provide opportunities for young people to connect with the workplace.

One participant said: “You have been excellent, and my honest opinion was I thought this experience was going to be so boring as it was online. But you did the impossible and that was

you made this experience so interactive and your colleagues taught us so much that will hopefully help us in the future. So once again thank you.”

Empowering communities to raise aspirations

Amey works extensively within disadvantaged communities, providing opportunities for individuals to proactively improve their skills, confidence and job prospects.

One project, for example, sees the company providing local communities with the equipment to carry out important public duties like gritting pavements, putting out flood diversion signs and litter picking.

The benefits of being involved in this community effort are broad. They include combatting loneliness and isolation, helping stretched public authorities and, crucially, giving participants an opportunity to be considered for roles within Amey.

Drive social mobility through its supply chain

Amey is a member of the Buy Social Corporate Challenge, a group of prominent businesses which, in 2016, set the bold challenge of spending £1bn on social enterprises through their procurement. According to the latest available data, over £91.5m has been spent so far, with Amey taking a lead role in encouraging corporate UK to back social enterprise.

In 2019, Amey pledged to increase its spend on social enterprises to five per cent of addressable spend by the end of 2023. These suppliers' areas of focus are wide-ranging, enabling Amey to have a positive impact on the wider world in many different and important ways. Recycled paint, ethically sourced stationery, anti-modern slavery causes and prison rehabilitation are just a few examples of the social enterprise activities Amey is supporting.

Often the company's support centres on helping social ventures to overcome the challenge of scaling up. This might include advising them on how to better sell themselves when vying for supply chain work, or being more flexible in terms of its willingness to make smaller orders – for example of furniture - from social enterprises. It has also strived to address any internal resistance to social enterprises, which may stem from preconceived views that they are too small and expensive to provide competitive solutions.

The company also works closely with larger social enterprises and charities, including Recycling Lives. This is a recycling and waste management provider which also works to revitalise communities by employing ex-offenders and prison leavers, leading community events and finding new ways to give something back to society. Profits from commercial contracts help to fund the Recycling Lives UK social welfare charity, which offers accommodation, work experience, training and employment to homeless individuals. Amey works with the firm as a waste management broker and is also involved in its prison academies.

Amey's social enterprise involvement has been ramped up during COVID, with the company stepping in to help members of its social enterprise ecosystem survive the crisis. Interventions include offering free office space, helping social enterprises to navigate permit applications and other red tape processes and the provision of free PPE and transport. Via an order fulfilled by social enterprise Ethical Stationery, it also delivered 15,000 face coverings to Amey employees to help protect their wellbeing.



CASE STUDY: ETHICAL STATIONERY

Ethstat was built to be different. It recognises that its staff, customers and the people it seeks to help all live in the same communities. Its income-generating work as a business and its giving, work hand-in-glove to form a single whole. For Ethstat, there is no separation between people and planet, working and giving. Everything is integrated, from the homeless person that runs the dispatch to the office's gender and ethnic balance, or the reused packaging when orders come in. It thinks carefully about what it does, and nothing is 'bolt-on'. Amey works with Ethstat for its printed marketing collateral.

DELIVERING IMPACT THROUGH ETHSTAT

Many courier companies cut back on the work they were doing when the first travel restrictions were announced, which severely limited Ethstat's ability to deliver to Amey - until Eduard and his homeless delivery project stepped in.

"During the first lockdown, with all the hardship we saw first hand, we wanted to give work to those who needed it. With our increasing orders and busy workload, we sought out partnerships with like minded individuals and met Eduard. Eduard, himself a refugee who had experienced homelessness, started his journey with Ethstat in April 2020. When suppliers were refusing to deliver goods, Eduard took on the work.

It was varied and unusual. On one day he might be queuing in a line of vans to pick up sanitizer from Wales, while the next day he was dropping parcels off to the Amey sites from Portsmouth to Scotland, Bristol to Norwich.

From this, Eduard built a team around the work we gave him, working out of hours, where necessary, and ensuring service levels were at the very highest for our customers. We worked together to provide the street homeless and unemployed work, and now Eduard has built a team of his own."

04: Insights

As a major supplier for services and infrastructure across a wide range of diverse sectors in most counties in the UK, Amey has the ability to lead the way in, and influence, the social impact that businesses can bring to their customers, colleagues and communities.

Against a set of social mobility-related Levelling Up Goals which aim to address the opportunity gaps that can arise at all life stages, Amey's achievements can primarily be assessed in the context of Goal 11, Infrastructure for Opportunity, which relates to developing the physical infrastructure that connects people and places to opportunity. However, this report also details work it is doing on:

- GOAL 2 - Successful school years
- GOAL 3 - Positive destinations post 16+
- GOAL 4 - Right advice and training
- GOAL 5 - Open recruitment
- GOAL 6 - Fair career progression
- GOAL 8 - Good health and well-being
- GOAL 12 - Building homes and sustainable communities
- GOAL 14 - Achieve equality through diversity & inclusion.



This report has demonstrated that Amey is already an organisation with a genuine sense of purpose, clear goals and a real pride in its work. Its leadership is ambitious in its intention to ensure that everything it does is judged through the prism of the social value it delivers. It also understands that impact can only be assessed if it is also adequately measured and it is keen to operate within a benchmarking framework that will allow it to accurately evaluate the extent of its achievements.

12 Building homes & sustainable communities

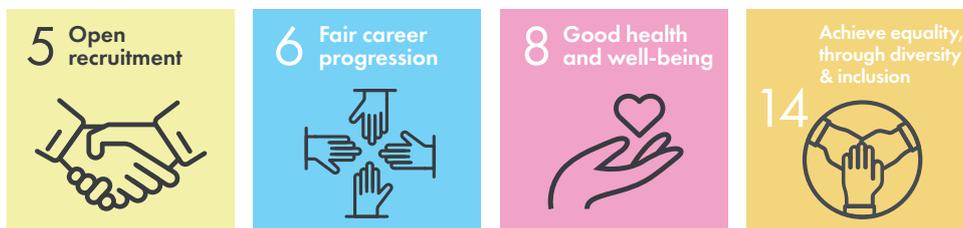


CUSTOMERS - GOAL 12

With a network of 4900 suppliers and a supply chain spend of £1.1 billion, it is clear that Amey is in a position to make a significant difference on procurement issues. It has developed its approach on social value as an integral part of its overall strategy, business planning and decision making. It is extremely focussed on ensuring that its contracts are awarded on the basis of the social value that they deliver for people and their communities, rather than on the lowest cost. It considers that to be a crucial indicator in the company's performance and one which all businesses should assess, alongside cost and capability, as a key supply chain consideration.

A robust structure within which it can operate is seen as essential by Amey's leadership team. The publication of its Social Value Supply Chain Charter, alongside its Sustainable Procurement and Supply Chain policy statement, is a clear indication of its intent, to its customers and to its suppliers to encourage them to raise the bar and commit to positive action on social value. Its Social Value plan, with four key pillars featuring thirteen priorities, serves as a detailed roadmap for delivering positive social impact.

Its membership of the Buy Social Corporate Challenge is also an opportunity for Amey to advocate for even greater spending amongst other companies. It is crucial for the business that every activity it undertakes relating to its customers and suppliers is seen through the lens of social mobility and that it continues to challenge itself to do more. It has a detailed framework in place to be able to do this successfully but needs to go further, faster, especially in the more deprived communities in which it operates.



COLLEAGUES - GOALS 5,6,8,14

Fundamental to Amey's corporate commitment to providing social value - and its ability to do so effectively - is the engagement of its employees. Its leadership recognises the importance of bringing its workforce with it, enabling it to understand what the company is trying to achieve and how that is relevant to the work of each employee on a day-to-day basis. They are empowered to take decisions based on that shared, well-defined sense of purpose and, as a result, feel that they are part of a much more strategic organisation. It has recognised that the pandemic continues to have a particularly negative impact on young people and has acknowledged the responsibility of businesses to invest in their people, delivering better outcomes for them and improving their health and well-being.

Acknowledging that it needs to attract, retain and develop all the talent that is available to it, Amey is actively seeking to better promote a culture of inclusivity and diversity within its organisation, reaching out to those groups who are often left behind. As part of this, it also encourages its workforce to engage with their communities as role models, mentors and volunteers and to make them feel that it is an organisation of which they would like to be part. The range of steps it is taking to achieve this is impressive and wide-ranging but it will need to assess and respond to the feedback from staff, as well as track the outcomes of its initiatives carefully to ensure that the measures it is taking are designed to achieve optimum results.





COMMUNITIES - GOALS 2,3,4,5,6,8,12

There is huge potential for Amey to have a significant impact on the communities where it works, especially those in the most deprived areas in the country. Many of the projects it works on are long term so there is real potential to embed opportunity here, providing local people with the chance to learn about the organisation and the industry sector more generally and then offering them training and employment. These employees can continue to train and develop more members of that community, bringing real benefits and creating a virtuous circle as they work to shape the prospects of their own region.

Its collaborative work with partners such as local authorities also strengthens its position as a driver of social mobility in the regions. It is able to develop its knowledge of local issues and organisations and provide locally tailored solutions to address the problems of inequality of opportunity that exist there. The involvement of local communities in developing and delivering projects brings greater diversity of thought and innovation, helping to produce bottom-up creative solutions and more inclusive approaches.

In its outreach work, Amey runs a number of schemes which particularly focus on STEM subjects as a way of facilitating social mobility. It recognises that in a high-tech, green economy, potential employees with these up-to-date skills are more likely to find and keep rewarding and well-paid careers that equally meet the new needs of employers. Its apprenticeships programme has the potential to then develop this supply of skilled labour as a win-win situation for the business and the community.

Conclusion

With the ambition demonstrated in this report, Amey is in a key position to be able to lead on the levelling up agenda, embedding social value and social impact at the heart of, and intrinsic to, its business offering. It is successfully delivering Goal 11, the template for which could be used as a model for other organisations. The work it is doing on a number of other goals is encouraging but it can, and should, go further on these and the recommendations set out how this might be achieved. Measurable progress will be crucial as we emerge from the pandemic but also as a longer-term ambition for sustainable business in the twenty-first century.

5.1: Data Analysis

Part A – Social Mobility

In this section of the Opportunity Action Plan we analyse the challenges individual communities face in terms of social mobility and the impact of COVID. The combined and interlinking impact of those two elements enable us to create a community's "Opportunity Gap". For the purposes of this analysis we have focused on Liverpool Walton, Birmingham Northfield, Sheffield South East, Stafford and Glasgow, all locations where Amey has offices.

Social Mobility research conducted by the Department of Education's Social Mobility Commission across 323 local authorities in England shows the top 20% of local authorities are labelled as 'hotspots', areas where social mobility is good, and the bottom 20% of local authorities are identified as 'coldspots', areas where social mobility is poor (1). The House of Commons Library performed analysis of the Index in order to map levels of social mobility to constituencies in the UK Parliament. (2)

It is important to note that just because an area's overall ranking is designated a hot or cold spot based on the current rankings, that is not the complete picture. An area which is a social mobility hotspot for most indices can also mask sharp decline in social mobility at different life stages such as early years.

These complexities highlight that social mobility cannot be tackled with a 'one size fits all approach'. Therefore, a thorough understanding of the challenges those individual communities face is vital and we assess social mobility below through those life stages.

Overall Ranking

Office	Constituency	Ranking/533 constituencies
Liverpool	Liverpool Walton	<u>516</u>
Birmingham	Birmingham Northfield	<u>506</u>
Sheffield	Sheffield South East	<u>485</u>
Staffordshire	Stafford	<u>327</u>

One of the key demographics that the Social Mobility Index measures attainment and progression of is those eligible for Free School Meals. This is because there is no agreed definition of deprivation, but Free School Meal eligibility is noted as being a "very good indicator" of socio-economic disadvantage (3). However, in Scotland, there is a universal entitlement for school pupils from Primary School Year 1 (P1) to Primary School Year 3 (P3). It is therefore not possible to track how the 'most deprived' people perform, and the Scottish data can only therefore highlight the place based differences in outcomes for all residents. The Scottish Social Mobility Index is separate to the English Index and not directly comparable.

Location	Local Authority	Ranking out of 32 LAs
Glasgow	Glasgow City	<u>19</u>

**Life Stage
National
Rank/533**

Liverpool Walton Constituency (2)

Liverpool, Walton

England

Early Years
438

Percentage of Nursery providers rated outstanding or good by Ofsted

91

93

Percentage of children eligible for free school meals achieving a good level of development

49

53

Schools
488

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted

78

83

Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2

34

39

Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted

32

72

Average Attainment 8 score for pupils eligible for FSM

36

39

Youth
393

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4

87

88

Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification

24

26

Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19

28

34

Adulthood
496

Median weekly salary of all employees who live in the local area

350

443

Average house prices compared to median annual salary of employees who live in the local area

3

8

Percentage of people that live in the local area who are in managerial and professional occupations

16

30

Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage

26

25

Percentage of families with children who own their home

49

65

Liverpool Walton Analysis

Liverpool Walton is the worst ranked constituency in Liverpool, a location where Amey has a high number of employees. Only one of its indicators are in the top 100 rankings but four are in the bottom 100; across all life stages, Walton ranks at 516/533 on the Social Mobility Index. The worst of Amey's locations, Walton is a social mobility coldspot.

EARLY YEARS

At the early years life stage, Liverpool Walton performs poorly at 438/533. Ninety-one per cent of nurseries in the constituency are rated as good or outstanding by Ofsted, worse than the national average of 93% and ranking Liverpool Walton as 374/533 for this measure. In the other measure for this life stage, the percentage of children eligible for free school meals achieving a 'good level of development', Liverpool Walton is ranked 414/533; only 49% of those children achieve a good level compared to the national average of 53%.

SCHOOL LIFE STAGE

Ranking at 488/533 at the school stage, Liverpool Walton is in the bottom 10% of constituencies. Only 78% of pupils eligible for free school meals attend good or outstanding primary schools, with 34% of them achieving the expected level in reading, writing, and maths at the end of Key Stage 2, the national average being 39%. At secondary level, attendance of FSM eligible pupils at good or outstanding schools is 32%, making Liverpool Walton the 30th worst constituency, and an average Attainment 8 score of 36 places Liverpool Walton at 420/533.

YOUTH LIFE STAGE

The youth stage sees Liverpool Walton rise to rank at 393/533. Eighty-seven per cent of young people who were eligible for free school meals find themselves in a positive destination (defined as being in education, employment, or training) after completing Key Stage 4, only slightly worse than average. But only 28% of FSM-eligible young people will achieve two or more A Level or equivalent qualifications by age 19, and those that do take A Levels will have an average points score per entry of 24. Walton ranks at 359 and 383 for these measures respectively.

ADULTHOOD LIFE STAGE

At the adulthood life stage, Liverpool Walton ranks most poorly at 496/533. Fewer than average jobs (26%) pay at least the real living wage, and average earnings are £350 weekly – the English average is £443. Housing is very affordable, at three times the annualised salary, the second best area in England (where housing is eight times the annualised salary), but home ownership is at 49%, a bottom 50 ranking for this measure. The percentage of jobs in the area that are managerial and professional stands at just 16%, ranking Liverpool Walton as the sixth worst area in England for this measure.

**Life Stage
National
Rank/533**

Birmingham Northfield

Birmingham Northfield

England

Early Years
445

Percentage of Nursery providers rated outstanding or good by Ofsted

90

93

Percentage of children eligible for free school meals achieving a good level of development

50

53

Schools
463

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted

57

83

Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2

36

39

Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted

84

72

Average Attainment 8 score for pupils eligible for FSM

37

39

Youth
358

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4

88

88

Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification

24

26

Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19

30

34

Adulthood
486

Median weekly salary of all employees who live in the local area

411

443

Average house prices compared to median annual salary of employees who live in the local area

5

8

Percentage of people that live in the local area who are in managerial and professional occupations

26

30

Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage

40

25

Percentage of families with children who own their home

57

65

Birmingham Northfield Analysis

Birmingham Northfield is the worst ranking constituency within Birmingham, a location where Amey has a high number of employees. The area ranks at 506/533, and is the second worst of Amey's locations. The area is a social mobility coldspot.

EARLY YEARS

Birmingham Northfield ranks at 445 out of 533 for the early years life stage. Ninety per cent of nurseries are ranked good or outstanding, slightly worse than the national average of 93%, and 50% of free school meal eligible children achieve a good level of development, lower than the 53% national average.

SCHOOL LIFE STAGE

At 463/533, Birmingham Northfield continues to score poorly at the school stage. Only 57% of FSM eligible children are in a good or outstanding primary school, much lower than the average of 83% and the eighth worst area in England for this measure. Just 36% of children eligible for free school meals achieve the expected level in reading, writing, and maths by the end of KS2. Despite a relatively strong availability of good or outstanding secondary schools (84% of FSM children in Birmingham Northfield attend such a school compared to 72% nationally), the average attainment 8 score is lower in Birmingham Northfield at 37 than it is across England, where it is 39.

YOUTH LIFE STAGE

At the youth stage, Birmingham Northfield rises to become the 358th constituency. Eighty-eight per cent of FSM eligible young people achieve a positive destination after KS4, which matches the national average, but fewer FSM eligible young people will have two or more A Levels or equivalent by 19 (30% in Birmingham Northfield compared to 34% nationally), and those that do attain those qualifications will have a lower average points score, at 24 in Northfield compared to 26 nationally.

ADULTHOOD LIFE STAGE

Birmingham Northfield scores most poorly at the adulthood life stage, where it is ranked 486/533. Its worst ranking in any life stage is found here, where with 40% of jobs paying less than the real living wage, it is the sixth worst area in England. Average earnings are consequently lower at £411 weekly compared to £443 nationally, and despite houses being affordable in Birmingham (they are just 5 times the average salary), only 56% of families own their home compared to 65% nationally. Twenty-six per cent of jobs are managerial and professional, slightly lower than the 30% across-England average.

**Life Stage
National
Rank/533**

Sheffield South East

Sheffield South East

England

Early Years
335

Percentage of Nursery providers rated outstanding or good by Ofsted

89

93

Percentage of children eligible for free school meals achieving a good level of development

57

53

Schools
527

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted

68

83

Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2

30

39

Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted

35

72

Average Attainment 8 score for pupils eligible for FSM

34

39

Youth
267

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4

84

88

Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification

28

26

Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19

38

34

Adulthood
425

Median weekly salary of all employees who live in the local area

365

443

Average house prices compared to median annual salary of employees who live in the local area

5

8

Percentage of people that live in the local area who are in managerial and professional occupations

18

30

Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage

29

25

Percentage of families with children who own their home

69

65

Sheffield South East Analysis

Sheffield South East is the worst ranking constituency within Sheffield, a location where Amey has a large number of employees. One of its indicators is in the top 100 rankings and eight are in the bottom 100; across all life stages, Sheffield South East ranks at 485/533 on the Social Mobility Index. The area is a social mobility coldspot.

EARLY YEARS

At the early years life stage, Sheffield South East performs below average at 335/533. Eighty-nine per cent of nurseries in the constituency are rated as good or outstanding by Ofsted, worse than the national average of 93% and ranking Sheffield South East as 461/533 for this measure. In the other measure for this life stage, the percentage of children eligible for free school meals achieving a 'good level of development', Sheffield South East is ranked 127/533; 57% of those children achieve a good level compared to the national average of 53%.

SCHOOL LIFE STAGE

Ranking at 527/533 at the school stage, this is Sheffield South East's worst stage. Only 68% of pupils eligible for free school meals attend good or outstanding primary schools, with just 30% of them achieving the expected level in reading, writing, and maths at the end of Key Stage 2, the national average being 39%. At secondary level, attendance of FSM eligible pupils at good or outstanding schools is 35%, making Sheffield South East the 492th best constituency, and an average Attainment 8 score of 34 places Sheffield South East at 486/533.

YOUTH LIFE STAGE

The youth stage sees Sheffield South East rise to its highest rank at 267/533. Only 84% of young people who were eligible for free school meals find themselves in a positive destination (defined as being in education, employment, or training) after completing Key Stage 4. But 38% of FSM-eligible young people will achieve two or more A Level or equivalent qualifications by age 19, those that do take A Levels will have an average points score per entry of 28. Sheffield South East ranks at 130 and 182 for these measures respectively.

ADULTHOOD LIFE STAGE

At the adulthood life stage, Sheffield South East falls again to rank at 425/533. With 29% of jobs paying less than the real living wage, average earnings are £365 weekly – the English average is £443. Housing is five times the annualised salary, the 77th most affordable area in England (where houses are eight times the annualised salary), and home ownership is at 69%, the 231st best area for this measure. The percentage of jobs in the area that are managerial and professional stands at 18%, ranking Sheffield South East at 513/533 for this measure.

Life Stage National Rank/533	Stafford	Stafford	England
Early Years 70	Percentage of Nursery providers rated outstanding or good by Ofsted	97	93
	Percentage of children eligible for free school meals achieving a good level of development	55	53
Schools 510	Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted	45	83
	Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2	30	39
	Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted	56	72
	Average Attainment 8 score for pupils eligible for FSM	38	39
Youth 361	Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	91	88
	Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification	22	26
	Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19	26	34
Adulthood 180	Median weekly salary of all employees who live in the local area	405	443
	Average house prices compared to median annual salary of employees who live in the local area	6	8
	Percentage of people that live in the local area who are in managerial and professional occupations	29	30
	Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage	22	25
	Percentage of families with children who own their home	71	65

Stafford Analysis

Stafford is the location of Amey's highways contract. Two of its indicators are in the top 100 rankings and three are in the bottom 100; across all life stages, Stafford ranks at 327/533 on the Social Mobility Index.

EARLY YEARS

At the early years life stage, Stafford performs well at 70/533. Ninety-seven per cent of nurseries in the constituency are rated as good or outstanding by Ofsted, better than the national average of 93% and ranking Stafford as 72/533 for this measure. In the other measure for this life stage, the percentage of children eligible for free school meals achieving a 'good level of development', Stafford is ranked 183/533; 55% of those children achieve a good level compared to the national average of 53%.

SCHOOL LIFE STAGE

Ranking at 510/533 at the school stage, Stafford is amongst the worst of constituencies. Only 45% of pupils eligible for free school meals attend good or outstanding primary schools, the worst score, with 30% of them achieving the expected level in reading, writing, and maths at the end of Key Stage 2, the national average being 39%. At secondary level, attendance of FSM eligible pupils at good or outstanding schools is 56%, making Stafford the 127th worst constituency, and an average Attainment 8 score of 38 places Stafford at 301/533.

YOUTH LIFE STAGE

The youth stage sees Stafford rise to rank at 361/533. Ninety-one per cent of young people who were eligible for free school meals find themselves in a positive destination (defined as being in education, employment, or training) after completing Key Stage 4. Twenty-six per cent of FSM-eligible young people will achieve two or more A Level or equivalent qualifications by age 19, those that do take A Levels will have an average points score per entry of 22. Stafford ranks at 416 and 487 for these measures respectively.

ADULTHOOD LIFE STAGE

At the adulthood life stage, Stafford ranks at 180/533. Although only 22% of jobs pay less than the real living wage, average earnings are £405 weekly – the English average is £443. Housing is six times the annualised salary, the 181st most affordable area in England (where houses are eight times the annualised salary), and home ownership is at 71%, the 147 area for this measure. The percentage of jobs in the area that are managerial and professional stands at 29%, ranking Stafford at 294/533 for this measure.

Glasgow

Glasgow
Local AuthorityEarly Years
20

P1 Reading	77.3	81
P1 Writing	74.9	78
P1 Numeracy	82.2	84

Schools
10

P7 Reading	73.1	72
P7 Writing	66.2	65
P7 Numeracy	69.9	68
S3 Reading	90.8	86
S3 Writing	89.3	84
S3 Numeracy	86.7	86

Youth
30

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	85.9
Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification	82.1
Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19	31.2

Adulthood
6

Median weekly salary of all employees who live in the local area	410
Average house prices compared to median annual salary of employees who live in the local area	5.3
Percentage of people that live in the local area who are in managerial and professional occupations	30.7
Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage	17

Glasgow Analysis

Glasgow is the overall 19th ranked local authority area in Scotland, out of a total of 32. Although it is very strong for adults, it is the third worst area for youths.

EARLY YEARS

Glasgow is ranked 20th out of 32 for its Early Years indicators. A smaller number of early years pupils in Glasgow achieve the expected levels in reading, writing, and numeracy than in Scotland as a whole: Glasgow's figures are 77.3%, 74.9%, and 82.2% compared to the Scottish average of 81%, 78%, and 84%.

SCHOOL LIFE STAGE

Glasgow is ranked 10th out of 32 for its School indicators. Pupils in Glasgow outperform the overall Scottish rankings in all areas, with particularly strong results at the secondary level.

YOUTH LIFE STAGE

Glasgow is the third worst area in Scotland at the youth stage, making it a social mobility coldspot for young people. Less than a third of young people will go on to higher education, whereas in the neighbouring areas of East Renfrewshire and East Dunbartonshire, 60.9% and 57.1% of young people do. Additionally, 14.1% of young people will not be participating (in higher or further education, training, work, voluntary work, or activity agreements). In neighbouring East Renfrewshire, that percentage is just 4.3%.

ADULTHOOD LIFE STAGE

Glasgow is the sixth best local authority in Scotland for its working lives indicators, and is a hotspot at this stage. With 83% of jobs paying at least the real living wage, salaries are relatively high, at £410.47 weekly. Housing is also relatively cheap, at 5.3 times the annualised salary, comparing positively to other cities like Edinburgh or Aberdeen, where it is much higher. 30.7% of the population are in managerial and professional occupations.



5.2: Data Analysis, Part B – COVID-19

As well as considering the social mobility baseline for a community, our analysis also reflects the developing impact of Coronavirus on opportunity. The Office for Budget Responsibility's original COVID Reference Scenario predicted that the economy of the United Kingdom will contract by 35%, with unemployment potentially peaking at 10% (5).

In his 2020 Spending Review, the Chancellor of the Exchequer stated that unemployment had risen by 300,000 in 2020, and that the fall in output would be the largest for more than 300 years. This is not expected to recover to pre-COVID levels until late 2022, and the economic damage is likely to be lasting. (6)

But just like the issue of social immobility, the impact of the coronavirus pandemic is varied across the UK. While the 35% national average figure is high in itself, it is the case that some areas – predominantly in the North West and Midlands – will see their economic growth reduce by almost 50%. Only one of the twenty

hardest hit areas are in the South East or London (7).

In addition to the significant diversity of geographic impact estimated by the Centre for Progressive Policy, the Resolution Foundation points to previous data suggesting that there is likely to be a large impact on those leaving full time education and graduating into an economy in the midst of turmoil. In the 2008 Recession, the unemployment rate across the whole population rose from 5.2% in 2007 to 8.5% in 2011; for those with GCSE equivalent qualifications the unemployment figures were 23% in 2007 and 32% in 2011 (8).

An exacerbating factor for those leaving full time education without a degree is the varied impact of the virus on different sectors of the economy. While sectors such as financial sectors will emerge from the coronavirus pandemic relatively unscathed, with a contraction of just -5%, sectors like retail and hospitality, which have a higher proportion of workers who haven't completed higher education, will contract by -50% and -85% respectively (5).

The health impacts for the coronavirus pandemic show that it is more likely to kill people from black and minority ethnic backgrounds, but the economic impacts are disproportionately hitting BAME people as well: polling done by BMG for the Independent has also shown that people from black and minority ethnic households are almost twice as likely as white Britons to report that they have lost income or jobs. Lord Woolley, the Chair of the Race Disparity Unit, has pointed out that while “the virus itself doesn’t discriminate, the system does, and that has left BAME communities extremely vulnerable both on health and economic grounds” (9).

So the data suggests a varied and profound impact across locations, ages, education levels, and ethnicity. This has a worrying impact for social mobility in the United Kingdom, as we predict that 8 out of 14 measures used to calculate social mobility will be impacted. We have combined existing place-based social mobility analysis (1) with the predicted impact of coronavirus (7) to estimate the size of a communities developing “Opportunity Gap” and ranked these throughout England.

From our analysis, which utilises the research referred to above, we believe that there are 16 areas in England at risk of a ‘double opportunity hit’: already amongst the worst areas for social mobility, they are going to be particularly badly hit by coronavirus. These areas are Babergh, Bolsover, Broxtowe, Cannock Chase, Corby, Crawley, East Cambridgeshire, East Northamptonshire, Erewash, Melton, North Warwickshire, Norwich, Rutland, South Derbyshire, Tamworth and Wellingborough.

We have also combined the research on local authority economic impact due to COVID with the Government’s Social Mobility Index to create what we refer to as the ‘COVID Opportunity Gap’. Where the data allows, all local authorities in England were ranked by the size of the Gap (a larger gap being worse). Corby, an area taking a large economic hit from COVID and also with low ranking on the Social Mobility Index, has the largest Opportunity Gap, at 318. For comparison, Tower Hamlets, which has high levels of social mobility and is minimally impacted by COVID, has an Opportunity Gap of 3 and ranks at 310. (10) These Opportunity Gap scores show to what extent an area’s social mobility might be impacted as a result of COVID.

Local Authority	Opportunity Gap	Ranking
Corby	318	1
South Derbyshire	310	2
Wellingborough	308	3
Melton	306	4
North Warwickshire	296	5
East Staffordshire	248	34
Sheffield	164.5	143
Liverpool	152	166
Birmingham	125.5	210

Local Authority	Economic Reduction	Ranking out of 382 UK LAs
Glasgow	-29.6%	361

East Staffordshire's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	234	191	73	176	127	95	259	46	675	245	42	335	177	481	77
GVA (%)	7.2	5.9	2.3	5.4	3.9	2.9	8.0	1.4	20.9	7.6	1.3	10.4	5.5	14.9	2.4
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

East Staffordshire's largest sectors

Sector	Manufacturing	Wholesale and retail	Real estate	Human health	Professional activities
GVA (£m)	675	481	335	259	245

Biggest Impacted Sectors

Sector	Education	Accommodation and food	Construction	Other services	Manufacturing
Predicted Decline	-90%	-85%	-70%	-60%	-55%

East Staffordshire's biggest sectors are manufacturing, wholesale and retail, real estate, human health, and professional activities. One of these, manufacturing, is also in the worst impacted sectors, while one, real estate, is in the least impacted sectors. A large health sector has been noted as being able to provide a buffer to COVID-induced shocks in the economy; in East Staffordshire the health sector makes up 8.0% of the economy as the fourth largest sector. In East Staffordshire, economic growth is predicted to decline by 40.7% - this is worse than the 35% contraction across the UK as a whole.

Taking into consideration the economic reduction in East Staffordshire as well as its position on the Social Mobility Index, we predict that an Opportunity Gap of 248 will arise, the 34th largest in land. The area is a Covid Opportunity Coldspot.

SECTOR KEY

1 Accommodation and food services **2** Administrative and support services **3** Agriculture, mining, electricity, gas, water and waste **4** Construction **5** Education **6** Financial and insurance activities **7** Human health and social work activities **8** Information and communication **9** Manufacturing **10** Professional, scientific, and technical activities **11** Public administration and defence **12** Real estate activities **13** Transportation and storage **14** Wholesale and retail (including repair of motor vehicles) **15** Other

Sheffield's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	331	645	189	605	1448	641	1384	721	1104	703	692	1411	354	1546	353
GVA (%)	2.7	5.3	1.6	5.0	11.9	5.3	11.4	5.9	9.1	5.8	5.7	11.6	2.9	12.7	2.9
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Sheffield's largest sectors

Sector	Wholesale and retail	Education	Real estate	Human health and social work	Manufacturing
GVA (£m)	1546	1448	1411	1384	1104

Biggest Impacted Sectors

Sector	Education	Accommodation and food	Construction	Other services	Manufacturing
Predicted Decline	-90%	-85%	-70%	-60%	-55%

Sheffield's biggest sectors are wholesale and retail, education, real estate, human health and social work, and manufacturing. Two of these, education and manufacturing, are also in the worst impacted sectors, while one, real estate, is in the least impacted sectors. A large health sector has been noted as being able to provide a buffer to COVID-induced shocks in the economy; in Sheffield the health sector makes up 11.4% of the economy. In Sheffield, economic growth is predicted to decline by 36.1% - this is slightly worse than the 35% contraction across the UK as a whole.

Taking into consideration the economic reduction in Sheffield as well as its position on the Social Mobility Index, we predict that an Opportunity Gap of 164.5 will arise, the 143rd largest in England.

SECTOR KEY

1 Accommodation and food services **2** Administrative and support services **3** Agriculture, mining, electricity, gas, water and waste
4 Construction **5** Education **6** Financial and insurance activities **7** Human health and social work activities **8** Information and communication **9** Manufacturing **10** Professional, scientific, and technical activities **11** Public administration and defence
12 Real estate activities **13** Transportation and storage **14** Wholesale and retail (including repair of motor vehicles) **15** Other

Liverpool's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	418	523	180	560	987	816	1564	947	1181	817	1006	1351	706	1287	585
GVA (%)	3.2	4.0	1.4	4.3	7.6	6.3	12.1	7.3	9.1	6.3	7.8	10.5	5.5	10.0	4.5
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Liverpool's largest sectors

Sector	Human health and social work	Real estate	Wholesale and retail	Manufacturing	Public admin and defence
GVA (£m)	1564	1351	1287	1181	1006

Biggest Impacted Sectors

Sector	Education	Accommodation and food	Construction	Other services	Manufacturing
Predicted Decline	-90%	-85%	-70%	-60%	-55%

Liverpool's biggest sectors are human health and social work, real estate activities, wholesale and retail, manufacturing, and public admin and defence. One of these, manufacturing, is also in the worst impacted sectors, while two, real estate and public administration, are in the least impacted sectors. A large health sector has been noted as being able to provide a buffer to COVID-induced shocks in the economy; in Liverpool the health sector makes up 12.1% of the economy as the largest sector. In Liverpool, economic growth is predicted to decline by 32.9% - this is better than the 35% contraction across the UK as a whole.

Taking into consideration the economic reduction in Liverpool as well as its position on the Social Mobility Index, we predict that an Opportunity Gap of 152 will arise, the 166th largest in England.

SECTOR KEY

1 Accommodation and food services **2** Administrative and support services **3** Agriculture, mining, electricity, gas, water and waste **4** Construction **5** Education **6** Financial and insurance activities **7** Human health and social work activities **8** Information and communication **9** Manufacturing **10** Professional, scientific, and technical activities **11** Public administration and defence **12** Real estate activities **13** Transportation and storage **14** Wholesale and retail (including repair of motor vehicles) **15** Other

Birmingham's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	640	1025	238	1579	2153	2536	2823	1395	3957	2260	1750	2440	978	2963	1219
GVA (%)	2.3	3.7	0.9	5.6	7.7	9.1	10.1	5.0	14.2	8.1	6.3	8.7	3.5	10.6	4.4
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Birmingham's largest sectors

Sector	Manufacturing	Wholesale and retail	Human health and social work	Financial and insurance	Real estate
GVA (£m)	3957	2963	2823	2536	2440

Biggest Impacted Sectors

Sector	Education	Accommodation and food	Construction	Other services	Manufacturing
Predicted Decline	-90%	-85%	-70%	-60%	-55%

Birmingham's biggest sectors are manufacturing, wholesale and retail, human health and social work, financial and insurance, and real estate. One of these, manufacturing, is also in the worst impacted sectors, while three, human health, financial and insurance, and real estate, are in the least impacted sectors. A large health sector has been noted as being able to provide a buffer to COVID-induced shocks in the economy; in Birmingham the health sector makes up 10.1% of the economy as the third largest sector. Despite this, in Birmingham, economic growth is predicted to decline by 35.2% - slightly worse than the 35% contraction across the UK as a whole.

Taking into consideration the economic reduction in Birmingham as well as its position on the Social Mobility Index, we predict that an Opportunity Gap of 125.5 will arise, the 210 largest in England.

SECTOR KEY

1 Accommodation and food services **2** Administrative and support services **3** Agriculture, mining, electricity, gas, water and waste **4** Construction **5** Education **6** Financial and insurance activities **7** Human health and social work activities **8** Information and communication **9** Manufacturing **10** Professional, scientific, and technical activities **11** Public administration and defence **12** Real estate activities **13** Transportation and storage **14** Wholesale and retail (including repair of motor vehicles) **15** Other

Glasgow's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	584	1251	734	1023	1026	1969	2421	1717	1155	1541	1157	2017	538	1788	720
GVA (%)	3.0	6.4	3.7	5.2	5.2	10.0	12.3	8.7	5.9	7.8	5.9	10.3	2.7	9.1	3.7
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Glasgow's largest sectors

Sector	Human health and social work	Real estate	Financial and insurance	Wholesale and retail	Information and communication
GVA (£m)	2421	2017	1969	1788	1717

Biggest Impacted Sectors

Sector	Education	Accommodation and food	Construction	Other services	Manufacturing
Predicted Decline	-90%	-85%	-70%	-60%	-55%

Glasgow's biggest sectors are human health and social work, real estate, financial and insurance, wholesale and retail, and information and communication. None of these are in the worst impacted sectors, while three are in the least impacted sectors. A large health sector has been noted as being able to provide a buffer to COVID-induced shocks in the economy; in Glasgow City the health sector makes up 12.3% of the economy and is by far the largest sector. In Glasgow City, economic growth is predicted to decline by 29.6% - this is much better than the 35% contraction across the UK as whole, and is the 21st least impacted economy.

SECTOR KEY

1 Accommodation and food services **2** Administrative and support services **3** Agriculture, mining, electricity, gas, water and waste **4** Construction **5** Education **6** Financial and insurance activities **7** Human health and social work activities **8** Information and communication **9** Manufacturing **10** Professional, scientific, and technical activities **11** Public administration and defence **12** Real estate activities **13** Transportation and storage **14** Wholesale and retail (including repair of motor vehicles) **15** Other

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6: Next steps and recommendations

Amey has successfully developed a comprehensive set of policies and processes to address issues of social mobility and social value across the country. It has demonstrated genuine commitment as a purpose-led business to delivering solutions for the levelling up agenda and to making a real difference in the areas where it operates.

With its geographical reach, often in some of the most deprived regions in the country, Amey has the capacity to connect people with opportunity through its infrastructure projects which have such a huge impact on the lives of individuals and communities.

There are a number of areas where Amey can consolidate and further develop its already excellent work to make an even greater social impact for its communities, colleagues and customers.

1. Targeting school outreach and inspiring early years (Goal 2 Successful school years, Goal 3 Positive destinations post 16+ and Goal 4 Right advice and experiences)

Currently working with pupils across Key Stages 1 – 5, Amey should develop a more systematically targeted approach to its outreach work with schools, closing the attainment gap. It should be guided by those social mobility cold spots indicated in the data analysis section of this report, with locations that perform particularly badly at the school years stage.

There is evidence to show that early engagement leads to more positive outcomes so interventions at a primary school level should remain key to laying solid foundations in local communities. It should continue to focus on STEM

at every key stage in terms of engagement and career advice, to provide young people with the knowledge and skills, particularly relevant in transitioning to a green economy.

Focus should be given to the development of ‘Essential Skills’ – skills we all need to get on - in addition to the technical knowledge, supporting young people’s ability and confidence to access the workplace.

It could also consider working with the relevant local Opportunity Areas to bolt on to the collaborative work that is already being carried out in some of these most deprived areas with a wide range of stakeholders.

Amey’s Education Hub should be enhanced to ensure that it is as visible as possible, especially in the communities it is targeting in further work.

2. Promoting early careers opportunities and closing disadvantage gaps in apprenticeships (Goal 3 Positive destinations post 16+, Goal 4 Right advice and experiences)

Amey should maintain its programme of providing opportunities for young people through Work Placements including, but not limited to, Kickstart, its Apprenticeship and Degree Apprenticeship programmes, with a particular focus on early level apprenticeships.

It should again target its efforts particularly towards social mobility cold spots, but give additional consideration to where and when these opportunities are advertised to ensure that they are flagged up to the right target audience, and at the right time.

Amey should build on its outreach work in schools, as in Recommendation One, its work experience offer and through to its apprenticeship programme to unlock potential. This will not only build relationships with the communities where it operates, it also incentivises young people to see a positive employment future with the company.

3. Opening doors and second chances (Goal 5 Open recruitment)

Amey should continue to offer a full range of initiatives aimed at those who face particular barriers to work, including former members of the armed forces and their families, prison leavers and ex-offenders, care leavers and the longer-term unemployed, closing the second chance gap. A focus should be on continuous learning, developing programmes with interventions that have high impact.

The most recent employment statistics indicate that those furthest away from the labour market are experiencing the most difficulty in finding work as the country begins to recover from the pandemic. Given that there will also be additional challenges for those suffering from the effects of long-term COVID, Amey should maintain its efforts in reaching out to these groups through its Regional Hubs so that its offer is consistent across the country. Engaging its Regional Hubs will also connect up the work it is doing to ensure that its supply chain also delivers social value.

Amey could also consider how it might develop its network of volunteers to help prime its talent pool and connect up with its work on employability. It can make use of its employees at every level to provide insights into their career journeys and real-life experiences, setting up a formal or informal mentoring system to help those who do not have the benefits of connections or experience.

4. Putting inclusion at the heart of the business (Goal 6 Fair career progression, Goal 8 Good health and well-being, Goal 14 Achieve equality through diversity and inclusion)

Amey has made diversity and inclusion the foundation of its work to ensure that culturally, as a business, it can take advantage of all the talent that is available to it across the country. It sees its ethos of not just getting in but 'getting on' as key to its future success.

It should continue to make this a focus of its business plan, advocating for equality through increased diversity and inclusivity to make the more traditional sectors where it operates more representative of modern Britain.

It should share the personal stories of its workforce, including its senior management team, as a means of

education but also of celebrating the organisation and making all its employees feel integral to the whole Amey family.

A strong sense of belonging is crucial for the physical and mental health of a workforce and Amey has worked hard to maintain this during the pandemic. Providing opportunities to improve individual wellbeing is a vital way of ensuring the resilience, health and prosperity of a community and introducing processes which address these issues, particularly in the young who have been particularly affected by the impact of COVID-19, will remain important to allow them to fulfil their potential.

5. Measuring impact

With its extensive workforce and broad geographical reach, Amey is well placed to carry out meaningful measurement and evaluation of the impact of the policies it has put in place to address social mobility. An emphasis on measuring and reporting will encourage a focus on outcomes which could, in due course, also be extended to its wider stakeholders and supply chain.

Amey should consider trialing the measurement of social mobility, within specific targeted groups. Metrics could be developed using eligibility for free school meals for example, or parental occupation, as qualifying attributes.

Tracking and assessment should cover a broad range of programmes but could include those participating in the apprenticeship programme, those in the early stages of their careers as well as the Senior Leadership Team to examine the effectiveness of its retention and progression policies.

Measurement should also extend to reporting on gender pay gaps and monitoring the number of female Board, Executive Committee and Senior Leadership Team members.

6. A focus on place; strengthening the Amey brand

Amey's Regional Hubs which promote cross sector working, are in a key position to be able to develop a range of opportunities directly into the areas that need them most. Although the detail and spread will vary from location to location, Amey should consider whether they could be packaged to present a more streamlined offer and consistency of approach, with a clear indication of their activity and the opportunities they provide.

Similarly, the promotion of Amey's Education Hub could be enhanced to ensure that it is as visible as possible, especially in the communities it is targeting in further work.



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GOALS**

