

Social Mobility Employer Index 2025

Please note that we only accept online submission via our portal.
Some wording may differ from this document.

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Please note that this document is only for reference – all Index submissions must be submitted through the online portal.

Your name: * **Helena Mattingley**

Job title: * Senior EEDI Practitioner

Email address: * Helena.mattingley@cityoflondon.gov.uk

Telephone number * 07814254942

Organisation: * City of London Corporation



We are aware that there is a £1200 +VAT charge to enter the 2025 Employer Index*

*Charities and employers with 49 or fewer employees are exempt.

Organisation information

1. What is your organisation's address?

Guildhall, PO Box 270 London, EC2P 2EJ

[This contact will only be used if your organisation is eligible to pay the entrant fee and is paying via invoice]

2a. What is the name of your finance contact?

Nikki Jago

[This contact will only be used if your organisation is eligible to pay the entrant fee and is paying via invoice]

2b. What is the email address of your finance contact?

CityProc.AP@cityoflondon.gov.uk

[To enable us to share the communications pack and collect your logo please share:]

2c. Name of your communications contact

Lorraine McLennan

[To enable us to share the communications pack and collect your logo please share:]

2d. Email address of your communications contact

Lorraine.mclennan@cityoflondon.gov.uk

3a. Is your organisation in the:

- Private sector

- Public sector

- Third sector, including charities, social enterprises, and not-for-profit organisations

[If 3a = 'Private sector']

3b. Please select the main sector your organisations:

- Arts and entertainment

- Management consultancy

<input type="checkbox"/> Automotive	<input type="checkbox"/> Marketing
<input type="checkbox"/> Banking, financial services and	<input type="checkbox"/> Media
<input type="checkbox"/> Broadcasting	<input type="checkbox"/> Pharmaceuticals
<input type="checkbox"/> Construction	<input type="checkbox"/> Product design
<input type="checkbox"/> Energy, water or utility	<input type="checkbox"/> Professional services
<input type="checkbox"/> Engineering or industrial	<input type="checkbox"/> Public relations and communications
<input type="checkbox"/> Facilities management	<input type="checkbox"/> Publishing
<input type="checkbox"/> Fast-moving consumer goods	<input type="checkbox"/> Real Estate
<input type="checkbox"/> Gaming	<input type="checkbox"/> Retail
<input type="checkbox"/> Hospitality	<input type="checkbox"/> Recruitment
<input type="checkbox"/> Housing	<input type="checkbox"/> Social and market research
<input type="checkbox"/> Law	<input type="checkbox"/> Technology, software and computer
<input type="checkbox"/> Leisure, tourism and sport	<input type="checkbox"/> Telecommunications
<input type="checkbox"/> Life Sciences	<input type="checkbox"/> Transport and logistics
<input type="checkbox"/> Other, please specify	Click or tap here to enter text.

[If 3a = 'Public sector']

3c. What type of public sector organisation is it?

<input type="checkbox"/> Central government
<input checked="" type="checkbox"/> Local government
<input type="checkbox"/> A health authority or NHS trust
<input type="checkbox"/> Other - please specify in comments box below

4. Total number of UK employees:

4475

5. Please confirm if you are submitting data for:

<input checked="" type="checkbox"/> The whole UK workforce	
<input type="checkbox"/> A section of the UK workforce (please give details):	Click or tap here to enter text.

6. Please indicate below which regions and or nations of the UK your organisation has offices in:

(Please click all that apply)

<input checked="" type="checkbox"/> East of England	<input checked="" type="checkbox"/> South East
<input type="checkbox"/> East Midlands	<input type="checkbox"/> South West
<input checked="" type="checkbox"/> London	<input type="checkbox"/> Yorkshire and the Humber
<input type="checkbox"/> North East	<input type="checkbox"/> Wales
<input type="checkbox"/> North West	<input type="checkbox"/> West Midlands
<input type="checkbox"/> Northern Ireland	<input type="checkbox"/> No Central Office
<input type="checkbox"/> Scotland	

7a. Do you have workforce based outside the UK?

Yes No

[If 7a = 'Yes']

7b. If yes, which of the following best describes your organisation

We already collect data on some or all of our workforce outside of the UK

We are considering how we might collect data from our workforce outside of the UK

We are not considering how data might be collected from this population

8. Employers are required to use a 12-month reporting period for the data submitted to the Index - please indicate below which you are using:

Calendar year (Jan 2024 – Dec 2024)

Academic year (Sept 2023 – Sept 2024)

Financial year (please specify dates): April 2024- March 2025

9. Does your organisation want to submit to the Employer Index anonymously?

Once you have received your ranking in the Index, we will contact you to confirm if you wish to remain anonymous or not.

Yes No

10a. Has your organisation submitted to the Employer Index previously?

Yes No

[If 10a = 'Yes']

10b. Please select all years that apply:

<input checked="" type="checkbox"/> 2024	<input checked="" type="checkbox"/> 2020
<input checked="" type="checkbox"/> 2023	<input checked="" type="checkbox"/> 2019
<input checked="" type="checkbox"/> 2023	<input checked="" type="checkbox"/> 2018
<input checked="" type="checkbox"/> 2021	<input checked="" type="checkbox"/> 2017

11. If you entered the Index in 2024, please provide a short summary of any changes you have made to your practices because of the advice we provided in your feedback report. [1189 / 1200 characters max]

We have

- Published Social Mobility as an Equality Objective
- Prioritised Social Economic Background (SEB) on par with protected characteristics in Equality Impact Analysis (EQIA), so inclusive decisions processes recognise all SEB
- Increased declaration rates for SEB, through engagement with Executive Leadership Board, (ELB) Senior Leadership Team, internal comms teams, staff networks and all staff events, moving from 16% to 29% for SEB
- Engaged City Corporation's ELB at their Away Day to jump start our Theory of Change for Social Mobility
- Trained EEDI Practitioners in facilitating Theory of Change
- Collected SEB data from our Candidates, the first local authority in England to do so
- Strengthened EEDI leadership through appointment of Equalities Director
- Recruited dedicated senior EEDI professional for Social Mobility portfolio
- Launched 'Social Mobility in the City', one of our Networks open to all businesses in the Square Mile
- Transformed the Free School Meals (FSM) process at Aldgate School by incorporating paper systems onto digital platforms, enabling automation of online checks for change of circumstance, instant decisions and higher accuracy and uptake of FSM

- Supported City Corporation's Social Mobility Network to profile their news, e.g. participation in the Lord Mayor's Parade; promoting Listening Circles e.g. Education, and Accent Bias

12. How did your organisation first hear about the Employer Index.

(Please click all that apply)

- Through your organisation's work with the Social Mobility Foundation on one of our student Programmes
- Through direct contact from a Social Mobility Foundation employee (not related to your organisation's work on one of our Programmes)
- Through your organisation's engagement with our advocacy and campaigning work
- Via the Social Mobility Foundation's social media
- From another employer who had previously submitted to the Social Mobility Employer Index
- Through a trade association, please state which:
- Through a professional body: please state which:
- Through a diversity & inclusion consultancy, please state which:
- Through a regulatory body, please state which:
- At a webinar or event, please state which:
- Your organisation's own research
- Somewhere else, please write in:
- Don't know

13. Why did you decide to enter the Index in 2025?

(Tick all that apply)

- To help meet our diversity goals
- The feedback helps to improve our organisation
- We use our ranking in our publicity

We use our ranking to win business or contracts

Other:

Commitment to socio-economic diversity is a core corporate objective in it's own right; this will help us improve what we do

14. Are there ways in which you operate as an employer that feel distinct, and which are helpful for us to understand as we consider the information you have shared? This might include, for example, organisational ownership (in the private sector), leadership structures, recent mergers/acquisitions, information about the clients or communities that you serve. (6366 / 2000 characters)

The City of London Corporation is the governing body for the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit. We provide modern, efficient, and high-quality local services and policing for all. This includes education, social care, housing and environmental services, as well as our service offer to the organisations who are based in the Square Mile. We provide services and the environment for the City, enabling 678,000 workers to generate £109bn in economic output each year, predominantly in the Financial and Professional Services (FPS) sector. We provide a dedicated police force for the City, with national responsibilities for fraud and cyber crime.

The City is the birthplace of London with a unique and diverse offer: unrivalled history and heritage, world-class arts and culture, and outstanding restaurants, cafes, hotels, pubs and bars. The reach and responsibilities of City Corporation is unlike any other organisation. We deliver the functions of a local authority for our residents (8,600), and we hold multiple other responsibilities for our worker population (678,000), businesses (24,000), and the 100 livery companies and guilds who have made the City their home.

The residents, workers and businesses are represented by independent and non-partisan political voices of 125 elected Members, Aldermen and Alderwomen. Our Lord Mayor, alongside Sheriffs and with elected Members, has huge convening power to promote the interests of people and organisations in the City, across London, and in the UK, playing a valued role on the world stage. Unlike other local elections, businesses and other organisations registered in the Square Mile can nominate voters to City elections, so that, alongside registered residents, they can have a say in on the way City Corporation Is run. For the first time in our history, and the first UK local authority to do so, we have collected socio-economic background data for Candidates standing for election.

Our Elected Members are supported by 4,475 staff officers, who are employed by the City of London Corporation. Our staff lead, manage and delivery our services, such as management of green spaces in and outside the capital as well as City streets, providing libraries and schools, and managing port health and animal reception centres. Cultural institutions such as the Barbican Centre, Guildhall Gallery and five famous London Bridges are managed under the City of London Corporation's umbrella. Our staff are based in the City, in our green spaces, cultural institutions and represent 650 different role profiles.

We support our communities through responsible business, charitable giving, improving the environment and air quality, and providing education, training and skills for young people and providing social care and affordable housing across London.

City Corporation has a highly influential role within the UK's Financial and Professional Services sector (FPS), as the Square Mile is the heart of the UK's FPS district. Consequently, City Corporation has a role in advocating and promoting FPS, driving economic growth, with our Lord Mayor acting as a global ambassador for the City as the international hub for FPS. Our Lord Mayors have a mayoral theme for their tenure, including:

‘Growth Unleashed’ 2024/25, especially unlocking growth and prosperity through unlocking talent through social mobility , and

‘People and Purpose’ 2021/22, focusing on driving social mobility at all levels.

These Mayoral campaigns gave local, regional, national and global prominence to the impact of socio-economic diversity on innovation and business growth.

The City of London Corporation has sizeable and significant institutions under a shared City Corporation banner. These are within the governance and management of the City of London Corporation, although have distinct identities:

- Barbican Centre
- London Archives
- City Bridge Foundation
- City of London Police
- The Old Bailey
- Guildhall School of Music and Drama
- City of London Freeman's School
- City of London School for Girls
- City of London School

As well as the three schools above, City Corporation have strong relationships with other schools as part of the ‘City of London Family of Schools’. We have one maintained primary school, eleven sponsored academies as part of the City of London Academy Trust, and the three independent schools listed above.

City Corporation is closely linked to the livery companies, through a shared passion for education and charitable work, by election of key City of London officials (e.g. Lord Mayor and Sheriffs), and through pageantry and shared heritage. The City of London's Court of Aldermen have an element of control over the livery companies, and the livery companies have a role in electing the Lord Mayor. These are the same Liveries and Guilds who originally set up ‘City and Guilds’ in 1878, to provide quality training which supports individuals and businesses through technical education.

Since our 2024 SMEI application, we have strengthened our EEDI capability internally by

- Recruiting an Equalities Director to champion socio-economic diversity
- Appointing a Senior EEDI Practitioner dedicated to Social Mobility portfolio

- Commissioning external EDI consultants to conduct an independent EEDI Review, including social mobility
- Connecting SMEI data requirements to the incoming Enterprise Resource Planning (HR and Finance) system
- Launching a City-wide Social Mobility Network, open to all businesses within the Square Mile
- Provided a briefing to elected Members detailing EDI and socio-economic diversity to convey our responsibilities as a public sector body

Externally, we have continued to influence social mobility at a regional and national level by

- Providing evidence for House of Lords Select Committee on Social Mobility
- Leading City response to Financial Conduct Authority and Bank of England's consultation on EDI regulations, including recommendations to include socio-economic background to be included in regulations
- Supporting the launch of City Bridge Trust's 10-year funding policy. City Bridge Foundation (whose sole trustee is City Corporation) has unveiled 'Standing with Londoners', which focuses on four key roots of disadvantage: climate justice, access to justice, racial injustice, and economic inequality.

Section 1:

Pre-18 outreach and work with young people

Please note, when we refer to schools in this section, this also includes colleges.

▪ **Please indicate if your organisation will be submitting answers to Section 1**

Yes - we will be submitting answers to Section 1

No - we will not be submitting answers to Section 1

▪ **If no, please state the reason why you are not submitting answers to this section:**

(1,200 characters)

1. Do you have a written plan for your outreach work, showing what outcomes or impact you want to achieve with each activity and how you will achieve it? *This is sometimes called a 'theory of change', which is a document that you write before planning your outreach work. It details what outcomes you expect to achieve from the outreach work, and how you will achieve it.*

Yes

No

2. If yes, please submit a PDF of this plan. *If you have multiple plans/theories of change for different outreach work, please combine these as one PDF and send. PDFs should be saved in the format: 'EMPLOYER NAME_Section1TOC'*

- Education Strategy PDF
- Guildhall School of Music and Drama's Access and Participation Plan p 7 -16 for strategy, Theory of Change (p48)

<https://www.gsmd.ac.uk/about-guildhall/corporate-financial-documents/policies>

3. In total, in how many schools or colleges did you undertake face-to-face outreach activities with during the 2025 Index reporting period? *Face-to-face outreach can be done online or in-person, but always involves a real-time interaction with a person. It can take the form of talks & presentations, mentoring, visits to or from schools, skills delivery etc.*

- None

- 50 or fewer

- 51 – 100

- 101 - 200

- 201 – 300

- 301 - 500

- 500+

4. If you have a virtual or digital outreach offering, how many young people did you reach with this? *Virtual or digital outreach is not delivered by a person, but instead takes the form of online courses/videos/Massive Open Online Course (MOOC) or virtual work experience (where there is no human interaction)*

- <1000

- 1001 - 5000

- 5001 – 10,000

- 10,000+

- We don't have a virtual outreach offering

- We have virtual outreach but we don't track engagement

5. Do you use the Careers and Enterprise Employer Standards Framework?

Only select yes if you already use the [Employer Standards Framework](#).

- Yes

- No, we are aware of it but don't use it

- No, we're not aware of it

6. What are the aims of the outreach work that you deliver in-person, and for roughly how many hours per school in a year do you deliver it (on average)?

Aims	Total hours ESU + Archives
<input checked="" type="checkbox"/> Aspiration raising activities	30 + 20 = 50
<input checked="" type="checkbox"/> Attainment raising activities	40 + 20 = 60
<input checked="" type="checkbox"/> Study skills or soft skills support	35 + 20 = 55
<input checked="" type="checkbox"/> Increase students knowledge of sector/jobs	35 + 20 = 55
<input checked="" type="checkbox"/> Increase teacher's knowledge	20 + 20 = 40
<input type="checkbox"/> We don't have specific aims of the activities	
<input checked="" type="checkbox"/> Other – Free text entry	
<input checked="" type="checkbox"/> Recruitment activities	20

7. If other, please specify the aims (1724 / no specified limit)

One of the aims of our Outreach work is increased recruitment activity, as our London Careers Fair is both an outreach activity and a platform for recruitment. We are aware of the Careers and Enterprise Employer Standards Framework, and have adapted this alongside other sector frameworks to form our own internal standards.

The London Archives run sessions for primary and secondary schools throughout the year, typically each event involves multiple classes. These events aim to connect students to their City's history, while aligning with history curriculum. Through engaging with real historical sources connected to London, we want to raise students' aspirations and academic ambitions higher.

Guildhall School of Music and Drama have identified two additional barriers due to their specialist higher education role and are investing over £1,970,000 over 4

years to widen access to underserved and underrepresented groups, predominantly prioritised by SEB, care experienced status, disability and ethnicity:

Barrier One - There is inequitable access to the performing art provision that supports the attainment and skill development required for access to the School. GSMD outreach aims to overcome the inequitable access, e.g. funded supported application scheme, Guildhall Young Artist bursaries, Originate, Get Backstage and specific bootcamps. More details later in this section.

Barrier Two – There are cost pressures in attending university, which can have impacts on mental health, wellbeing and engagement in studies. GSMD outreach includes Access Bursaries, Start-up Funds, one-day Transition to GSMD events, and access to Access and Participation staff on a drop in basis. More details later in this section.

8. What are the aims of the outreach work that you deliver via your digital platform/virtual outreach? *Tick the aims that most closely resemble the type of outreach work that you deliver through your virtual outreach.*

- Aspiration raising activities

- N/A

- Attainment raising activities

- Study skills or soft skills support

- Increase students knowledge of sector/jobs

- Increase teacher’s knowledge

- We don’t have specific aims of the activities

- Other – Free text entry

- Recruitment activities

9. If other, please specify the aims

One of the aims of our Outreach work is increased recruitment activity, as our London Careers Fair is both an outreach activity and a platform for recruitment.

10. What ages do you deliver your outreach (in-person and virtual/digital) to? Select all that apply

- Early years (<5)

- Ages 5 – 10

- Ages 11 - 13

- Ages 14 – 16 (KS4 or Nationals)

- Ages 16 – 18 (KS5 or Advanced Highers)

11. Do you collaborate with other organisations to deliver outreach (tick all that apply)? *Collaborations are where you work together to deliver outreach - this can take the form of another organisation acting on your behalf, or multiple organisations working together to deliver a joined-up approach to outreach*

- Yes - we collaborate with other employers in our sector to target different schools

- Yes - we collaborate with other employers in our sector to develop materials

- No, we don't collaborate

- Yes - we collaborate with a third-sector organisation who delivers outreach on our behalf

- Yes we collaborate with universities to deliver outreach in schools

GSMD note: GSMD collaborates with RADA, Leeds Conservatoire on Acting and other external organisations on projects for young people – not via schools/colleges, as each individual applies directly to the projects. www.gsmd.ac.uk/originate and www.gsmd.ac.uk/monologue-bootcamp. Guildhall School does deliver outreach in Schools, e.g. Satellite Collective and Music Education Islington, meaning we work with universities to deliver outreach in schools.

12. Are you a Careers Enterprise Company Cornerstone Employer?

Cornerstone Employers work with their Careers Hub

Yes

No

13. Do you cover costs of your outreach?

Yes, we cover all costs for individual participants and/or schools

We cover some of the costs for individual participants and/or schools

We don't cover any costs

14. Do you work with schools according to a target criteria? Only select yes if you approach schools based on targeting criteria (such as Free School Meals % or geographical location). If you approach schools based on anything else (such as employer contacts or local schools) select no.

Yes

No

15. If yes, what criteria do you use to select schools to work with? Only select criteria that you use to target schools - we are not asking whether you work with any of these schools, instead we are interested in how you choose which schools to work with.

Above average % of students in receipt of Free School Meals

TUNDRA or POLAR

Index of Multiple Deprivation or Income Deprivation Affecting Children Index

Non-Selective state school

Other – please specify – Guildhall School of Music and Drama target schools that offer creative subjects, especially performing arts
Barbican – target based on location, state schools,

16. Do you work with any of the following to deliver your outreach?

Careers Hub

- Careers and Enterprise Company
- Enterprise Advisor
- Careers Wales
- Skills Development Scotland
- None of these
- Apprenticeship Ambassador Network

17. What percentage of students that engage with your outreach work are eligible for Free School Meals?

- We don't collect this
- <10%
- 11 – 50%
- 51-75%
- 76-100%

Guildhall School of Music and Drama do not capture FSM data robustly, as potential students might apply under a different criteria. They GSMD use Index of Multiple Deprivation alongside other indices used by Universities.

18. Do you plan how you evaluate your outreach work before you start the activities?

- Yes
- No
- We don't evaluate our outreach

19. Select the outcomes that you evaluate for. *Only select the outcomes that you specifically evaluate your outreach activities for. There is an option of 'other', and if you do not evaluate based on outcomes then you can select that option.*

- Attendance at an activity
- Enjoyment of an activity

- Whether they would participate again

- Increased communication skills

- Increased knowledge of career options

- Increased knowledge of future options

- Increased capacity to make informed decisions about their future

- Increased intention to work in sector

- Increased knowledge of application pathways

- Increased knowledge of financial support

- Increased social self-efficacy

- Increased well-being

- Increased motivation

- Our evaluation doesn't examine outcomes

- Other –

20. Do you have an internal process to review the results of your evaluations and make changes if necessary?

- Yes

- No

21. Do you share the results of your evaluation with other employers?

- Yes

- No

22. Do you offer work experience to young people under the age of 16?

[For a definition of work experience please refer to the government website here.](#)

- Yes

- Yes, and we ring-fence opportunities for young people from lower socioeconomic backgrounds

- No

23. Do you cover any costs of your work experience?

[For a definition of work experience please refer to the government website here.](#)

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | No |
| <input checked="" type="checkbox"/> | Expenses (e.g. travel, food) |
| <input type="checkbox"/> | Paid at National Minimum Wage or higher |

24. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here [10848 / 2000 characters max]

The City of London Corporation embeds socio-economic diversity across its institutions, putting our Socio-Economic Diversity objective into action as part of organisation-wide Equality Objectives. Our decentralised model enables tailored, purposeful initiatives across education, culture, and community services, reaching far beyond our geographic boundaries. A sample of our activities are outlined here, and our devolved nature poses challenges for central data capture.

We are aware of the service offer from Careers Enterprise Company Cornerstone Employer, and are open to exploring this further. The framework aligns to a significant extend to the framework we already use. We are keen on understanding the benefits of partnering with CECCE.

Education & Young People

Department of Community and Children's Services (DCCS) are responsible for the education and care for children and young people, including extremely disadvantaged children.

- 100% of 16–18-year-old residents are in education, employment, or training.
- Children's Social Care rated 'Outstanding' by Ofsted
- Zero children in care experiencing three or more placements in the past year.
- All care leavers are in permanent housing by age 25, supported by our recognition of care experience as a protected characteristic.

Virtual School

- The City of London Virtual School, promotes and supports the education of children who have or have previously had a social worker, those who have been adopted or live with kinship carers, or are care leavers aged 18-25 years.
- The Virtual School regularly supports up to 90 children, within its changing cohorts, many are unaccompanied asylum seekers.
- The Virtual School provides bespoke education pathways in partnership with schools, colleges, universities and careers partners.
- The Virtual School provides information, advice and guidance, holiday workshops and enrichment programmes, online and face to face tuition and provides educational resources.
- The Virtual school celebrates the achievements of its children and young people at an annual ceremony in The Guildhall.
- Five City of London apprenticeship positions are supported within the Virtual School and delivered together with Partnership for Young London and the Adult Education and Skills service.

London Careers Festival (LCF)

- 10,367 learners engaged in February 2025, 5657 of which were in person (96% increase in in-person attendance).
- 111 schools participated; ~20% had >60% Pupil Premium, more than two thirds had Pupil Premium of over 30%.
- Supports Gatsby Benchmarks and connects students with employers, Livery Companies, and City Corporation careers.
- Tailored to primary, secondary, post-16 education and apprentices

Targeted Funding & Innovation

City Premium Grant

The City Corporation manage the City Premium Grant, open to our Family of Schools to apply for innovation funding. Successful CPG projects must align with the Education Strategy's vision: Helping learners to flourish in a rapidly changing world by championing outstanding education, encouraging lifelong learning and driving increased social mobility.

There are three funding streams within CPG:

1. Disadvantaged Pupils Grant (£1,458,000)

2. Partnership Grant, which must involve at least one state school partner (£384,000)

3. Strategic Grant (£384,000)

- 117 projects funded, reaching 3,500 underserved learners.
- Impact tracked via the ImpactEd portal.

Examples:

- City of London Academy Hackney (Pupil Premium 59%)

A teaching and learning coach helped two teacher participants who were new to post, focus on long term curriculum development and impact on KS4 results. As a result, the number of students achieving a grade 7 or better at GCSE rose from 46% to 88% in one subject. In the other subject, the number of students achieving a grade 4 pass increased from 61% to 76%.

- City of London Academy Highbury Grove (Pupil Premium 53%)

This project helped hundreds of students without equal access have the opportunity to learn a musical instrument. Many positive outcomes were reported including all students in years 7, 8 and 9 learning to play an instrument, 100% of Music A-Level students who previously participated achieving an A or B grade, and amongst a number of performance opportunities the chance to perform alongside Andrew Lloyd Webber and the Kennuh-Mason family on stage at the Theatre Royal.

- Highbury Grove, part of City of London Academy Trust (Pupil Premium 53%)

Activities week – providing financial support to the academic and their students to offer a broader range of enriching opportunities that would otherwise be inaccessible due to their socio-economic status. Students choose from a range of residential activities reflecting a range of creative, sport or outdoor activities.

- Aldgate School (Pupil Premium 22%)

Transformed the Free School Meals (FSM) process at Aldgate School by incorporating paper systems onto digital platforms, enabling automation of online checks for change of circumstance, instant decisions and higher accuracy and increased uptake of FSM.

City of London School

- 15% of students receive 110% bursaries; target is 20% by 2030.

Freemen's School

- Refugee Buddy Club has 30 members, paired with 25 refugee children and 8 parents/carers, fostering integration and peer support.
- Freeman's School began a new partnership with two Star Academy Schools in the northwest of England: Bay Leadership Academy and The Valley Leadership Academy. These are level 1 and 3 on the Multiple Index of Deprivation, and the schools have 50% and 43% Pupil Premium respectively. A second partnership with Eastside Young Leaders Academic (level 2 on the Multiple Index of Deprivation). Since September 2024, as a result of these partnerships, 2 students from each partnership began boarding education as a Year 12 pupil at Freeman's School
- All receive full coverage of fees and additional expenses, wraparound support and access to the Future Pathways Programme.

Arts, Culture & Access

Guildhall School of Music and Drama

Guildhall School has a regulatory commitment to deliver Access and Participation provision that supports underrepresented applicants and students to access, and succeed on, its prestigious degree programmes, as well as widening access to performing arts opportunities for young people from low-income backgrounds.

- Supported Application Scheme: 650+ applicants supported by free application, audition/interview travel bursary, skills workshops, skills and support, £400 start up fund; 10% enrolled. 45% from outside of Greater London, 56% who had an IMD Quintile 1 or Quintile 2 postcode, and 23% who had a POLAR4 Quintile 1 or Quintile 2 postcode. 10% of participants have enrolled at the School.
- Originate: a multi-organisation 8 month training programme for 18 young actors. 35% of participants enrolled prestigious drama schools.
- Get Backstage: four-days of specialised technical workshops, exclusive industry visits and theatre trips, and Q&As with students, teachers and theatre professionals. The project works with up state-educated, low income young people in years 11 and 12 each year, this is having a tangible impact on applications to GSMD.
- The Guildhall Young Artists (GYA) programme, is national network of six centres (three in London, two regional and one online) provide world-class performing arts training to 1900 under 18s, with bursaries supporting 30% of participants. In

2023/24, this supported 85 Guildhall Young Artists.

- Get Ready for Guildhall, which has for the last two years introduced a third of offer-holders to the student support services that are integral to student success, supporting successful transition to the School's undergraduate degree programmes, and the Access Bursary which financially supports low-income students throughout their studies.

Barbican Centre

Inspiring Young Londoners

IYL is a partnership between The London Centre and the Barbican Centre, curating four activity days based on 'inspire, mentor, access and skills', with the aim of engaging children from disadvantaged backgrounds in creative careers in the built environment industry. 220 students took part, many of which had never left their home borough, and for 80% of participants this was their first time in the City of London. As a result, the attendees reported feeling inspired to take up creative careers in the built environment. IYL also provided a platform for young voices to influence built environment professionals, through creative workshops and mentoring.

Barbican Creative Education programme

The Barbican Creative Collaboration department has worked with 42 schools and 1,258 students over the year to date.

Barbican Communities programmes

Our current Barbican Communities programmes that we have been working on over the last year has been the 'City of London Imagine Fund' and the 'Creative Communities' programme.

This programme was a collaborative effort with partners across the city to strengthen connections with and between neighbours and the culture on their doorstep through community grant-making, family-friendly play resources and events, and peer learning for local creative and community leaders.

Coordinated by the Barbican's Creative Neighbourhood team from August 2021 to the present and finishing in August 2025, the programme had three main strands of activity. It has developed and created with partners:

The Imagine Fund

The Imagine Fund is a community grant-making & support scheme in which decisions about funding are made by the community themselves. The fund exists to support exciting new ideas and projects to help the local community to thrive. Over 65 projects and initiatives have been supported, and the fund has distributed over 100K in grants.

The Community Impact Collective (CIC)

CIC is a collective of leaders working with communities in the City of London. The collective is dedicated to strengthening and advocating for values-led community work in the local area and is supported to develop their practice over an eight-week peer learning course. Learning and exchange events have attracted over 200 people from the creative and community sectors to the Barbican.

Play: Our Street

An annual programme of creative activities, events, and resources, co-produced with local people and the City's cultural organisations. Activities are accessible to all, inviting people to get creative at home and in their neighbourhoods. Over 14,500 Play Packs have been distributed to families and through partners, and the Barbican's permanent digital family resource has had over 10,000 unique views.

Our street play event called 'Our Street' have attracted over 20,816 visitors, of which 44% were new audiences to the Barbican. The audience profile has been representative of the diversity of London which is exceptional for most arts institutions.

Section 2:

Attraction and post-18 outreach

- Please indicate if your organisation will be submitting answers to Section 2: Attraction and post-18 outreach

Yes - we will be submitting answers to Section 2: Attraction and post-18 outreach

No - we will not be submitting answers to Section 2: Attraction and post-18 outreach

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters)

Click or tap here to enter text.

1. Does your organisation conduct outreach to post-18 people either in-person or virtually, to raise awareness of employment opportunities (including apprenticeships)?

(tick all that apply)

In person

Virtually (direct engagement with specific universities)

We undertake outreach in partnership with a third-party organisation

No

2. Do you target any of your outreach work specifically at those from lower socioeconomic backgrounds?

Yes, we only do recruitment/outreach work with people from lower socioeconomic backgrounds

Yes, some of our opportunities are only available to people from lower socioeconomic backgrounds

No, all of our events/outreach work is available to all students

3. In total, how many universities and apprenticeship providers did you conduct direct outreach with (virtually or in person – and not including reaching institutions through general social media messaging) in the 2024 reporting period?

INSERT NUMBER OF UNIVERSITIES 3

INSERT NUMBER OF APPRENTICESHIP PROVIDERS 19

4. Do you target your outreach work to specific universities/apprenticeship providers? Only select 'yes' (and the method) if you **only work with particular universities and/or apprenticeship providers because they meet the target criteria. Don't retrospectively look at whether or not the universities and colleges that you worked with also align with this criteria.**

Criteria	Criteria used?
Providers with an above average proportion of students from a low participation neighbourhood	<input type="checkbox"/>
Providers with a high proportion of IMD Q1 students	<input type="checkbox"/>
Non- Russell group universities	<input type="checkbox"/>
Providers with a high proportion of FSM students	<input type="checkbox"/>
No, we don't target based on any of these but we work with all that are relevant to our roles	<input type="checkbox"/>
No, we don't target based on any of these	<input checked="" type="checkbox"/>

5. Does your organisation partner with any widening participation and/or careers teams at any university (this might include joint planning of programmes or shared approaches to targeting young people)?

- Yes, we offer ring-fenced internships for LSEB students via the university careers/WP team
-

- Yes, we offer mentoring opportunities for LSEB students via the university careers/WP team

- Yes, we offer opportunities other than mentoring/work experience or internships for LSEB students via the careers/WP team

- No, we don't

6. Does your organisation partner with any third-sector organisations to deliver outreach opportunities to post-18 young people?

- Yes, list here (647 / 1,200 characters max)

Apprenticeships
 We support post-18 individuals in securing apprenticeships by collaborating with The King's Trust and Bankside Open Spaces Trust. King's Trust has a specific focus on supporting disadvantaged young people who are not in education or employment, reaching 73,000 young people in 2024. Bankside Open Spaces Trust provides career paths into gardening and horticulture, with 73% of the cohort moving to employment or further training. Through these partnerships, we offer apprenticeship opportunities in administration and environmental sectors, providing young people with valuable opportunities as part of a cross organisation cohort.

- No
-

7. If you offer direct outreach opportunities (e.g. mentoring, events, talks etc) please select which of the following steps you take to ensure they are accessible to LSEB students

- N/A
-

- We offer them at different times of the day and also in the evening

- We reimburse travel costs

- We reimburse lost earnings

- We offer ringfenced opportunities for LSEB students

- If they are in-person, we also offer a live-stream version

8. Do you partner with other employers to deliver collaborative work with post-18 young people?

- Yes, we collaborate with others in the sector

- Yes, we collaborate with others outside the sector

- No, we don't collaborate

12. Does your organisation operate any initiatives/partnerships to attract applications and/or increase the success rate of applicants from lower socioeconomic backgrounds into your recruitment pipeline?

- Yes

- No

If yes, please link to examples:

City Corporation offer a wide range of apprenticeships for new / existing employees. We encourage colleagues from lower socio-economic groups to apply for apprenticeships. Apprenticeships are ringfenced for applicants with GCSE and lower levels of qualifications, in exceptional cases up to A level as a maximum.

We offer a broad range of apprenticeships, e.g. technical creative roles, outdoor and public space roles, as well as office roles. We are proud of the New Spitalfields Markets apprenticeships offering a path to professional recognition in food safety roles, operations roles, business administration roles and management – reaching applicants who may not have considered apprenticeships as a route into these careers.

13. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here [1799 / 2,000 characters max]

Apprentices recruited and managed by the City of London Corporation can be placed in teams within our departments (e.g. New Spitalfields Market), Institutions (e.g. Barbican Centre) and with external partners (e.g. Standard Bank). We offer a vast range of careers and working environments to our Apprentices, and the ongoing support to enable their success.

City Corporation includes the Heathrow Animal Reception Centre (HARC). HARC is a specialist site, and provides lectures and tours of HARC to specialist educational institutions. It hosts 3rd year Veterinary students, and specialist staff guest lecture at several Further and Higher Education institutions, providing insights into a specialist career.

To recognise and celebrate interns and the impact of internships, we hosted the Internships Work Conference at Guildhall. The event brought together the Rt Hon Sir Stephen Timms MP, Minister for Social Security and Disability, Catherine McKinnell MP, Minister for Schools and Cllr Ian Edward, Leader of Hillingdon Council and London Councils Executive Member for Children and Young People, celebrating the success of supported internships and the valuable opportunities they offer young people with special educational needs and disabilities.

The Town Clerk is sponsoring a mentoring programme to support care-experienced young people and those with special educational needs and disabilities (SEND) across London. The programme will enhance employability, career readiness and personal development by providing transformative mentoring relationships with City-linked professionals. The service will launch in the summer, bringing around 100 of the capital's most underserved young people into the Square Mile in the next three years to engage with the many opportunities the City offers.

Section 3:

Recruitment and selection

- Please indicate if your organisation will be submitting answers to Section 3: Recruitment and selection

Yes - we will be submitting answers to Section 3: Recruitment and selection

No - we will not be submitting answers to Section 3: Recruitment and selection

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters)

Click or tap here to enter text.

- Where your organisation uses external recruitment agencies, are they given a brief specifically asking to seek a diverse range of candidates based on socioeconomic background?

Yes

No

We don't use external agencies

1. Are those involved in the recruitment process trained on accent bias?

Yes, all interviewers are trained on accent bias

Yes, some employees are trained on accent bias

No

2. Do you use AI when sifting application?

Yes

No

3. If yes, do you explore the impact of this on the number of candidates from lower socioeconomic backgrounds who progress to the next stage in the application process?

Yes

No

4. If yes, please share these findings (1,200 characters max)

■ **Do you ensure that the pay range for every role is clearly stated in all job adverts?**

Yes No

5. If no, why not? (1,200 characters max)

FREE TEXT

6. Do you ask candidates applying for roles within your organisation what their current salary is?

Yes No

7. Does your organisation offer financial incentives to employees that recommend a candidate who is then hired?

Yes No

8. Do you analyse referral success rates by socioeconomic background?

Yes No

9. Do any of your entry routes have minimum academic requirements?

For levels where your organisation does not have minimum grade requirements, please write 'none' in the minimum grade requirements column.

	Yes	No	Sometimes	We do not offer these
Level 6 & 7 apprenticeship	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Apprentice (level 5/ SCQF 8 and below)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
School leaver	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Graduate	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Experienced hires	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

10. Please detail below the average minimum academic requirements for roles at your organisation (where relevant) and the rationale behind them. Please specify whether the rationale has been set by you as the employer, the training provider, a regulator, or elsewhere:

For levels where your organisation does not have minimum grade requirements, please write 'none' in the minimum grade requirements column.

Role	Minimum grade requirements	Rationale
Degree apprentice	3 A Levels	To meet training provider / ESFA requirements
Apprentice (level 5/ SCQF 8 and below)	1 A level Click or tap here to enter text.	To meet training provider / ESFA requirements
School leaver	GSCE English and Maths	To focus on the new apprenticeship skills, knowledge and behaviours.
Graduate	Minimum of 2.2 undergraduate degree	Conditions set by the Local Government Association – who lead scheme

Experienced hires	No minimum grade stated unless it is a legal requirement for the role	To ensure the role is open to a wide range of candidates
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▪ **Do you collect data on the number of successful applicants meeting/exceeding your minimum grade requirements?**

Yes No

11. Do you contextualise applications?

Yes

No

12. If yes, what information is flagged and/or contextualised?

Parental occupation

Eligibility for FSM

Applicant attended a state-school

Applicant attended a non-selective state schools

First in family to attend higher-education

Care experienced

Applicant lives in IMD Decile 1 or 2

We don't know exactly because we use an external agency

Other - Please specify

19. What aspects of your recruitment process are contextualised and which are not?

We contextualise applicant's academic grades

We don't look at academic grades so we don't need to contextualise

We look at grades but we don't contextualise

We contextualise applicant's personal statement/cover letter/CV

We don't look at the personal statement/cover letter or CV so we don't need to contextualise this

We look at the personal statement/cover letter CV but we don't contextualise

We contextualise applicant's test scores (e.g. for aptitude tests)

We don't look at test scores so we don't need to contextualise

We look at test scores but we don't contextualise

20. Please indicate below if the following information is visible to the hiring manager/panel considering the application at any stage of the recruitment process.

Please select yes only if the information is visible to the hiring manager/panel. If this information is visible to others such as those in HR, but not the hiring manager/panel, please select No.

	Yes	No
Candidates' names	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Candidates' school / college attended for the majority of key stage 4 and key stage 5/5 studies	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Candidates' grades	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Candidates' university	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Candidates' hometown or region	<input checked="" type="checkbox"/>	<input type="checkbox"/>

21. Do you offer any of the following to support applicants from LSEB or low-income backgrounds? Select this if you offer this support to LSEB candidates. You do not need to give the support to all LSEB candidates, as we know that many may not want or need it.

Coaching/practice for interview or other in-person elements of your recruitment process [no]

Access to online application support resources (only select if these are not available to all candidates) [no]

Mentoring or buddying [no]

Coaching/practice for any application tests [no]

22. Does your organisation operate any system of taking a 'second- look' at candidates from lower socioeconomic backgrounds if they are set to be rejected after the initial sift?

Yes No

23. Where an applicant is required to travel to appear in person (e.g. interview, assessment centre) do you...

Account for travel time, starting later or finishing earlier to enable people to travel at reasonable times if they are not based near the office

Provide accommodation for those who do not live locally

Pay for relevant travel costs up front

Provide financial reimbursement for loss of earnings or any additional costs

N/A - No in person element

Reimburse travel expenses afterwards

<input checked="" type="checkbox"/> Other - please specify:	Candidates can pick their preferred interview time from a selection of interview slots
---	--

24. For a set of job interviews (i.e. for the same role, interviewing at the same time) do you use a standard set of interview questions?

Yes No

25. Does your organisation ask applicants for feedback on the recruitment process?

Yes, successful applicants

Yes, unsuccessful applicants

No

26. Do you analyse the feedback by socioeconomic background?

Yes, successful applicants

Yes, unsuccessful applicants

No

27. **Does your organisation provide feedback to unsuccessful applicants?**

Yes No

28. **Does your organisation monitor its recruitment process to identify whether there are stages of the recruitment process where there are unequal rates of success by socioeconomic background?**

Yes No

29. **Do you analyse whether gender and/or ethnicity intersections with socioeconomic backgrounds to affect success rates in your recruitment process?**

Yes No

30. **If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (1873 / 2,000 characters max)**

We're actively transforming our recruitment approach at the City of London Corporation to attract and support a more diverse and talented workforce.

In 2024/25, we began embedding socio-economic background (SEB) tracking as a standard practice when working with executive search agencies. This is already being applied in high-profile campaigns, such as the recruitment of the new CEO for the Barbican Centre. We're also transitioning to new suppliers for agency workers, with a clear focus on embedding EEDI data tracking and prioritising social mobility from the outset.

Internally, our recruitment processes already include SEB data collection as part of our diversity monitoring. However, our current HR system, which is over 20 years old, limits our ability to analyse candidate progression through the recruitment stages. To address this, we're implementing a new Enterprise Resource Planning (ERP) system, with a phased rollout of the recruitment module starting in June 2025.

This new system will significantly enhance our capabilities. It will support anonymised applications, leverage AI to reduce bias in job advert language, and provide powerful reporting tools to visualise success rates across different SEB

groups. It will also enable us to gather real-time candidate feedback throughout the recruitment journey, helping us continuously improve the experience.

Looking ahead, our People Strategy 2024–2029 includes a comprehensive overhaul of our recruitment and assessment processes. This will focus on inclusive talent identification and acquisition, ensuring greater access and accessibility for individuals from all socio-economic backgrounds and intersecting characteristics.

Our Social Mobility Network, alongside other staff networks, will play a key role in shaping these improvements, contributing insights and feedback at critical stages of the journey.

Section 4: Routes into the employer

- Please indicate if your organisation will be submitting answers to Section 4: Routes into the employer

Yes - we will be submitting answers to Section 4: Routes into the employer

No - we will not be submitting answers to Section 4: Routes into the employer

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters max)

Click or tap here to enter text.

- **Does your organisation offer internships?** Please only tick yes if you offer internships, NOT work experience. To understand the difference between the two, please click [here](#).

Yes No

- 1. How many paid and unpaid internships were offered in the 2025 reporting period?** *The Real Living Wage is calculated by the Living Wage Foundation and is higher than the statutory National Living Wage.*

	Number of interns
Total number of interns appointed	Click or tap here to enter text.
Unpaid	Click or tap here to enter text.
Paid expenses only	Click or tap here to enter text.
Paid National Minimum Wage only	Click or tap here to enter text.
Paid Real Living Wage or higher	Click or tap here to enter text.

2. Please select the statements that best describe the selection process for your internships:

- All our internships are advertised externally with clear information about the timeframe, pay and role description.

- Our internships all have a rigorous, consistently applied selection process

- Some of our internships have a rigorous selection process and some are offered informally (such as to family and friends of employees or clients / stakeholders)

- All our internships are offered informally (such as to family and friends of employees or clients / stakeholders)

3. Are any of your internships ring-fenced for candidates from lower socioeconomic backgrounds? *Only select 'yes' if you specifically ring-fence positions for LSEB candidates. For example, if you offer positions through the 10,000 Black Interns scheme, this would not be applicable to lower socioeconomic background and so you should select 'No'.*

- Yes No
-

4. Please provide details on ring-fenced internship(s) (e.g. name of programme, whether it is run with a charity partner, whether it is publicly advertised as ring-fenced for those from lower socioeconomic backgrounds, how many places, the age group, length):

(1,200 characters max)

5. Are your internships structured to help develop the skills and knowledge of your interns?

- Yes No
-

6. Are interns provided with a reference following their internship?

- Yes No
-

7. Did you offer apprenticeships in the Index 2025 reporting period?

- x Yes No
-

8. Do you offer any of the following apprenticeships? If yes, please complete the number of apprenticeships in each category for the 2025 Index reporting period.

Apprenticeship type	Number of apprenticeships
Level 2	14
Level 3	52
Level 4,5,6	3
Level 7	<input checked="" type="checkbox"/>

9. Please tell us the wage that you pay your apprentices.

Please only select an option if all apprentices are paid at that level. Otherwise, select the lowest wage that you apprentices are paid. The Real Living Wage is calculated by the Living Wage Foundation and is higher than the statutory National Living Wage.

- Paid National Minimum Wage (apprentice rate in year 1, NMW after if over 19)
- Paid National Minimum Wage (standard rate)
- Paid Real Living Wage (apprentice rate)
- Paid Real Living Wage (standard rate) or higher
- Higher than the Real Living Wage

10. Does your organisation offer a school leaver programme in the 2025 Index reporting period?

- Yes
- No

11. Please tell us the wage that you pay your school leavers

- Paid National Minimum Wage only
- Paid Real Living Wage or higher

N/A- we do not offer school leaver programmes

12. Does your organisation offer a graduate scheme?

Yes No

13. Does your organisation accept degrees from any UK university offering the relevant subjects for your graduate scheme?

Yes No

▪ **How many different UK universities were represented in the following graduate intakes?**

6 universities

▪ **Please list the universities that are most frequently represented in your graduate intake.**

The scheme is in partnership with the LGA Local Government Authority, and the graduate intake is open for all universities across the England. For the 2024-25 cohort of 6 graduates, 66% were from Russell group universities (Leeds, LSE, Queen Mary, Manchester) and 33% were from non-Russell group universities (Lancaster, Nottingham Trent).

14. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (1730 / 2,000 characters max)

The City of London Corporation is committed to advancing social mobility through inclusive employment practices and meaningful career development. Our diverse range of workplaces—from New Spitalfields Market to Barbican, and from Epping Forest to corporate offices—enables us to offer Apprenticeships that open up pathways into professional roles in food safety, logistics, and trading, helping to elevate positions perceived as lower skilled.

We actively support our Apprentices through a dedicated Apprenticeship Network, which fosters peer support, career exploration, and visibility of progression routes. Recent activities include a behind-the-scenes tour of Mansion House, offering insight into civic leadership and the City's heritage.

Our Apprentices, like all staff, benefit from a robust learning and development offer that includes mentoring, coaching, and access to both in-house and external training. This is a key part of our strategy to support upward mobility and long-term career success.

We also champion inclusion through a range of staff networks, including the Apprentice Network, Social Mobility Network, and the pan-square mile City Belonging Networks such as Social Mobility in the City. These networks provide spaces for dialogue, support, and advocacy, and play a vital role in shaping our policies and practices.

Our broader employee offer includes volunteering days, discounted language courses, subsidised or free wellbeing activities, and annual engagement events—all designed to support personal growth and community connection.

These initiatives reflect our deep commitment to creating a workplace where individuals from all backgrounds can thrive, progress, and contribute meaningfully to public life.

Section 5: Data collection

- Please indicate if your organisation will be submitting answers to Section 5: Data collection

Yes - we will be submitting answers to Section 5: Data collection

No - we will not be submitting answers to Section 5: Data collection

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters max)

Click or tap here to enter text.

- Does the data you are submitting for Section 5 relate to the whole of your UK workforce?

Please only submit data relating to employees (not contractors).

Yes No Don't know

1. Does your organisation administer an annual or regular diversity survey?

Yes No

2. Is response to the survey compulsory (always with an option for “prefer not to say” and “I do not know”)?

Yes No

3. Where data is collected, please provide the percentage completion rate for each question for the 2025 reporting period *Your completion rates should include people who have answered ‘prefer not to say’. Please only provide data for employees, and do not include contractors*

- Type of school attended - 29.92% (16.5% in 2024)
- Occupation of parent/guardian aged 14 – 29.13% (16% in 2024)
- Eligibility for FSM - 29.45% (16% in 2024)

- Parental education (**first in their family to attend university**) - 29.37% (17% in 2024)

4. If you have plans to introduce new questions to your EDI survey relating to socioeconomic background, please detail these here (1187 / 1,200 characters max)

In 2024, the City Corporation strengthened its approach to social mobility data. We refreshed our Diversity Monitoring question set in February, aligning with best practice for SEB data collection. These updated questions were used in our all-staff survey in April 2024, helping to build a clearer picture of our workforce.

In May 2025, we launched a full Diversity Monitoring kit, sharing standard question sets and guidance for consistent use across our highly devolved organisation. This kit lays the foundation for future integration with our new People and Finance system, currently in development..

This work has created a shared internal standard for SEB data collection, enabling less mature areas to access targeted resources and enabling best practice across the organisation. It also complements the rollout of our new Equality Impact Assessment materials, empowering teams to use diversity data confidently and responsibly.

We're proud of the Barbican Centre's leadership in the arts sector. Through a post-visit survey, the Barbican now collects *current* socio-economic status data, enabling targeted outreach to underrepresented groups and widening access to the creative arts.

5. Do you measure the socioeconomic make-up of your UK Board/Management Committee?

Yes No

6. Please indicate the % of your board with each characteristic

% that are from a lower socioeconomic background (based on parental/guardian occupation aged 14	% that attended a state school	% that attended a non-selective state school	% eligible for free school meals/pupil premium	% that were the first generation in their family to attend university
17.4%	30.4%	n/a ,we don't collect this data	13%	26.1%

7. Does your workforce data show any differences in different parts of the organisation or job roles by socioeconomic background? Where this is the case, what action have you taken in response to this?

Yes No We haven't analysed this

8. If yes, have you taken steps/are you planning to take steps to address this?

Yes No

9. If yes, please detail these plans (1032 / no specified limit)

The City of London Corporation is expanding its capacity to analyse workforce data by socio-economic background (SEB) through the rollout of a new People and Finance ERP system. This system will support the development of internal dashboards to track SEB and other diversity trends by grade, organisational unit, and—once the Ambition 25 job family framework is fully implemented—by role type. These dashboards will enable us to benchmark progress and identify areas for targeted action.

In January 2025, the Barbican Centre led a successful data disclosure campaign, significantly increasing staff EDI data completion, with 65% of staff disclosing SEB data. Building on this momentum, the Barbican is now working with City Corporation HR to integrate this data into a shared EDI dashboard, ensuring insights are accessible and actionable across the organisation.

These initiatives reflect our commitment to embedding social mobility into our systems and culture, using data to drive inclusive decision-making and measurable progress.

10. Do you review data on the socioeconomic profile of your workforce against national benchmarks, and against peer organisations where possible – e.g. through a sector consortium focused on socioeconomic background?

Yes No

11. Is data on the socioeconomic profile of your workforce published externally?

Yes No

12. Please indicate below which data points are published:

% that are from a lower socioeconomic background (based on parental/guardian occupation)

% that attended a state school

% that attended a non-selective state school

% eligible for free school meals/pupil premium

% that were the first generation in their family to attend university

13. Please submit a link to the webpage where we can find this information

14. Is your socioeconomic background data presented to your UK Board/Management Committee?

Yes No

- **If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (1610 / 2,000 characters max)**

Over the past year, the City of London Corporation has focused on increasing staff disclosure rates for socio-economic background (SEB) data—doubling participation and strengthening our evidence base to inform future action.

In February 2024, we became the first local authority in England to collect SEB data from election candidates. Results showed 18% from working-class, 18% from intermediate, and 64% from professional backgrounds (vs. UK benchmarks of 37%, 24%, and 39%). Additionally, 7% were eligible for free school meals, compared to the 15% UK benchmark. This data provides valuable insight into who stands for election and will help us support more diverse candidates in future. We are yet to process the elected Members data, and look forward to the insights this provides.

Institutions like the Barbican and Guildhall School of Music & Drama also conduct annual staff surveys. The Barbican's People Survey includes casual staff and breaks down responses by SEB, with insights shared at quarterly EDI Forums to drive improvement.

To build confidence and capability in using SEB data, we are part way through procuring a specialist organisation to partner with us for social mobility, and have launched Theory of Change training for EEDI practitioners across the Corporation. This work is grounded in both quantitative and qualitative data and will shape our long-term social mobility strategy.

Our strengthened City Corporation EEDI team brings deeper data skills, and has made progress in bringing together EEDI practitioners from across departments and institutions to share knowledge and expertise.

Section 6:

Pay, progression and retention

- Please indicate if your organisation will be submitting answers to Section 6: Pay, progression and retention.

- Yes - we will be submitting answers to Section 6: Pay, progression and retention
- No - we will not be submitting answers to Section 6: Pay, progression and retention

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters max)

Click or tap here to enter text.

1. Do you measure your Class Pay Gap?

- Yes, and we follow the Social Mobility Foundation guidance published in October 2023
- Yes, but we take a different approach compared with the SMF recommended one
- No
- No, but we intend to in the next year

2. If yes, do you publish your findings?

- Yes (please provide a link):
- No

6. Do you have a strategy for closing your Class Pay gap?

- No
- N/A, we measure our class pay gap and we don't have a gap to close
- Yes

7. Is this strategy published externally?

- Yes [if yes, please submit URL]

No

15. Do you have targets for closing your Class Pay gap?

No

N/A, we measure our class pay gap and we don't have a gap to close

Yes

9. Are these published externally?

Yes [if yes, please submit URL]

No [if no, please explain why not (1,200 characters max)]

13. Does your organisation routinely offer variable pay depending on individual or collective performance?

Yes No

14. Please explain which roles have variable pay depending on individual or collective performance and the rationale for this.

(795 / 1,200 characters max)

Within in grade band, pay increments are given automatically, unless clear performance issues exist. In addition, honorarium payments exist to recognise one-off exceptional work.

We are currently reviewing our pay practice through a wide-reaching programme called 'Ambition 25'. This will determine our approach to progression and performance pay. Ambition 25 will also look to align job descriptions into outcome focused role profiles, as part of the adoption of a job family approach. The outcomes are likely to involve a new pay structure and job evaluation system that simplifies regrading and promotional processes to acknowledge job growth, performance and exceptional contribution in more equitable ways. This is a significant programme of work which will cross submission year boundaries.

15. Does your organisation analyse the below data by socioeconomic background?

	Yes	No	NA
Retention	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Progression	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Appraisal grades (Performance)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Professional exams/qualifications	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Take up of training	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Work allocation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Bonus allocation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Take up of flexible working options	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Take up of hybrid working	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Employee job satisfaction	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Take up of mentoring	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

16. Please outline what your data on retention by socioeconomic background shows and what actions you have taken to address the findings and the difference any changes made if any:

(2023 / 1,200 characters max)

We are actively building a stronger foundation for social mobility insight at the City of London Corporation. While our current SEB data completion rate stands at 29%, we've already doubled disclosure rates from 2023/24 to 2024/25—thanks to a focused, collaborative campaign led by our Communications, EEDI, and HR teams. This momentum reflects our commitment to transparency, inclusion, and data-driven action.

Our goal is to achieve over 60% completion across all diversity monitoring categories. This will enable us to confidently introduce targeted interventions, such as social mobility pay gap reporting, and ensure our strategies are grounded in robust evidence.

Our leadership discussed social mobility and SEB data completion at both Senior Leadership Team (SLT) and in Executive Leadership Board (ELB) in April 2025. There was a strong commitment to learn from internal and external exemplars in data disclosure campaigns, e.g. knowledge sharing from the successful internal campaign led by the Barbican Centre that achieved an impressive 65% SEB data disclosure rate—demonstrating what’s possible with creative, inclusive engagement.

The conversation was driven forward at ELB away day, where ELB provided the foundations for an organisation-wide Theory of Change, sharing insights, visions and goals for social mobility within City Corporation. These foundations were further strengthened as part of a Theory of Change activity alongside EDI Practitioners across the organisation. Our collective capability around Theory of Change is deeper, and a high level socio-economic diversity Theory of Change is in development.

Meanwhile, the first phase of our new ERP system is capturing learning and development data. Over time, it will provide rich insights into outcomes by SEB and other characteristics, strengthening our ability to measure impact.

By continuing to invest in awareness, trust, and visibility around data collection, we are laying the groundwork for meaningful, measurable progress in social mobility.

- **Does your organisation specifically offer any of the following tailored support for those from lower socioeconomic groups? Please select all that apply.** Only select activities that are *not* routinely available to all staff

	Yes	No	2024 details
Buddying/mentoring/sponsorship scheme	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Qualification support	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Workshops and training	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

Employee network	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Social Mobility Network
Leadership programmes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Reverse mentoring	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other (please specify)	Free text		

16. Describe the impact of these schemes (452 / 1,200 characters max)

The Staff Mobility Network launched in 2024 and has advocated and empowered employees from lower socio-economic backgrounds. One of the lead roles within the network amplifies and shares City Corporations training offers to members of the network – ensuring that network members spot the development opportunities within the organisation. They have had several events in the last year, e.g. participating in the Lord Mayor’s Show and listening circles.

17. Do you have processes in place to ensure that work allocation and distribution is based as objectively as possible on skills and competence?

Yes No NA

18. Please explain these processes and how they achieve outcomes that guard against disadvantaging those from lower socioeconomic backgrounds (1196 / 1,200 characters max)

Work allocation / distribution is led by Chief Officers and operationalised by management teams within business planning processes. Outcomes are tied to the Corporate Plan, People Strategy etc, and feed into the annual appraisal cycle. This includes end and mid-financial year review meetings, objective setting and development all of which will be captured in the new system in May 2025.

Managers are expected to enable their staff’s short- and medium-term development as well longer-term career planning. Staff are encouraged to attend training, join working groups, undertake stretching secondments, engage in diversity network roles, and apply for internal and external opportunities.

Ambition 25 will introduce: a new job evaluation process; job families; consolidating 2,500 job descriptions to 650 role profiles; new pay & grading structures. It will provide more transparent understanding of our structure for work allocation based on roles and responsibilities.

A later phase of the People Strategy will create a new performance management framework, including support to deliver career development and progression opportunities along with understanding skills and competencies to progress.

19. Do you have a long-term strategy in place for improving outcomes for employees from under-represented socioeconomic backgrounds?

- Yes No, but we have ad-hoc solutions/actions No, we don't have a strategy and we don't currently do intentional ad-hoc actions
-

20. Please provide a copy or summary of this strategy [pdf upload]

Social Mobility Strategy 2018 – 2028

21. Upon completion of a school leaver programme/apprenticeship, can these employees progress at the same rate as a graduate hire?

- Yes No NA
-

22. If someone is required to pass sponsored exams, do you pay for retakes?

- Yes No NA
-

23. If no, at what point do they pay?

- At first retake At second retake
-

24. Is it clear in recruitment materials that employees are required to for retakes?

- Yes No
-

- **Do you monitor drop-out rates by socioeconomic background of apprenticeship/graduate/school leaver schemes?**

	Yes	No	NA
Apprenticeship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Graduate	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
School leavers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

25. Does your organisation implement exit fees for graduates, apprentices, and school leavers who do not complete their scheme or role with you?

	Yes	No	NA
Apprenticeship	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Graduate	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
School leavers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

26. Is it clear in recruitment materials that employees are required to pay exit fees?

Yes No

27. Why do you implement this practice?

- To recover training costs
- To deter employees from leaving
- Other (please state)

28. Do you offer retention bonuses to employees?

Yes No

29. [if yes] Have you explored the proportion of employees receiving retention bonuses who are from a lower socioeconomic background?

N/A No

30. [if yes] What actions have you taken, if any?

N/A

31. Do you (or a third-party on your behalf) conduct exit interviews with employees when they leave the organisation?

Yes No

32. Do you analyse the findings from your exit interviews by socioeconomic background?

Yes No

33. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (1004 / 2,000 characters max)

Turnover in the organisation is at 11.4% in 2024/25 compared to 12% in 2023/24. All leavers are invited to complete an exit survey within the current HR system, which prompts exit interviews to be undertaken by HR Business Partners at the request of leavers. Analysis of limited data available given data and reporting challenges in the current system has not included trend analysis relevant to EEDI status. However, we acknowledge findings and trends obtained by leavers would benefit from EEDI scrutiny. The continuing communications campaign in the coming year to increased EEDI data disclosure data will help us to consider inter-connections with leavers and socio-economic status. The new HR and Finance system will offer exit interview functionality and improved data analysis and reporting functionality. Work is also underway to encourage recognition of the benefit of prioritising the analysis of exit data, including socio-economic status and intersectionality with other EEDI characteristics.

Section 7: Culture and internal advocacy

- Please indicate if your organisation will be submitting answers to Section 7: Culture and internal advocacy

Yes - we will be submitting answers to Section 7: Culture and internal advocacy

No - we will not be submitting answers to Section 7: Culture and internal advocacy

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters)

Click or tap here to enter text.

1. What steps have you taken to explore whether employees from lower socioeconomic backgrounds feel that the culture of your workplace is welcoming to them?

We have conducted a survey specifically relating to socioeconomic background.

We have conducted a general diversity survey and analysed the results by socioeconomic background.

Other, please specify:

In 2024, we conducted an all-staff survey across all areas of the organisation, the first since 2022. In contrast to previous surveys, this all-staff survey integrated collection of EEDI data for the first time, including asking questions about socio-economic background (SEB) and enabling analysis of survey data by SEB and EDI groups. While SEB disclosure rates were too low to analyse and draw conclusions from within the staff survey, this step marked a starting point to better understand and support our workforce. Recognising the opportunity to strengthen our EEDI data, City Corporation launched a campaign to increase EEDI data including SEB data completion — demonstrating our commitment to building a more inclusive and evidence-informed organisation. EEDI completion rates have increased significantly. However, there are still

high numbers of individuals choosing 'prefer not to say' for individual questions.
Encouraging full disclosure continues to be an important area of focus for the organisation.

- We have not yet taken steps to explore whether employees from lower socioeconomic backgrounds feel that our culture is welcoming.
-

3. Please give details of your findings and the actions you have taken as a result of these (1912 / 1200 characters max)

At the City of London Corporation, our culture is shaped by a clear and visible leadership commitment to inclusion—anchored in the belief that we can be the beating heart of human decency. This ethos is embedded in our Equality Objectives, including our published commitment to socio-economic diversity, and is fully aligned with our Corporate Plan and People Strategy. Under the leadership of our new Director of Equalities, these objectives are being brought to life through bold and evolving EEDI initiatives.

We recognise that meaningful change requires strong system enablers. That's why we've invested in a new Enterprise Resource Planning (ERP) system that will transform how we capture, visualise, and act on staff experience data. This long-term investment will significantly enhance the quality, accessibility, and trust in our data—laying the groundwork for smarter, more inclusive decision-making.

In 2024, we conducted our first all-staff survey to include comprehensive EEDI data, including socio-economic background (SEB). While initial SEB disclosure was modest, it marked a vital starting point. In response, we launched a targeted campaign to boost SEB disclosure—demonstrating our commitment to building an inclusive, evidence-informed organisation.

Looking ahead, EEDI characteristics will be more deeply embedded in future staff surveys. We are also in the process of procuring a strategic partner to co-create a new set of organisation-wide values and behaviours, building on those already in place across our institutions. This work, launching in summer 2025, is a cornerstone of our cultural transformation and will place EEDI at its core.

Once established, these values will be embedded across the entire employee lifecycle—from attraction and recruitment to development, recognition, and retention—ensuring our culture of inclusion is not only aspirational but felt by colleagues every day.

10.If yes, do it:

- Have a budget
- Contribute to the social mobility strategy of your organisation
- Have senior-level sponsorship

11.Excluding any Class Pay Gap targets, does your organisation have any targets relating to social mobility/socioeconomic background?

- Yes No

12. If yes, please click the area(s) these targets relate to:

- Application rates
- Application success rate
- Overall workforce
- Occupational areas
- Seniority
- Progression
- Other (please specify)

13. Are these targets monitored at Board level?

- Yes No

14. Are your targets published externally?

- Yes, please provide a link:
- No

17.Are targets relating to socioeconomic diversity and inclusion being considered?

- Yes No

18. Do you actively take steps to ensure that all strategic decisions are inclusive for those from a lower socioeconomic background?

Yes No

19. Please tell us about these steps (1167 / 1,200 characters max)

City Corporation has recently strengthened our Equality Impact Assessments (EQIA). While EQIA are a public sector duty, we extend the same high EQIA standard across all decisions and not only public sector services. Our EQIA provides specific prompts and requires deep consideration of impacts on different socio-economic groups due to new or changing policies, processes, or practices, to the same standard as for protected characteristics.

The newly released toolkit contains

- EQIA online training
 - EQIA template
 - EQIA guidance
 - EQIA managers' guidance

The EEDI team provide specialist support through surgeries. There is a feedback loop for continual improvement of the resources. We are looking to reach members of staff in our training, equip champions from all departments and institutions, and have insight into the number of EQIA which lead to paused proposals, or carry adverse impacts for specific groups in relation to the total EQIAs completed.

The Barbican Centre has similar EQIA resources. Within the Barbican Centre, a completed EQIA is a mandatory requirement for all papers requiring Director approval and for sub-committees of the Barbican Board.

20. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (1849 / 2,000 characters max)

At the City of London Corporation, inclusion is a leadership-driven priority that shapes our culture and ambition. Guided by our Equality Objectives—including a published commitment to socio-economic diversity—we are embedding EEDI at the heart of our organisation. These objectives align with our Corporate Plan and

People Strategy and are being brought to life through strategic initiatives led by our new Equalities Director.

Our leaders lead by example. One senior manager, who did not attend university, recently completed an apprenticeship and now champions the programme across their team of 80—supporting 20% of their staff to progress through apprenticeships. This demonstrates how inclusive leadership creates real pathways for growth and development.

We also offer unique opportunities for staff and apprentices to engage in civic life. From volunteering at ward motes and election counts to attending high-profile events like Sir Lenny Henry’s Freedom of the City ceremony, our people are part of a living tradition of public service. At the ceremony, Sir Lenny spoke powerfully about social justice, poverty, and the importance of uplifting underrepresented voices.

Our Social Mobility Network continues to thrive, supported by senior sponsor who sits our Executive Leadership Board. With a permanent internal platform, the network shares news, events, and resources, and has hosted impactful listening and learning circles on education, careers, and accent bias. Their presence in the Lord Mayor’s Show and ongoing engagement with EEDI leadership reflect their growing influence.

Following the March 2025 elections, Members received a comprehensive EEDI briefing, reinforcing our commitment to treating socio-economic diversity on par with protected characteristics—ensuring inclusive, values-driven decision-making across the Corporation.

Section 8:

External advocacy

- Please indicate if your organisation will be submitting answers to Section 8: External advocacy

Yes - we will be submitting answers to Section 8: External advocacy

No - we will not be submitting answers to Section 8: External advocacy

- If no, please state the reason why you are not submitting answers to this section: (1,200 characters max)

Click or tap here to enter text.

1. Have clients or other organisations that you work with demanded action on improving the diversity of your workforce in relation to:

The word 'clients' can be used synonymously with customers, recipients or service users

Gender

Race

Socioeconomic background

Other (please fill in): Disability

Our clients have never demanded action

2. Do you work with any clients to improve their approach to employer-led social mobility?

No

We add social-mobility related clauses into client contracts

We hold talks/events with clients to raise awareness of social mobility actions

We work with others in the sector to lobby clients to improve social mobility actions

Other (please fill in): Social Mobility in the City Network across the Square Mile City Bridge Trust charitable work

6. Please give details below including any actions your clients have taken in relation to social mobility as a result of your work together and the difference they have made (2820 / 1,200 characters max)

In March 2025, we launched the Social Mobility in the City network with a joint event alongside Accenture and Progress Together, as part of the City Belonging Networks. This initiative connects City-based organisations committed to advancing socio-economic diversity, and is part of a wider effort to build a more inclusive and connected Square Mile. With just under 50% of the top 75 SMEI entrants from 2024 based in the City of London, it's a powerful space to share best practice, resources and support to a receptive audience.

The City of London Corporation has played a pivotal role in advancing socio-economic diversity across the UK's financial and professional services sector. Between 2020 and 2022, we were commissioned by HM Treasury and BEIS to lead the Socio-Economic Diversity Taskforce, convening over 80 organisations. This resulted in the first sector-wide SEB data collection, a compelling business case for diversity at senior levels, and a set of actionable recommendations for employers, regulators, and government.

A key outcome was the creation of Progress Together (PT), an independent membership body co-founded by the City Corporation. As one of 12 founding partners, we continue to provide strategic leadership, funding, and in-kind support, and sit on its advisory board. Today, PT represents over a third of the UK financial services sector (364,000 employees) and is driving measurable progress toward greater socio-economic parity at senior levels. PT published the first sector wide impact report on socio-economic diversity at senior levels, and provide practical tools and guidance to help FPS to build inclusive cultures and track progress. City Corporation's funding has delivered a series of workshops and events for Progress Together members, contributing to the percentage of senior leaders from LSEB increasing from 26% in 2023 to 28% in 2024.

We will mark a reinvigoration moment in November 2025, showcasing sector progress toward the Taskforce's 50% target and sharing best practice across the network.

Our influence extends into higher education through the Guildhall School of Music & Drama, whose Head of Access and Participation has led the HELOA London Committee for six years. Their leadership has accelerated access initiatives across London universities and ensured that the needs of specialist arts institutions are recognised in national policy.

Our procurement practices (outlined in later question) connect to our Corporate Plan and People Strategy, aligning resources with meeting our organisation’s goals. We weight social impact of potential suppliers in the procurement assessments, with 15% of the score based on social impact.

Together, these efforts reflect the City Corporation’s enduring commitment to systemic change, sector leadership, and inclusive growth.

7. Do you encourage your suppliers to take any actions regarding social mobility?

<input type="checkbox"/>	No
<input type="checkbox"/>	We add social-mobility related clauses into client contracts
<input type="checkbox"/>	We hold talks/events with clients to raise awareness of social mobility actions
<input type="checkbox"/>	We work with others in the sector to lobby clients to improve social mobility actions
<input checked="" type="checkbox"/>	Other (please fill in): Yes - expanded in next answer.

8. If yes, please give details below including any actions your suppliers have taken in relation to social mobility as a result of your work together and the difference they have made (1765 / 1,200 characters max)

City Corporation is committed to driving equity and opportunity not only within our organisation but across our entire supply chain. There is a golden thread between our Corporate Plan and People Strategy, our management of resources, and our procurement practices.

Through Responsible Procurement, we actively champion social mobility and inclusive economic growth by setting clear expectations and using platforms where suppliers can share their social value work through drop down list. All contracts over £100,000 must allocate at least 15% of the tender weighting to responsible procurement, reinforcing our commitment to inclusive outcomes. Our

procurement process also integrates EQIA tools, including socio-economic background considerations, as a standard part of planning and evaluation.

We:

- Actively engage with Diverse-Owned Enterprises and SMEs through direct contracts, partnerships, and performance monitoring
- Embed equity, diversity, and inclusion (EEDI) into every stage of the procurement process, prioritising suppliers who demonstrate a strong commitment to advancing inclusion within their own organisations and industries
- Create meaningful, targeted work-related opportunities through contracts—designed to support social mobility and open doors for underrepresented groups
- Deliver social value aligned with organisational and community priorities, through collaboration with stakeholders and suppliers

To ensure accountability and transparency, we publish an annual Responsible Procurement Impact Report each June, showcasing the collective impact of our procurement practices.

Additionally, all suppliers must pay the Living Wage Foundation rate for contracts involving more than two hours of work—ensuring fair pay across our supply chain.

▪ **Does your organisation take part in any social mobility initiatives across your sector or industry?**

No

We participate in events/conferences relating to social mobility

We hold talks/events with clients to raise awareness of social mobility actions

We are part of a sector lobby group

Other (please fill in):

In 2024, the City Corporation supported the launch of Progress Together’s toolkit, helping members advance socio-economic diversity. The Lord Mayor also spoke at the recent launch of their latest report.

As members of New Financial—a cross-sector think tank driving progress in EDI—we gain valuable insights into workforce diversity challenges. The City Corporation actively engages with, amplifies, and benefits from their research and best practices.

We are part of a sector working group

We undertake or fund research into social mobility within our industry

We buddy/support another organisation to improve social mobility

9. Excluding work with young people covered in other sections, if you do any work with charitable organisations to improve social mobility please outline this here (2053 / 1,200 characters max)

City Bridge Foundation (CBF) is responsible for five Thames crossings and is London's biggest, independent charity funder. The City of London Corporation is the sole trustee of CBF, who launched its ambitious 10-year funding policy in March 2025, shaped by a wide-ranging consultation, stakeholder engagement and research. Engaging over 230 stakeholders, surveying 1,000+ Londoners, and hosting multiple workshops, CBF ensured its new funding policy directly responds to the most pressing social challenges facing the capital.

A cornerstone of this policy is a bold commitment to tackling economic inequality and advancing social mobility, with millions in funding projected over the next decade to support impactful, community-led initiatives.

To support continuous learning and impact, CBF will implement robust frameworks to define goals, outcomes, and data collection methods across the work. For example, in economic justice, CBF may fund strategic collaborations to influence policy and business practices on issues such as low pay, pay gaps, and housing affordability.

City Bridge Trust's impact is visible citywide, for the past 30 years CBF have been the capital's biggest independent charity funder, awarding over £840m to amazing projects across the capital.

Another standout example is City Harvest, a food redistribution charity that rescues surplus food and delivers it to over 130,000 people weekly. Since 2020, City Harvest has operated a food rescue hub at New Spitalfields Market, where 150 traders, supported by the City Corporation, donate high-quality surplus produce. This initiative benefits communities across Waltham Forest, Redbridge, Newham, Tower Hamlets, Hackney, and Dagenham.

Further amplifying this impact, the Livery Companies, who are connected to City Corporation, funded a 7.5-tonne food rescue truck. This vehicle enables the collection of surplus food from a wider radius, rescuing an additional 520 tonnes annually—equivalent to over 1.2 million meals—a powerful example of civic partnership driving systemic change.

10. Does your organisation share the changes it has made to improve socioeconomic diversity and inclusion with other organisations – including evidence of impact?

Yes No

11. Who do you share it with?

- Other employers

- Local government

- Devolved government

- UK government

- Social Mobility Commission

- Media

- Other (Please state)

12. Please give examples of work that you have shared, and where relevant any impact that this has had (870 / 1,200 characters max)

The City of London Corporation uses strategic communications to promote EEDI across education, civic life, and business. Through targeted social media and outreach, we engage students, apprentices, educators, parents, policymakers, and the public. The London Careers Festival exemplifies this, combining digital campaigns with direct school engagement to widen access to career opportunities.

We publish our progress on Equality Objectives, the People Strategy, and Corporate Plan—ensuring transparency and accountability to Members, residents, businesses, and communities. This enables our elected Members, their constituents, and the general public to scrutinise and challenge us on our commitments.

Our annual staff equality insights report benchmarks progress and will be expanded to include impact case studies, trend analysis, and a refreshed vision for inclusion.

13. If you'd like to tell us about any other work that you do that you feel is relevant to this Section but not covered by the questions, please do so here (3471 / 2,000 characters max)

The City of London Corporation leverages its cross-sector reach to drive systemic change. Through the Remembrancer's Department, we contributed expert policy advice to the House of Lords Select Committee on Social Mobility, highlighting the

critical role of socio-economic diversity in boosting innovation and competitiveness in Financial and Professional Services (FPS). Our memorandum championed cross-sector collaboration and spotlighted the work of Progress Together, a pioneering membership body representing over 30% of the UK FPS workforce. Their practical toolkit supports employers in embedding socio-economic diversity—from data collection to mentoring and progression.

The City of London Corporation actively supports social mobility through the Community Infrastructure Levy Neighbourhood Fund (CILNF)—a strategic programme that reinvests 15% of developer funds into local communities. Since 2020, over £9.7 million has been committed to projects that enhance infrastructure, wellbeing, and opportunity across the Square Mile.


While not exclusively focused on social mobility, the CILNF plays a vital role in enabling it. By funding initiatives that improve access to education, culture, and community spaces and services, the fund helps reduce barriers for underrepresented groups and fosters inclusive growth. CILNF funds must meet priorities set through community consultation addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.

As an example, Care to Dance received £22,500 to provide a 12-month programme of weekly dance classes and celebratory finale performance specifically for the City of London's young people with a social worker, care experienced young people, young people who have SEND needs, young carers and unaccompanied asylum-seeking children (UASC) to build skills, confidence and community.

Similarly, SocietyLinks has received £90,238 funding over 18 months to provide a tailored sports programme including training in gym, swimming and football for young people living in the City of London run Golden Lane and Mansell Street estates with the potential for participants to achieve accreditation through the ASDAN Sports and Fitness Short Course. Mansell Street Estate is in Portsoken Ward which is amongst the top 20% of wards in the country for levels of deprivation and has the highest level of child poverty in the City, yet is also where the City's youngest population is fastest growing.

CILNF is overseen by elected Members and an Officer Panel, ensuring transparency, accountability, and alignment with the City Corporation's broader commitment to equity and inclusion. Through the CILNF, the Corporation demonstrates how place-based investment can drive long-term, systemic change.

In higher education, the Guildhall School's Head of Access and Participation played a national leadership role through HELOA for six years, chairing HELOA for three years. They are now part of the management group for the Forum for Access and Continuing Education, which brings together those working in educational equity across the UK, and endeavours to influence social mobility policy. Recent initiatives include hosting the FACE Summit with 60 senior HE delegates, delivering sector-wide training, and contributing thought leadership through articles, panels, and podcasts—all focused on advancing equity for underrepresented learners.



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