



Social Mobility
PLEDGE

Mobilising
a Million

by drax



Drax & Social Mobility Pledge

Opportunity Action Plan:
Enabling a high skill, zero-carbon future

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Foreword

Rt Hon Justine Greening

Founder of the Social Mobility Pledge & Former Education Secretary

Britain's future green economy cannot be fully fired up if talent from all backgrounds does not have fair access to opportunities.

Social mobility is a catalyst of productivity, growth and opportunity, but it is currently being stifled and neglected. This means that background or upbringing should not be a predictor of where someone ends up in life. Talent and potential should be the overriding drivers of success.

The government has stated "levelling up" Britain as a key priority - and this will mean working hard to remove the many inequalities of opportunity that exist in this country. Businesses will play a crucial role in this effort.

Britain's emerging green economy and businesses like Drax will be essential in closing the social and economic gaps across the country - turning the Government's vision into reality.

Britain's social mobility dearth has long been on Westminster's radar. In 2017 as Secretary of State for Education I published a plan for improving social mobility through education.

The report, 'Unlocking Talent, Fulfilling Potential', set out the urgent need for the "levelling up of opportunity" in Britain.

Some good progress has been made since, including in the rise of social mobility awareness among schools, colleges, universities and businesses, and the increased use of context in hiring decisions.

However, with the opportunity gap widening following the COVID-19 pandemic, it is even more important to focus efforts on social mobility cold spots and opportunity gaps.

We know that in times of economic crisis, it is often the geographic areas that already faced significant challenges that find a deepened and more pronounced unfairness after.

I saw this in my own life when my father, who worked in the steel industry, lost his job in the 1980s and the only retraining available was that of a welder, another field that was seeing massive layoffs.

It was an attempt at a quick solution, to get people into jobs today, rather than prepare them for the jobs of tomorrow. And areas like Rotherham, where I grew up, suffered for years after as the tide went out on opportunity for a generation now just looking at how to rebuild.

Like the steel industry, coal-fired power stations across the north have gradually closed over recent decades, rightly replaced by renewable energy, but often with little thought about the workforce. Drax took the bold decision to convert to biomass, protecting the vital role it plays in providing opportunities for local people.

And it continues to innovate and expand as is now a company at the forefront of the charge towards net zero with all the new jobs and opportunities that will create.



Britain's emerging green economy and businesses like Drax will be essential in closing the social and economic gaps across the country

Essential to this will be building a skills pipeline for the next generation as well as a skills change for those already living locally, enabling Drax to both steer themselves through to deliver a carbon negative future and support its local communities.

The coronavirus crisis must be a catalyst for change in these areas. Efforts from companies like Drax to offer training and opportunity in

these communities is crucial to their growth and future. It is vital that these new opportunities are jobs for the future in new technology and growing industries.

And to affect real change we must engage with employers on social mobility approaches that genuinely work. In sharing such insights from Drax we aim to help enable this and maximise the impact of the Social Mobility Pledge.



Will Gardiner

Chief Executive, Drax Group

The COVID-19 crisis has had a profound effect on all of us. The effects are being felt by everyone and its impact on the economy will be with us for decades to come.

I am proud of the role Drax has played through this pandemic. We have continued to provide reliable electricity supplies for millions of homes and businesses across the country while standing shoulder to shoulder with our local communities during this most difficult of times. Our laptops for learners scheme has delivered 853 laptops to over 50 schools, providing a connection to teachers, friends and the internet while home-learning. Our energy supply and services business has provided free gas and electricity to more than 170 independent care homes local to our UK operations, and we have donated £150,000 to the Money Advice Trust's Business Debtline to support struggling businesses.

I am determined that as the pandemic endures, we at Drax continue to do everything we can to support those in the communities around our sites. I'm pleased to be partnering with the Social Mobility Pledge to better understand what more we can be doing in the long term to improve the opportunities we provide. While the challenges of COVID-19 are great, so are the opportunities for us to build back better.

In March, Drax expects to stop using coal, ending almost 50 years of coal-fired electricity generation at the UK's largest power station in North Yorkshire, marking a major milestone in the company's ambitions to be carbon negative by 2030. As well as the benefits for the environment, it will also have an impact on the type of jobs we will provide in the future. New skills are required as we look to develop new technologies including bioenergy with carbon capture and storage (BECCS). A recent report we commissioned

from Vivid Economics found that around 50,000 jobs could be created and supported in the 2020s in the Humber if BECCS at Drax, alongside other carbon capture and hydrogen technologies are deployed in the region, to decarbonise the UK's most carbon-intensive industrial cluster. These new green technologies could transform the region's fortunes and protect around 55,000 existing jobs in the face of the economic uncertainty caused by the COVID crisis. It is therefore vital we ensure local people are equipped with the skills to take advantage of these new opportunities. Which is why we recently launched a new partnership with Selby College to enable the college to deliver community education programmes and support retraining, ensuring students are developing the skills needed in clean technologies.

But this is just the start and we must do more: Drax is working with the Government, trades unions and other industrial businesses in the North so that people in the region can have the skills and expertise required in the next 30 years as the UK moves towards a net zero carbon economy.

We must also go further in terms of boosting social mobility – an issue that is hugely important to me. While I'm proud we have senior leaders within Drax who have worked their way up from starting as apprentices, we need to see far more career journeys like this. Our business must be set up in such a way that talent is rewarded, regardless of background, and that a future CEO could begin their career as an apprentice.

This report is a great starting point which I look forward to building upon to ensure Drax is at the heart of supporting our local communities in a green recovery from COVID-19.

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Executive Summary

Background

- ▶ Drax Group plc (Drax) partnered with the Social Mobility Pledge to identify best practice and create an Opportunity Action Plan to highlight its role as a responsible business contributing to the levelling up agenda
- ▶ The Social Mobility Pledge identified strong examples of best practice with Drax's work to date, including a strategic approach to school engagement, targeted programmes to reduce the skills gap through boosting STEM engagement, and its support for local communities through the COVID-19 pandemic
- ▶ Drax has shown leadership as a renewable energy company, having announced its ambition to become the world's first carbon negative company by 2030 in November 2019
- ▶ Using Bioenergy Carbon Capture and Storage (BECCS) across Drax's four biomass units will deliver Drax carbon negative ambition and would accelerate the UK's efforts to reach net zero by permanently removing 16 million tonnes of CO₂ from the atmosphere each year
- ▶ BECCS technology will have a positive social impact too. As many as 49,700 direct, indirect and induced jobs will be created as a result of deploying CCS and hydrogen technologies in the Humber region. Working in partnership with the UK Government, these new jobs could begin to be realised in as little as four years' time (2024), peaking at 49,700 jobs in 2027

- ▶ Drax is ensuring it takes its communities with it on the journey to a future with renewable energy

Ambitions

As part of its commitment to making a positive social impact, Drax has unveiled its new ambition for Drax to improve skills, education, employability and opportunity for one million people by 2025.

This will be delivered in the following ways:

- ▶ Drax will deliver skills sessions via online media such as Oak Academy, Learn Live and webinars, and resume face-to-face sessions when practicable
- ▶ It will continue its long standing commitment to support education through site tours and virtual tours, educational outreach programmes, Stone Foundation, Laptops for Learners, and school interactions
- ▶ It will support employability by providing targeted support to enable individuals to develop their career through Apprenticeships, Graduate schemes, Internships, and Drax supported college partnerships
- ▶ It will improve opportunity in targeted schools with high proportions of free school meals, where they will increase positive interactions with a careers or educational focus by providing careers events and support, science fairs, work experience, CV support and women focussed events to promote gender balance in the energy industry

CHANGING BRITAIN FOR THE BETTER



02

Introduction

2.1 The Problem of Low Social Mobility

Social mobility is loosely defined as the ability of an individual to progress further in life than their parents, whether in terms of careers, income-brackets, or access to opportunity.

According to the OECD, half of children with parents in managerial roles will become managers themselves, whereas less than a quarter of children with manual worker parents will do so, with a third going on to become manual workers themselves.

Further research shows that children who are behind in language development at age five are six times less likely to reach the expected standard in English by the time they are eleven years old, and eleven times less likely to achieve the expected level in maths.

But a wider challenge exists in many areas of the UK, where the opportunities that enable social mobility simply do not exist. This challenge is likely to be exacerbated by the Covid-19 pandemic with unemployment rates expected to reach 9%, which is worse than the 2008 recession.

Around a third of employers surveyed have indicated that they will hire fewer apprentices this year or none at all as a result of the crisis. Educational attainment gaps are expected to significantly widen due to an increased amount of time out of school. While the Chancellor has taken some steps to address this such as the kick starter scheme, it remains to be seen if they will be sufficient.

Across the UK, the uneven spread of opportunities does not match the even spread of talent. Most sectors have their best opportunities in London, and as a result, in many communities elsewhere, there are far fewer opportunities for social mobility. This too is likely to be made worse by the coronavirus crisis, with our research indicating the most affected areas will see economic growth reduced by 50% in the North West and Midlands

compared to the national average of 35% - further widening the opportunity gap already existing across the UK.

Whether from government, inward investors, higher education or employers, more action is urgently needed to alter this picture – for the benefit of both the UK economy and people from disadvantaged backgrounds whose talent and potential must not go to waste.

2.2 Introduction to Drax's Opportunity Action Plan

Drax is enabling a zero carbon, lower cost energy future, and has set a world leading ambition to become carbon negative by the end of this decade in 2030.

At its heart, this means taking more carbon emissions out of the atmosphere than the company emits – creating a negative carbon footprint. For an energy company this is a bold move - it would be achieved two whole decades ahead of the UK's 2050 net zero commitment.

Drax has demonstrated it understands that to transform energy successfully, and to have real purpose, it needs to take its people, and its local communities with the company on this journey.

This energy transformation comes at a time when the world faces unprecedented challenges as a result of the COVID-19 pandemic. As a consequence, we face the unfortunate reality that many businesses will have to take tough short-term measures to preserve their viability, and this is resulting in job losses across the country.

The public health efforts to control the virus have led to significant economic consequences. With lockdowns and restrictions in place for months, energy demand significantly reduced, while many other sectors face equally pressing demand issues. For many businesses in the economy, this tough situation has already resulted in difficult decisions.

While those tough decisions regarding jobs remain for many companies, it has never been more important that businesses across the United Kingdom - and the world - play a leading role in helping society and our economy recover. That businesses consider this crisis as an opportunity to reimagine the economy; that companies like Drax proceed in powering a green recovery while preparing the upcoming generation with the skills needed for the future.

As we continue through this crisis and begin to enter the recovery process, Drax is setting out its plans, not only to transform energy, but

to transform opportunity by empowering local communities, building on the best practice it has already demonstrated.

Every period of change and crisis presents an opportunity to reassess how things were before, and how they can be in the future. It's important that beyond the recovery, we emerge out of this crisis with a fairer economy and more just society. Drax is determined to bridge the opportunity gap for those from disadvantaged backgrounds and certain parts of the country, ensuring those people have fairer access to opportunities.

At the heart of this, Drax's ambition is to improve skills, education, employability and opportunity for one million people by 2025.

The Social Mobility Pledge has partnered with Drax to develop this Opportunity Action Plan to ensure Drax can use its scale and resources throughout communities to build on its existing progress in boosting opportunities for young people across the country, and those affected most by the direct public health and socioeconomic consequences of the COVID-19 pandemic.

The Opportunity Action Plan will review Drax's current best practice and the progress that has already been made in helping boost opportunities in local communities, as well as tackling the skills gap - a societal issue which means more young people are needlessly missing out on opportunities. By tackling the skills gap, and equipping young people and adults for the future zero carbon economy, Drax is helping 'level up' opportunity and social mobility across the UK in a way that aligns with its purpose as an energy company.

The Opportunity Action Plan will consider recommendations from the Social Mobility Pledge towards how Drax can move forward and make the most significant impact in a way that fits with how the business operates every day. After all, a business with a purpose-led plan is most authentic when it makes a positive impact in its everyday activities.



¹<https://www.bankofengland.co.uk/-/media/boe/files/monetary-policy-report/2020/may/monetary-policy-report-may-2020>

²<https://www.suttontrust.com/wp-content/uploads/2020/05/Covid-19-Impacts-Apprenticeships.pdf>

³<https://www.suttontrust.com/wp-content/uploads/2020/04/COVID-19-Impact-Brief-School-Shutdown.pdf>



03 Best Practice:

Helping tackle the UK's Skills Gap

Drax has set out to improve outcomes for people of all ages, in local communities in a way that aligns with its purpose.

For Drax as an energy company with a carbon negative ambition, this means looking to tackle the UK's Skills Gap, by promoting STEM (Science Technology Engineering and Maths) subjects and career options, in a way that can also deliver on the need for a skilled workforce for the future of green energy.

This need for skills occurs in the backdrop of a significant skills shortage, or 'Skills Gap,' in the United Kingdom. It is estimated that there is currently a shortfall of 173,000 workers within STEM occupations, costing an estimated £1.5 billion to UK businesses each year.

To put this into context, the UK will need to increase the number of STEM graduates by 50%

to meet future requirements. Only 24% of engineers and 15% of scientists come from disadvantaged backgrounds. There is a huge pool of talent that could be developed in order to meet the skills demand. Drax's solution to this is to support social mobility initiatives to ensure it has a workforce for the future.

This is why Drax Group is determined to take its local communities with it on its journey towards being a carbon negative energy company, helping to inspire ambition in young people and develop the skills for fulfilling careers as a part of the green recovery.

This all begins with addressing current barriers to entry which contribute to the national skills shortage, and addressing them in local communities- something that Drax has a track record of delivering on.

Drax has also set out to address wider and complex interrelated social problems in local communities and helping those who are furthest away from opportunity. For example, Drax has targeted schools with the highest relative numbers of students in receipt of free school meals, such as Ipswich Academy with a 24% rate of free school meals and a Selby primary school with a rate of 29%.

Drax has decided to focus on five priorities:

- ▶ Investment to support local intervention;
- ▶ Establish locally-led clusters for school improvement with businesses to mentor and offer bespoke careers guidance and workplace-based learning;
- ▶ Support Opportunity Areas close to Drax locations, areas identified by the Government to raise teaching leadership capacity, education standards and broaden the horizons of young people struggling with social mobility;
- ▶ Address the growing gap between disadvantaged and hard to reach areas ensuring pipeline of diverse inclusive talent;
- ▶ Establish leading degrees and higher-level apprenticeships and progress vocational

technical training and the North as the world's leading centre.

Drax has outlined three levels of engagement, which includes:

1. improve opportunities;
2. inspire personal involvement;
3. promote awareness.

Drax has demonstrated best practice through creating a roadmap into STEM careers. Its comprehensive approach encompasses chronological methods, beginning with early intervention and contact points promoting awareness and sparking interest in STEM subjects (and careers) in schools; engaging the wider community in promoting the importance of renewable energy; creating access points within the company for work placements; and then creating job opportunities for the local community, through apprenticeships, graduate placements and wider roles and careers.

Drax has also sought to close the opportunity gaps in local communities where groups are the furthest away from privilege, and particularly demonstrated this in the response to COVID-19, as it addressed the risks to educational attainment for children that lacked the ability to access online learning resources at home.



⁴<https://www.stem.org.uk/news-and-views/news/skills-shortage-costing-stem-sector-15bn> ⁵<https://www.engineeringuk.com/media/1762/social-mobility-in-engineering.pdf> ⁶https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/596945/The_class_pay_gap_and_intergenerational_worklessness.pdf



3.1 Promoting STEM education and careers

As part of Drax's transformation towards becoming carbon negative, it recognises that new skills will be required. However, this is in the context of a relative shortage of children studying STEM subjects, a problem that is exacerbated by those children often being from low income backgrounds.

Drax has set out a comprehensive programme of community engagement with the aim of tackling this.

At the centre of this plan is a locally-led school cluster activity. Drax has developed an engagement platform alongside a Selby cluster plan - which is linked to the Gatsby benchmarks 1 to 8 - and ensures its focus and resources are targeted to the areas where it can have the most significant impact and outcomes.

Drax has developed strategic partnerships with local schools in a sophisticated way. Drax began its school engagement programme by interviewing schools as part of the partnership selection process, identifying which needed the most help, with the widest gaps, and assessing where Drax could have the largest impact.



Whilst Drax engages with all local schools, its strategic partnerships with the likes of Selby College and Selby High School were selected to ensure engagement wasn't superficial, and that the company could focus on outcomes, rather than having a tick-box approach.

Following the selection process, Drax established partnerships with them, supported by Drax's active partnerships with The British Science Association, Selby College, Engineering UK and Business in the Community and Teach First.

Students have been invited in with their teachers for workshops around CV writing and interview techniques and what possibilities are available through Drax's work experience and apprenticeship programmes.





3.2 Boosting opportunity in under-represented groups:

Inspiring Girls into STEM

There is also a gender-skills gap. While women represent 47% of the workforce in the United Kingdom, only 22% of the STEM workforce are women. This represents 900,000 women working in STEM across the UK at present.

To address this challenge, Drax continues its work with schools, colleges and universities to support and encourage a greater diversity of students pursuing STEM (science, technology, engineering and mathematics) subjects.



Drax has active partnerships with The British Science Association, Selby College, Engineering UK and Business in the Community as part of our outreach, as well as being active members of POWERful Women, WISE (Women in Science and Engineering) and Women in Technology.

Its women leaders promote Drax as a leading employer at events and with visiting schools, as well as encouraging schools to visit its sites for activity days, including the Women of the Future event. The event was hosted at the power station for local schools and Selby College, where women from 12 Drax departments delivered presentations and arranged games.





3.3 Taking the wider community on the energy transformation journey

Drax has recognised that while schools play a large and significant role in developing the skills necessary for the future, more needs to be done if the skills gap is to be addressed.

The business understands it is important to engage with local communities in a way that delivers a wider understanding of the importance of the clean energy transformation, as well as the skills that it will require.

In addition to its schools programme, Drax has established four visitor centres at its sites around the UK, including the Drax Power Station.

The levels of engagement and interest in Drax's work is significant. The Drax Power Station in Selby normally receives around 12,500 visitors a year; and at its Visitor Centre at Cruachan Power Station, in Scotland, receives over 50,000 visitors a year.

Drax has made educational and academic visits free at all of these centres, even offering travel to local schools. All of these engagements signal increasing success in taking local communities with the company on its carbon negative journey.

3.3.1 Powered in Partnership: The Big Local Fund

Drax is supporting its local community in partnership with the National Lottery’s Big Local fund.

The fund was created as a programme to help areas with high levels of deprivation and, four years ago, money was awarded to the Selby South Ward for a 10-year project.

All policies are shaped by residents in the community, all decisions are made by a resident-led board, and Drax works with the residents to understand what is important to them.

But, while involving local people is fundamentally important, an initial challenge was that there was little history of community involvement in that part of Selby, with few groups or resident-led initiatives. Due to its historical importance to the town, Drax was well placed to provide the structure for the community to get involved.

The residents choose the priorities and issues that they feel are important and then Drax works with them alongside partner organisations to create projects, initiatives or activities to respond to those priorities. There are now 15 local residents on the board.

Research showed that low aspiration was a problem in the area and it was felt that this should be tackled by working with primary schools.

The project is in the third year of a programme called Big Aspirations which involves working with Year Six, exciting them about the world of





work, raising aspirations and supporting the kind of skills that they need in high school. Employers organise different workshops, and trips to Drax are arranged. The children also do 'STEAM' based activities with the arts sector, such as a visit to Leeds Playhouse and there are career speed dating events so that the children get to understand all the different careers in the arts sector.

Selby used to receive little in the way of grants and funding and only received about 0.5% of the region's arts funding. Working with Drax and doing the programmes, however, has boosted Arts Council and heritage funding and the area received about £200,000 last year.

Arts and culture is an area Big Local is keen to strengthen and to encourage people to visit the area, with Drax already a visitor attraction. Big Local is looking into the possibility of getting artists connected to Drax telling stories.

The board has bought a former shop and is now working with artists and architects to make it a place where people can meet and engage in activities.

3.3.2 Powered by Volunteering

One of Drax's greatest assets to make a positive impact within local communities, is its people.

Drax colleagues volunteered over 2,000 hours and contributed £290,000 in 2019 through community partnerships, employee match funding, payroll giving, community funds and national fundraising days.

3.4 Creating access and pathways into STEM careers: Drax's Work Placements

The process begins with school visits, continues with a work experience programme and ultimately leads to Drax taking on apprentices.

In 2019, Drax took 21 young people on work experience across all departments, including: chemistry; IT; finance; maintenance; logistics; trading; engineering; and health and safety. The department chosen depends on each student's particular interest.

Placements range in duration from a week up to about four weeks as Drax takes students from colleges and universities, although it prioritises its cluster schools. Two students were successful from those cluster schools.

Drax has trained its managers for placements so that the students benefit from them with training plans and initiatives to ensure both parties get the best out of the experience. On placement, the students are given practical work such as writing projects or developing spreadsheets and analysing data.

Applicants for placements are offered help if they need it to travel to the Drax site and Drax is flexible on the timing of a placement to suit the student.





3.5 Building Skills for the Future:

3.5.1 Apprenticeships

Drax's apprenticeship programme is a key entry pathway for school leavers and young adults to progress into a career at the company, particularly for those who choose not to attend university, from local communities.

While an apprenticeship programme itself is usually a fixed-term contract, Drax makes an opportunity guarantee for all apprentices, and budgets for them to be employed post-apprenticeship. This ensures a career pathway from the entry-point of the apprenticeship, with the additional benefit of apprentice retention rates being high as a result.

Drax prioritises the learning and development of those on its apprenticeship schemes, and also empowers its apprentices to choose their pathways, with the choice of transferring apprenticeship programmes from one discipline to another. This empowerment to choose the pathways within the companies also spans geographically, as Drax has assets in England and Scotland, its apprentices can travel and work across the sites.

Apprentices are also highly effective role models in engaging potential future apprentices. To this end, many of Drax's apprentices lead and volunteer in the engagement with schools, delivering talks about career options and hosting apprenticeship open evenings and open days.

Drax holds an apprentice awards evening in the Autumn, hosted by senior executives from the business and also a local personality to celebrate and recognise the achievements of all the apprentices. There are apprentice of the year awards for each department and an overall apprentice of the year award.

The business holds a meeting of all the apprentices and managers every quarter where they discuss how things are going and whether there are any problems with the training providers. It also holds an apprentice team building event once a year which takes two days and includes apprentices from all disciplines from all the Drax sites. That is arranged for the day after the new apprentice intake has joined.



3.5.2 Apprenticeship Case Studies

Max, who had been interested in engineering from an early age, was in year 11 at Selby High School when he did his work experience. This reinforced his interest in engineering. He then went to Selby College to study mechanical engineering. He applied from there to be on the apprenticeship programme.

Ben is six months into his apprenticeship with Access Control and Security. He goes to college once every two months for a week. He reports that his manager and supervisor try to give him work that he can do on his own with support when he needs it.

David is an apprentice in Finance. He started in 2018 doing an Association of Tax Technicians (ATT) qualification on a two-year apprenticeship. Drax has several finance apprentices, some are brought in

as apprentices but the firm also uses the apprenticeship levy for existing employees. David is in the process of moving from an ATT to an Association of Chartered Certified Accountants (ACCA) qualification which is an extra three-year apprenticeship. He has worked in several different areas within Finance and has picked up knowledge of a lot of different areas of tax and his main priority is a corporation tax. For ATT he went to college for three or four days in one week but for the new qualification, it will be one day a week every two months.

Ben, a maintenance apprentice, joined in September 2017. He was aware of Drax and came to an open evening and that enabled him to decide what he wanted to do. He was at the Apprentice Training Academy near Nottingham. He was staying away from home for the first time. Drax also takes the parents down to Nottingham to see where their children are staying.



3.6 Creating a Culture of Inclusion and Development

Social mobility doesn't stop at the point of recruitment, and it is important that people from different backgrounds feel like they belong within a company, and know they can progress, develop and advance in their career just as much as their colleagues from more privileged backgrounds. For any company to work productively and deliver successful results, it is crucial to develop a culture of inclusion, where colleagues feel valued.

Drax introduced a Career Development Framework to ensure a consistent approach to the development and progression pathways

for entry-level jobs within the company. The Framework helps Drax's colleagues navigate their careers, identify skills they need to progress to the next level in their careers and identify development opportunities.

It is the Social Mobility Pledge's view that this is an example of best practice that has significant potential to empower Drax's colleagues to take greater ownership in the future of their careers in a fulfilling and rewarding way; enabling them to see a pathway of opportunities ahead of them.

Creating a culture of inclusion, such as through creating clear pathways for progression, is particularly important following mergers or acquisitions, and ensuring the integration of one

group of employees and cultures integrate effectively with the existing employees and that progression pathways for all colleagues is consistent. During 2019, following the acquisition of its Hydro and Gas Generation assets, Drax focused on the integration of new employees - by centralising finance, HR, Procurement, and Internal Communications in order to deliver services consistently across the entire Group.

In 2019 Drax launched its Future Creators programme, which sought to identify future leaders within the company. It works to develop and retain 22 'high-potential' individuals to grow the company's leadership pipeline. Each individual within the Future Creators programme has a dedicated personal development plan and an Executive Committee mentor, whom they regularly meet with several times during the year. This is another example of the clear progression pathways set out by Drax that empower colleagues to do and make more of themselves in their careers, and highlights how social mobility continues when a colleague is within the workplace, and past the point of recruitment.

An important part of developing an inclusive culture means ensuring diverse groups of people in a workplace feel like they belong. Drax launched a Diversity Steering Group which meets monthly to ensure the company is on target in delivering its commitment to diversity and inclusion. It has two sponsors from the Executive Committee, the Group Director of Corporate Affairs and the Portfolio Generation Director.

As part of its wider commitment to boosting diversity and ensuring inclusion, the company introduced 'Keep In Touch Days' for colleagues on parental leave to ensure they don't feel isolated or left behind from progression in the workplace; and in 2019 rolled out new 'eLearning training' to all colleagues at managing level to promote understanding of unconscious bias in order to root it out of working practices. It has also reviewed internal data on gender pay, and has committed to continuous improvement.

3.7 Mitigating a widening Opportunity Gap during the COVID-19 pandemic

Drax has also responded robustly to mitigate the widening opportunity gap created by COVID-19.

As a founding member of the C-19 Business Pledge, Drax helped lead the business response in local communities to coronavirus. Its CEO Will Gardiner's response of "In crisis, people come first" underlines Drax's commitment to the communities it works in.

Drax recognised the immediate problem presented by the lockdown in schools, as children at home without access to laptops or computers became subject to a 'digital-divide,' subsequently unable to access the appropriate online learning materials provided by teachers, and to work at home.

In response to this problem, Drax purchased and donated 853 laptops with pre-paid internet access to 50 schools and colleges in the communities in which they operate as part of its 'Laptop for Learners' initiative. Working with partner schools, Drax helped to ensure that children who do not have a computer at home could continue to receive an education during lockdown.

To ensure that they continue to encourage student interest in STEM during the lockdown, Drax has created virtual tours of its power station and developed online STEM learning opportunities. This sought to enable the successful wider community engagement that has taken local communities with the company on its journey in transforming energy.

Drax is also supporting its local communities and small businesses. They have provided free energy for over 170 small local care homes caring for the most vulnerable.

Drax has donated £150,000 to the Money Advice Trust's Business Debtline, to help SMEs experiencing financial difficulties and have worked with other business customers affected by reduced and deferred payment plans.



04 ▶ Insights

Drax recognises its importance to the local communities and economies in which it operates and the central role it can play in reviving both. Drax has established both a comprehensive and chronological approach to addressing the Skills Gap.

It has identified that one of the most crucial contact points to putting young people on the path to a career in STEM is early awareness of options and opportunities in the field. This is why Drax ensures early outreach into schools, which has the aim of inspiring ambition and aspiration in young people, and helps them recognise a career in STEM could be for them.

Success in this means fewer young people would be filtered out of the pathways into STEM careers earlier in the journey, simply because they aren't aware of the options, or what exciting careers they can lead to.

At the third step in the journey, Drax has demonstrated it recognises the importance of ensuring appropriate career guidance for young people to understand potential futures in STEM

sectors. This has been demonstrated by Drax's work in developing career guidance against the Gatsby Benchmarks, which are a framework of eight guidelines that define excellent career guidance which the Department for Education expects schools and colleges to meet.

It operates throughout the UK and is determined to roll out its social mobility activities to all areas, but Selby is an area where many ideas are being piloted. It has identified schools as being crucial to the social mobility agenda and it sees raising aspirations as central to its work here. Much can be done in raising aspirations by raising awareness and by informing children that there are opportunities available for them in a wide variety of roles.

It is clear from the insights from the best practice that Drax is working to inspire communities which were built on industries of yesterday – and which suffered with their decline – that they can have an exciting future with the industries of tomorrow. It is aligning its social mobility programme with its own ambitious aspirations for a carbon free future. By being centres of



energy technology excellence, Drax will be able to meet the Government's and its own energy strategies, whilst supporting the communities it's in, supporting both people and planet.

The business does not adopt a top down approach to its social mobility area, but works with the local community, whether in the form of the Big Local fund or its schools cluster, involving local people in defining their own priorities.

Drax is now going through a period of change as it embarks on a journey of transforming energy in its ambition of becoming carbon negative by 2030. But Drax has made clear that this isn't a change just about the planet - it's about people too.

Drax has made clear that this isn't a change just about the planet - it's about people too

Drax is working with the Social Mobility Pledge to assess, question, challenge, and most importantly develop a plan that truly transforms energy in a way that delivers for and empowers local communities.

In recent polling commissioned by the Social Mobility Pledge, it was found that 73% of those under the age of 35 say companies need a plan in place to protect and support opportunity.

Drax is one of the largest energy companies in the UK and recognises that with this scale comes responsibility, but also the necessity to take leadership in being a truly responsible business with purpose; and as a global business, becomes an advocate for progressive corporate change.

The company has shown a strong record of best practice on boosting social mobility by tackling the Skills Gap, in line with its transforming energy agenda, and this Opportunity Action Plan sets out to build on those strong foundations and transform opportunity too.

05

Local Community Data Analysis:

Informing Next Steps

Social mobility research conducted in 323 local authorities in England and Wales shows the top 20% of local authorities are labelled as 'hotspots', areas where social mobility is good, and the bottom 20% of local authorities are identified as 'coldspots', areas where social mobility is poor.

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

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





Overall Ranking

Office	Constituency	Ranking/533 constituencies
Drax Selby	Selby and Ainsty	<u>181</u>
Haven Power	Ipswich	<u>475</u>
Opus Energy Northampton	South Northamptonshire	<u>153</u>

Life Stage
National
Rank/533

Selby and Ainsty

Early Years
195

Percentage of Nursery providers rated outstanding or good by Ofsted	97
Percentage of children eligible for free school meals achieving a good level of development	49

Schools
247

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted	87
Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2	36
Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted	79
Average Attainment 8 score for pupils eligible for FSM	38

Youth
221

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	91
Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification	28
Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19	23

Adulthood
167

Median weekly salary of all employees who live in the local area	440
Average house prices compared to median annual salary of employees who live in the local area	6
Percentage of people that live in the local area who are in managerial and professional occupations	31
Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage	28
Percentage of families with children who own their home	76

Selby and Ainsty Analysis

Drax operates Europe's biggest biomass power station at their plant in North Yorkshire, within the parliamentary constituency of Selby and Ainsty. The area overall ranks at 181/533 constituencies, placing it just outside the top third of constituencies.

Early Years

Selby and Ainsty is ranked 195 out of 533 at the Early Years life stages. An impressive ninety-seven percent of nurseries available in the area are rated as good or outstanding, better than the national average of ninety-three percent. Unfortunately, just forty-nine percent of children eligible for free school meals achieve a good level of development by the end of the Early Years Foundation Stage, less than the national average of fifty-three percent.

School

The school life stage is the area Selby and Ainsty performs most poorly at, being ranked 247 out 533. In terms of attainment, only thirty-six percent of FSM-eligible children achieve the expected level in reading, writing and maths by the end of Key Stage 2, despite more of those pupils attending good or outstanding primary schools than nationally. Despite seventy-nine percent of FSM-eligible children attending a secondary school rated good or outstanding, above the national average of seventy-two percent, the average attainment 8 score for FSM eligible pupils is 38 in Selby and Ainsty, compared to 39 across England.

Youth

At the youth stage, Selby and Ainsty ranks 221 out of 533. Ninety-one percent of FSM eligible children go on to a 'positive destination' after Key Stage 4, meaning they find further education, or go into employment or training. This is above the England average of eighty-eight percent. Although just twenty-three percent of FSM eligible young people achieve 2 or more A Levels or equivalent, worse than the average of thirty-four percent, those that do take A Levels or equivalent end up with 28 points, higher than the average of 26.

Adulthood

Selby and Ainsty scores most highly in the adulthood stage, at 167/533. At £440 a week, average earnings are only slightly lower than the England average of £443. Another poor area is the percentage of jobs paying less than the real living wage, twenty-eight percent in Selby compared to twenty-five percent nationally. Slightly more jobs in the area are managerial or professional (thirty-one percent in Selby vs thirty percent nationally). Lower than average house prices (they are six times annualised earnings, better than the eight times nationally) lend to a high rate of home ownership: at seventy-six percent, Selby and Ainsty ranks as the 52nd best area on this metric.

Life Stage
National
Rank/533

Ipswich

Early Years
390

Percentage of Nursery providers rated outstanding or good by Ofsted	89
Percentage of children eligible for free school meals achieving a good level of development	54

Schools
523

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted	50
Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2	36
Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted	40
Average Attainment 8 score for pupils eligible for FSM	36

Youth
211

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	89
Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification	26
Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19	37

Adulthood
396

Median weekly salary of all employees who live in the local area	392
Average house prices compared to median annual salary of employees who live in the local area	6
Percentage of people that live in the local area who are in managerial and professional occupations	24
Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage	23
Percentage of families with children who own their home	56

Ipswich Analysis

Ipswich is the location of Haven Power, one of Drax's companies. At 475 out of 533, it is the lowest ranked of Drax's locations in England for social mobility, and is a social mobility coldspot.

Early Years

At 390 out of 533, Ipswich scores ranks poorly in the Early Years life stage. Eighty-nine percent of nurseries are ranked good or outstanding, worse than the national average of ninety-three percent, but fifty-four percent of free school meal eligible children achieve a good level of development, slightly higher than the fifty-three percent national average.

School

Ipswich's worse ranking is at the school stage, where it is the 10th worst area in England at 523/533. Just fifty percent of free school meal (FSM) eligible children are in a good or outstanding primary school, worse than the average of eighty-three percent and placing Ipswich as the fifth worst area for this metric. Thirty-six percent of children eligible for free schools achieve the expected level in reading, writing, and maths by the end of KS2, worse than the thirty-nine percent English average. The same pattern is replicated at secondary school, where only forty percent of FSM eligible children attend a good or outstanding secondary school in Ipswich, compared to seventy-two percent nationally, the attainment 8 score is 36, lower than the national average of 39.

Youth

At the youth stage, Ipswich recovers to become 211/533. The area reports a higher level of FSM-eligible children finding a positive destination after Key Stage 4, at eighty-nine percent it is higher than the national average of eighty-eight percent. The area matches the national average for other A level or equivalent point score, at 26, but a higher percentage of FSM eligible young people will achieve at least 2 or more A Levels by age 19: thirty-seven percent in Ipswich and thirty-four percent nationally.

Adulthood

Ipswich slips in the rankings again at the Adulthood stage, where it is 396/533. A lower than normal housing affordability does not translate into higher home ownership, which at fifty-six percent places Stoke on Trent North as the 447th constituency for this metric. Just twenty-four percent of jobs are managerial or professional, lower than the thirty percent average. Average earnings are £392 weekly, much lower than the England average of £443. This is despite there being more jobs paying at or above the real living wage than in England as a whole, at seventy-seven percent in Ipswich vs seventy-five percent nationally.

Life Stage
National
Rank/533

South Northamptonshire

Early Years
244

Percentage of Nursery providers rated outstanding or good by Ofsted	94
Percentage of children eligible for free school meals achieving a good level of development	52

Schools
401

Percentage of children eligible for FSM attending a primary school rated outstanding or good by Ofsted	87
Percentage of children eligible for FSM achieving at least the expected level in reading, writing and maths at the end of Key Stage 2	31
Percentage of children eligible for FSM attending a secondary school rated outstanding or good by Ofsted	71
Average Attainment 8 score for pupils eligible for FSM	34

Youth
133

Percentage of young people eligible for FSM that are not in education, employment or training (positive destination) after completing KS4	92
Average points score per entry for young people eligible for FSM at age 15 taking A-level or equivalent qualification	25
Percentage of young people eligible for FSM at age 15 achieving two or more A-Levels or equivalent by the age of 19	36

Adulthood
36

Median weekly salary of all employees who live in the local area	489
Average house prices compared to median annual salary of employees who live in the local area	8
Percentage of people that live in the local area who are in managerial and professional occupations	35
Percentage of jobs that are paid less than the applicable Living Wage Foundation living wage	18
Percentage of families with children who own their home	80

South Northamptonshire Analysis

Drax operates the Opus Energy site in Northampton, which falls in the South Northamptonshire constituency. Ranked at 153/533, the area does still see some challenges in some aspects of social mobility.

Early Years

At the early years life stage ninety-four percent of nursery providers achieve good or outstanding ratings in South Northamptonshire compared to ninety-three percent nationally. This slightly better provision does not result in better attainment levels: only fifty-two percent of FSM eligible children achieve a good level of development by the end of the Early Years Foundation Stage in South Northamptonshire, compared to fifty-three percent nationally.

School

South Northamptonshire ranks most poorly at the school stage where it is ranked at 401/533. Eighty-seven percent of FSM-eligible children attend a primary school rated good or outstanding which is higher than the national average of eighty-three percent, but attainment is lower than the average: just thirty-one percent of FSM eligible children achieve at least the expected level in reading, writing, and maths at the end of KS2 compared to thirty-nine percent nationally. Poor attainment continues into secondary school where despite seventy-one percent of FSM-eligible children attend a good or outstanding school, worse than the average of seventy-two percent, and the average attainment 8 score is 34 compared to 39 nationally. This is South Northamptonshire's worst ranking, at 499/533.

Youth

South Northamptonshire ranks at 133/533 at the youth stage, placing it within the top twenty-five percent of constituencies. Ninety-two percent of FSM-eligible children find themselves in a positive destination after Key Stage 4; across England that figure is slightly lower at eighty-eight percent. Thirty-six percent of young people who are FSM eligible will achieve two or more A Levels or equivalent by the age of 19, better than the England average of thirty-four percent; but those that do go into further education have an average points score per entry of 25 compared to 26 if they were studying elsewhere in England.

Adulthood

At the adulthood life stage, South Northamptonshire ranks very highly at 36/533 constituencies in England. In this life stage, the area records its best measure in any life stage, with eighty percent of families owning their own home, the 23rd best ranking in the country. House prices are in line with the rest of the country, in both England as a whole and South Northamptonshire they are eight times the average salary. Average earnings are £489 a week, better than the average of £443, and eighty-two percent of jobs pay at or above the real living wage, better than seventy-five percent nationally. The area also has a higher proportion of managerial or professional jobs, at thirty-five percent they are slightly higher than the England average figure of thirty percent.



Analysis Part B – Covid-19 Impact

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

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

In addition to the significant diversity of geographic impact estimated by the Centre for Progressive Policy, the Resolution Foundation point to previous data suggesting that there is likely to be a large impact on those leaving full time education and graduating into an economy in the midst of turmoil. In the 2008 Recession, the unemployment rate across the whole population rose from 5.2% in 2007 to 8.5% in 2011; for those with GCSE equivalent qualifications the unemployment figures were 22% in 2007 and 32% in 2011.

An exacerbating factor for those leaving full time education without a degree is the varied impact of the virus on different sectors of the economy. While sectors such as financial sectors will emerge from the coronavirus pandemic relatively unscathed, with a contraction of just -5%, sectors like retail and hospitality, which have a higher

proportion of workers who haven't completed higher education, will contract by -50% and -85% respectively. See Appendix 1.

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

From our analysis we believe that there are 16 areas in England at risk of a 'double opportunity hit': already amongst the worst areas for social mobility, they are going to be particularly badly hit by coronavirus. These areas are Babergh, Bolsover, Broxtowe, Cannock Chase, Corby, Crawley, East Cambridgeshire, East Northamptonshire, Erewash, Melton, North Warwickshire, Norwich, Rutland, South Derbyshire, Tamworth and Wellingborough. See Appendix 2.

A list of the top 20% areas with the largest opportunity gap is included in Appendix 3, we refer to these as "COVID Opportunity Coldspots."

Local Authority	Opportunity Gap	Ranking
Corby	318	1
South Derbyshire	310	2
Wellingborough	308	3
Melton	306	4
North Warwickshire	296	5
Northampton	167	138
Ipswich	151	168
Selby	148	175

Selby's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	40	91	438	96	139	22	42	14	389	87	56	259	209	140	36
GVA (%)	1.9	4.4	21.3	4.7	6.8	1.1	2.0	0.7	18.9	4.2	2.7	12.6	10.2	6.8	1.7
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Selby's largest sectors

Sector	Agriculture &c	Manufacturing	Real estate	Transportation and storage	Wholesale and retail
GVA (£m)	438	389	259	209	140

Biggest Impacted Sectors

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

Selby's biggest sectors are agriculture, mining, electricity, gas, water and waste (Drax's sector), manufacturing, real estate activities, transportation and storage, and wholesale and retail. Only one, manufacturing, is amongst the worst hit sectors. Although experiencing the second worst economic contraction of Drax's locations, at 38.8%, opportunity gaps will be minimised thanks to a relatively strong position on the Social Mobility Index.

Sector Key

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

Ipswich's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	83	282	421	289	232	485	427	100	126	156	376	293	408	464	121
GVA (%)	1.9	6.6	9.9	6.8	5.4	11.4	10.0	2.3	3.0	3.7	8.8	6.9	9.6	10.9	2.8
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Ipswich's largest sectors

Sector	Financial	Wholesale and retail	Human health	Agriculture &c	Transportation and storage
GVA (£m)	485	464	427	421	408

Biggest Impacted Sectors

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

Ipswich's biggest sectors are financial and insurance activities, wholesale and retail, human health and social work, agriculture etc, and transportation and storage. With none of these sectors in the most impacted by coronavirus, and two minimally or positively impacted (financial is minimally hit, human health is predicted to grow), Ipswich's economy is the least impacted of Drax's locations, facing a reduction of 'just' 28.9%, well below the whole UK assumption of a 35% decrease.

Northampton's Economy

Sector	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
GVA (£m)	129	440	413	663	369	921	711	164	510	268	309	613	393	948	481
GVA (%)	1.8	6.0	5.6	9.0	5.0	12.6	9.7	2.2	7.0	3.7	4.2	8.4	5.4	12.9	6.6
Decline (%)	-85	-40	-17	-70	-90	-5	+50	-45	-55	-40	-20	-20	-35	-50	-60

Northampton's largest sectors

Sector	Wholesale and retail	Financial and insurance	Human health	Construction	Real estate
GVA (£m)	948	921	711	663	613

Biggest Impacted Sectors

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

Northampton's biggest sectors are wholesale and retail, financial and insurance, human health, construction, and real estate. Construction is the sole sector that is amongst the most impacted by coronavirus. Relatively large human health and financial and insurance sectors are able to provide some buffer against worse impacts, and the area's economy is predicted to reduce by 32.6%, well below the UK average of 35%. However, despite a slightly more resilient economy than Selby, because Northampton is a social mobility coldspot, the existing gaps in opportunity are going to be worsened more than in Selby. Northampton has an opportunity gap 167, making it the 138th most impacted area.

Sector Key

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

06

Next Steps

6.1 Enabling a high skill, zero-carbon future

Drax's carbon negative ambitions for Bioenergy Carbon Capture and Storage (BECCS) and the Zero Carbon Humber are underpinned by a strong and visible social strategy to help level up and create skills and opportunity for a zero carbon future.

Drax's recent report, 'Capturing carbon at Drax: Delivering jobs, clean growth and levelling up the Humber,' found that around 50,000 jobs could be created and supported in the Humber region if BECCS, alongside other carbon capture and hydrogen technologies, are deployed to decarbonise the UK's most carbon-intensive region.

This could transform the region's fortunes in the face of the economic uncertainty caused by the COVID crisis so it is therefore vital we ensure local people are equipped with the skills to take advantage of these new opportunities.

This is crucial particularly in light of the following factors:

- ▶ To realise the opportunities of Zero Carbon Humber from 2024, interventions are required now;
- ▶ There is a skills gap in the Humber already;
- ▶ COVID crisis has already led to a high proportion of furloughs in the region and there is the risk of longer-term economic scarring;
- ▶ To ensure a well skilled local labour force able to participate in the ZCH project by the start of construction in 2024, interventions will need to be made now, including demonstrating the value of vocational work at school and offering enhanced apprenticeships.

6.2 Supporting learning & development in local communities and tackling the skills gap

In October 2020, Drax reaffirmed its long-standing commitment to skills and training, and supporting education across the North with a £180,000 investment in a five-year partnership with Selby College.

The five-year partnership will enable the college to deliver community education programmes, as well as support for retraining, to ensure students are developing the skills needed in innovative clean technologies which will help to drive a zero carbon economy.

As part of its commitment to lead this agenda Drax is the first UK energy company to set a new bold ambition of Mobilising a Million, to improve skills, education, employability and opportunity for one million people by 2025. Drax will focus on all these areas delivering skills sessions via online media such as Oak Academy, Learn Live and webinars, and resume face-to-face sessions when practicable. It will continue its long standing commitment to support education through site tours and virtual tours, educational outreach programmes, Stone Foundation, Laptops for Learners, and school interactions.

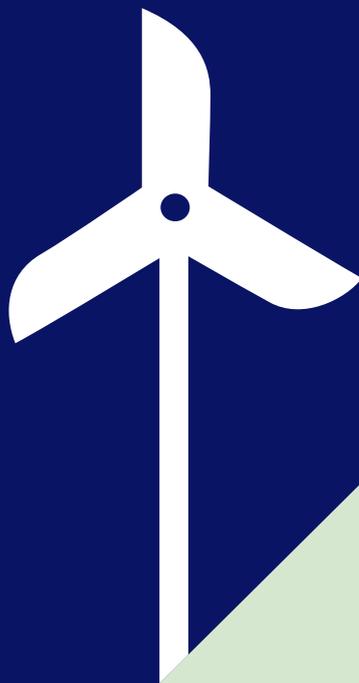
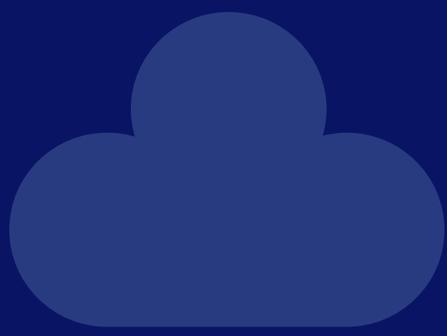
To support employability Drax will provide targeted support to enable individuals to develop their career through Apprenticeships, Graduate schemes, Internships, and Drax supported college partnerships. Drax will improve opportunity in targeted schools with high proportions of free school meals, where it will increase positive interactions with a careers or educational focus by providing careers events and support, science fairs, work experience, CV support and women focussed events to promote gender balance in the energy industry.

6.3 Leadership through advocacy

Drax has demonstrated best practice in boosting social mobility and has taken local communities with it on its journey towards a high skilled, zero carbon future.

In working with the Social Mobility Pledge it has also demonstrated an appetite to go further on challenging itself on boosting social mobility and opportunities.

With the combination of its best practice and leadership in renewable energy, Drax will continue to be a strong advocate for purpose-led business and positive social impact.



Mobilising
a Million

by drax



Social Mobility
PLEDGE