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# Moving up or moving on?
# Logistics and retail supporting UK social mobility

October 2023

Supported by Amazon UK

“Social mobility has a much greater focus than it had even two years ago. While retail has traditionally been an industry where anyone can rise through the ranks – we must be sure that everyone, no matter their background, has equal opportunity to enter and achieve their full potential in the workplace.”

**Helen Dickinson OBE, Chief Executive of the British Retail Consortium**

“Getting a foot in the door can be transformative for a young person’s life chances. Transport has so much to offer – a growing sector in which the range of career choices is immense. I’m excited to see logistics leading the way in building a socially diverse workforce in the wider economy.”

**Dame Bernadette Kelly DCB,**
**Permanent Secretary, Department for Transport**

# Foreword from John Boumphrey

The stark inequalities which exist across our society make social mobility one of the most important issues, and opportunities, we face today.

If we improve social mobility, the benefits are myriad. More opportunities for more people of all backgrounds; improved productivity; greater equity across all regions of the UK. But to grasp this opportunity we need more businesses to lean in, and we need greater partnership across businesses from all industries, government and the third sector.

Employers who take concrete action and create career pathways for their employees create huge benefits for their own organisations, ensuring the widest pool of talent is given the chance to thrive. We know the logistics sector and retail industry provide employment and upskilling opportunities for many people who may not otherwise be in work. More than half of the new hires in our operations division come to Amazon from unemployment, or straight from education. We're a gateway employer for thousands starting or re-starting their careers, which is both a privilege and a responsibility.

Access to good entry-level and higher-level jobs for people from all backgrounds, together with benefits and skills-based training is the bedrock of our approach to improving social mobility at Amazon.

# Foreword from John Boumphrey

We have been running the Amazon Apprenticeships programme for ten years, offering more than 5,000 apprentice roles across 50+ schemes. 85% of those who have completed their course have built successful careers with Amazon, while 79% are still with the business today. We also have our Career Choice programme, where Amazon pre-pays 95% of adult learning tuition up to £8,000 to help our colleagues gain new skills. And, as part of the Care Leaver Covenant, we recently launched a pioneering partnership with Barnardo's called The JOBS Project, a 10-week learning programme providing young care leavers with training and mentoring to help them with their first steps into the workplace.

Opportunities like the programmes we run at Amazon and in other organisations enable people to realise their potential, whatever their background, and whatever barriers they may have faced.

The recommendations made in this report will now provide the basis of our social mobility strategy for Amazon in the UK. I encourage our partners and other organisations in the logistics sector and retail industry to consider how they can also create opportunities which make our society fairer, more equal, and ultimately more prosperous for everyone.

John Boumphrey
UK Country Manager
Amazon

# Executive summary

**Social mobility is among the most pressing policy matters of our time. It considers people's socio-economic circumstances, and the extent to which these can change - within a lifetime and between generations.**

**Higher levels of social mobility impact positively on our economy, our health, and the cultural fabric of our society. At the organisational level, social mobility affects inclusion and wellbeing, and the ability to access and retain talent. For individuals, social mobility means that talent and hard work determine who gets ahead, rather than our circumstances of birth.**

**The UK is a highly unequal society: the link between childhood circumstances and adult outcomes is stronger here compared with most other developed countries. Advancing social mobility depends on reducing inequalities of income and wealth, as well as improving equality in educational opportunities and health outcomes.**

**Employers exert significant power in either alleviating or perpetuating these inequalities. Logistics and retail employers, in particular because of the size and growth of these sectors, play a pivotal role in shaping our economy's structure and supporting people's movement within society. Despite this, there has been very little focus on the tangible and strategic steps these employers can take, compared to sectors such as engineering, finance and law.**

# Executive summary

**The latest analysis from the Social Mobility Commission highlights that overall, those working in retail and logistics are representative of the UK workforce – but much less so at more senior levels. Those from a professional background are 1.6 times more likely to be in a professional role in retail compared with someone from a lower socio-economic background (SEB). In this part of the labour market, frontline roles are filled with people from lower SEBs, compared with roles in corporate headquarters that are are dominated by those from higher SEBs.**

**Retail and logistics, because of their size, role types, geographical distribution and growth, are uniquely placed to contribute to social mobility in the UK. This report is the first review of these sectors, informed by an extensive literature review, data and interview analysis (available online, including the bibliography). We recommend immediate organisational policies and practices, while emphasising the need to consider these in the wider economic and labour market context.**

**The recommendations require leadership from prominent organisations – but their efficacy will also require collective action across sectors, supported by government and regulators. Through deliberate steps to support social mobility, there is an opportunity to alleviate inequalities at the heart of our society. Through collective action, and by gathering data to explore and inform action, retail and logistics can provide scaffolding for people across the UK regions to move up the socio-economic ladder – based on talent and hard work, and without the need to move on from their local communities.**

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# Recommendations

**The factors that contribute to unequal opportunities in the UK are complex and, to some extent, can only be addressed through government policy changes. However, recent research shows that socio-economic diversity and inclusion in the workplace can play a vital role in contributing to social mobility, and there is even evidence that socio-economic background (SEB) can have a stronger impact on access to roles, pay gaps, and workplace progression than ethnicity or gender in isolation.**

**These recommendations encourage employers in the retail and logistics sectors to consider the way in which job quality, pay, benefits, and geographic distribution of jobs helps to shape social mobility within the UK.**

**A. All firms should collect and analyse the SEB of their workforce to inform and evaluate practices, and to explore how government, regulators and sector bodies can encourage and support this. Understanding workforce distribution makes it possible to build evidence about the business case for increased diversity by SEB, and assess progression rates by combining diversity variables (e.g., ethnic group, gender, and SEB) to determine the relative effect of each. As more organisations understand the importance of collecting, analysing, and sharing this data, further progression and productivity analysis will be possible. Unlike in many other sectors, including in broadcasting, law and accountancy, employers in retail and logistics are not currently supported by their regulators to collect SEB data.**

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# Recommendations

B. Leveraging this data, all retail and logistics firms should explore in detail the progression routes in their workforce and introduce clearer pathways to support mid-career transition from technical/operational roles to middle or senior level management roles for those from lower SEBs. This transition into senior roles often requires skills, attributes (and sometimes additional qualifications) that are quite distinct from those developed in technical roles. The attributes that begin to matter more as people progress into senior (and perhaps more 'corporate') roles are often more available to those from higher SEB, due in part to perceived confidence and strategic self-promotion, status signalling, opportunities for skill development, and networking. Employers should consider how to facilitate progression for employees at all levels, ensuring progression strategies are not solely about making the 'long jump' to the corporate office, but by mapping career paths. This can be facilitated through skills-building programmes that make retail and logistics industries of choice.

C. Increase investment in apprenticeship opportunities, with close monitoring of who is accessing these opportunities, and the extent to which they offer parity with graduate degree routes. Unlike evidence in other industries, which indicates that apprenticeships often do not offer 'parity of progression' compared with graduate entry routes, apprenticeships in the retail and logistics sectors are increasingly becoming an important part of career progression. At government level, the Apprenticeship Levy should become more flexible to suit logistics needs, since rigid rules on duration, training hours and work placements currently make the Levy hard to deploy in this sector.

# Recommendations

D. **Establish a consortium of organisations to enable cross-sector collaboration and accountability. Firms across retail and logistics sectors are all grappling with these issues. It is important that the aims of this consortium are specific to the sector, but typically sharing best practice with peers and supply chain organisations, collaborating on initiatives, and learning from others, are efficient ways of boosting performance. For example, in the legal sector (Prime), in accountancy (Access Accountancy), and in financial services (Progress Together), peers collaborate to advance socio-economic diversity together – collating and benchmarking data, sharing effective practice, and navigating the range of organisations that provide insights and support in this area. These consortia have all been catalysed by the leadership of individual organisations in these sectors.**

E. **Strategies to advance socio-economic diversity should connect with efforts to support greater diversity in other areas, including gender and ethnicity. People do not experience their diversity characteristics in isolation, and the evidence indicates that more equal progression by SEB is highly likely to have a positive effect in other diversity areas. Understanding these connections in the quantitative data, and through hearing people's experiences, will enable organisations in retail and logistics to adopt strategies for diversity and inclusion that are complementary and reinforcing, rather than in competition.**

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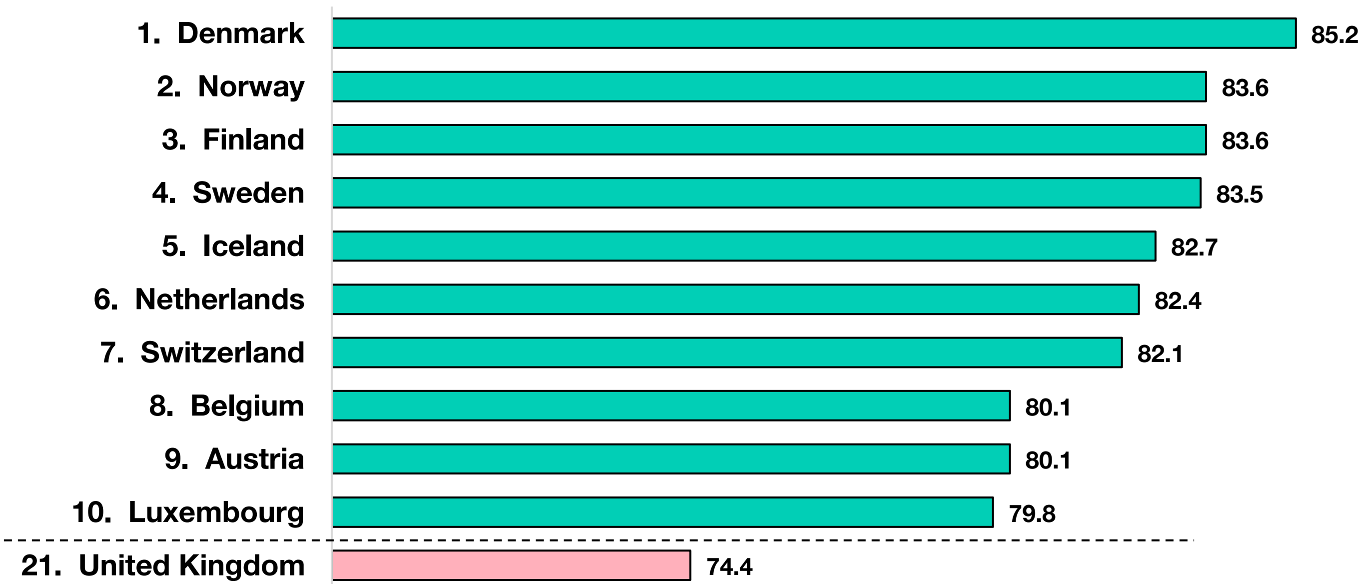
# Social mobility and why it matters

**Social mobility considers people's socio-economic circumstances, and the extent to which these can change within a lifetime and between generations. The years following World War Two saw a golden period of absolute social mobility in the UK with many roles created at 'the top'. However, relative social mobility, which considers the chances of changing social position relative to parents, remains persistently low in the UK. The World Economic Forum (WEF) provides an international comparison, using various determinants of social mobility, including health, education, technology access, working conditions and fair wages. Few nations have the conditions in place to facilitate high rates of social mobility (and those that do are largely Nordic countries).**

**Figure 1: The Global Social Mobility Rankings (WEF, 2020), Index Scores**

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# Social mobility and why it matters

**Social mobility is less likely in highly unequal countries, partly because the ‘ladder’ is harder to climb and the journey from ‘top’ to ‘bottom’ is longer. Maximising social mobility depends on reducing inequalities of income and wealth, and on improving equality in educational and health outcomes. However, in many Western industrialised countries, we have seen trends in the opposite direction. For example, in the UK we have seen an increase in income inequality over the last sixty years (at more extreme rates than in most OECD countries), largely because of the inequalities between high and middle-income people (Brewer and Wernham).**

**Young people in the UK today are the first not to enjoy higher living standards compared with their parents (Luxembourg Income Study Database) and stark inequalities persist between those from different SEBs. The effort to improve social mobility in the UK, largely speaking, unifies parties across the political spectrum – not least because of the increasing evidence to highlight the cost to GDP of failing to address these inequalities. Oxera’s analysis shows that we could increase GDP by up to £39bn, or £590 for every adult, if we brought mobility just to the average in Western Europe (Boston Consulting Group).**

**Educational inequalities intensified during the pandemic lockdowns (IFS), along with regional inequalities (Economic Observatory). The effects of COVID-19 also significantly hindered policies that were combatting inequalities, including the momentum of degree apprenticeships (Office for Students). The need to study and work remotely and virtually also amplified the effects of unequal access to technology (ACRE).**

# How employers contribute to social mobility

**The Bridge Group, alongside other organisations, has significantly increased understanding about how SEB affects success in the workplace (and the way this in turn affects social mobility).**

- **In sectors including law, financial services and accountancy, SEB can have a stronger impact on access to roles, pay gaps, and on workplace progression, than ethnicity and gender.**
- **These studies also show those from lower SEBs who secure professional roles (in law for example), on average outperform their peers from more advantaged backgrounds.**
- **Important relationships between SEB and protected characteristics, most notably gender and ethnicity, are also highlighted in the research. (See Bridge Group for various references).**

# How employers contribute to social mobility

Policy has historically been preoccupied with ‘long-range’ social mobility: the extent to which people can move from the ‘bottom’ of society (lower SEB) to the ‘top’ (higher SEB), with the latter typically defined as jobs in elite professions. However, contemporary evidence suggests that to support social mobility we must also consider ‘smaller mobility steps’ – with more understanding about how roles are distributed geographically.

This wider definition emphasises that a focus on long-range upwards movement may not reflect the aspirations of all groups in society, as it prioritises income and occupational status above other outcomes (for example, the ability to access roles that offer more subjective measures of job quality, work/life balance, flexible working, etc.). It starts to recognise that other life outcomes are important beyond occupation, such as income, education, wealth and housing (Social Mobility Commission), and opportunities to access meaningful work. This growing focus on facilitating short to mid-range journeys (Weale and Adams) presents important opportunities for retail and logistics.

## Defining Retail and Logistics

While retail comprises a sector (a large segment of the economy), logistics is more generally considered an industry (a more specific group of companies or businesses). We define the retail sector from the House of Commons Library Briefing Paper 2021 (Hutton):

The retail sector includes any business or individual involved with selling products directly to consumers. The retail sector includes shops, department stores, supermarkets, market stalls, door-to-door salespeople and internet retailers.

As of the second quarter of 2023, there were approximately 3.54 million people employed in the wholesale and retail sector in the UK (Statistica). Vacancies are reported at 100,000, with estimated retail (net) job losses ranging between 63,000 and 140,000: the fall in jobs compared against high vacancies is attributed by the BRC to a skill mismatch in the retail labour market.

As an industry rather than a sector, logistics has a variety of definitions, which we summarise here by drawing on different sources:

Logistics is the management of the flow of goods and products between the point of origin and the point of consumption. It is typically defined as involving: packaging and unitisation, transportation, storage, warehousing and materials handling, inventory, information and control, and transport/distribution.

The logistics industry enables the trade of more than £1 trillion of goods in the UK each year, and adds an annual £163 billion to the UK economy (12% of the non-financial UK economy). More than 2.7 million people are employed in logistics roles: 8.2% of the UK workforce.

# Opportunities to support social mobility

**The size, growth, regional distribution, and characteristics of retail and logistics mean they have a profound effect on social mobility in the UK. The evidence highlights the need to consider organisational policies to support diversity and inclusion by SEB in the wider context of factors that affect social mobility in the labour market. There are six key points to consider, summarised in the final figure:**

1. **The types of jobs the retail and logistics sector offer, as the evolution towards e-commerce reduces the number of jobs in 'bricks and mortar' retail, while increasing opportunities in logistics. It is important to understand how this balance is changing to understand how the shift to online retail might influence opportunities for social mobility.**

2. **The significant labour shortages in both retail and logistics, while the increasing move to digital technologies requires new skills. Organisations in the sector could play a key role in skills-building which could offer twin benefits of making the industry a sector of choice as it provides opportunities for learning and upwards movement. It is not clear whether this opportunity is being fully leveraged yet.**

3. **Whether and how changes to these roles contribute to 'job polarisation,' defined as increasing employment share in both high-skilled and low-skilled occupations, with declining employment share in middle-skilled or intermediate occupations. Job polarisation is a well-documented trend in industrialised countries and is potentially significant for social mobility since intermediate jobs can provide a stepping-stone to (upward) social mobility from jobs designated as lower-skilled.**

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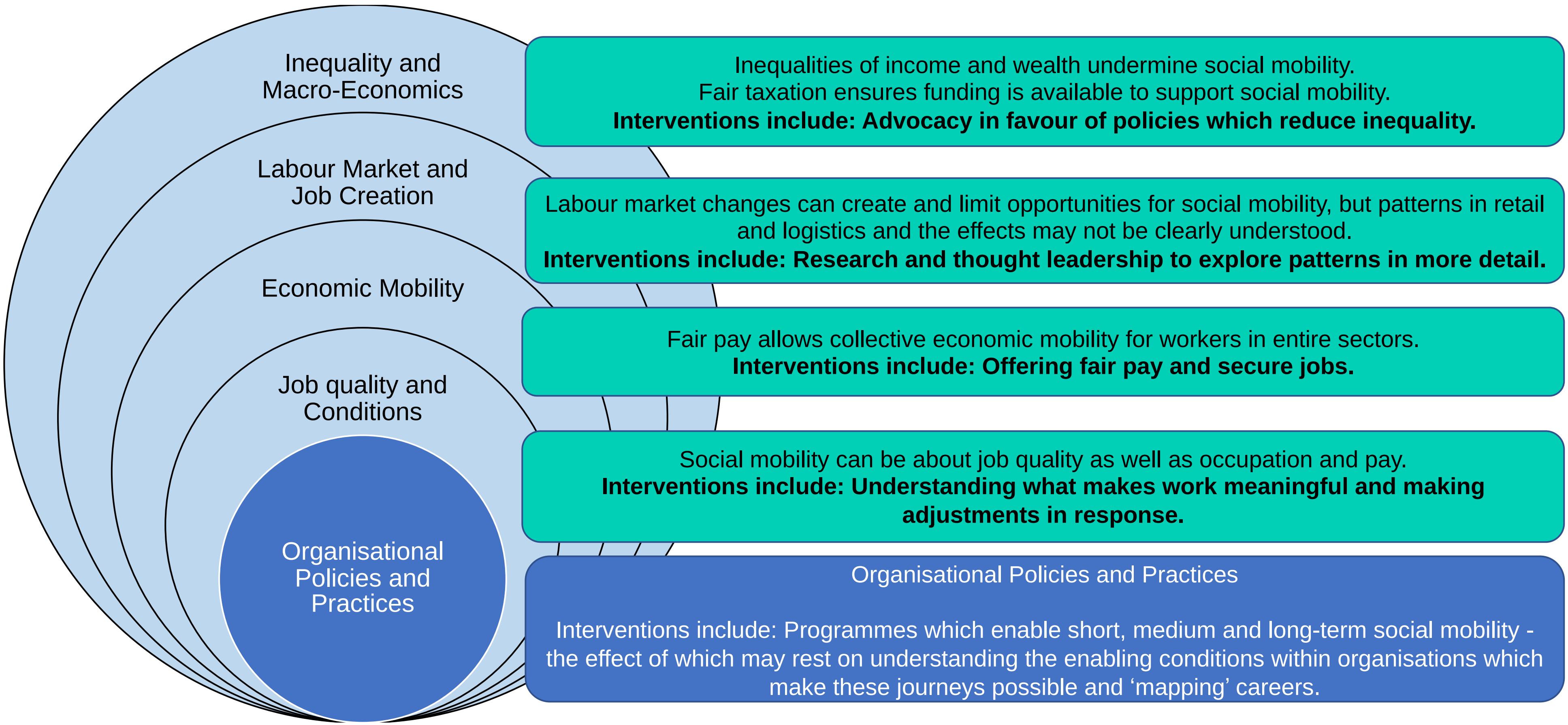
# Opportunities to support social mobility

4. The extent to which organisations in retail and logistics contribute to, or alleviate issues, with low pay. Where entire sectors, or job types within sectors, are characterised by low pay, this can undermine opportunities for collective social mobility. One way to ensure social mobility of this type is to ensure workers in those roles are paid a fair wage, especially in 'low-skilled' work. There is no consensus on what constitutes fair pay, but the UK has a National Minimum Wage for all workers aged 16+, and a National Living Wage for those over 23. The Low Pay Commission estimates 45% of jobs paying at, or below, this minimum are in retail, hospitality, and cleaning and maintenance occupations.

5. The more expansive definition of social mobility highlights new opportunities for the sectors. Research has traditionally focused on occupational mobility, in other words the extent to which individuals are able and likely to move up (or down) the occupational ladder based on status and pay. The wider definition of social mobility highlights this approach may not reflect the aspirations of all groups, as it prioritises income and occupational status above other outcomes that include more subjective measures of job quality.

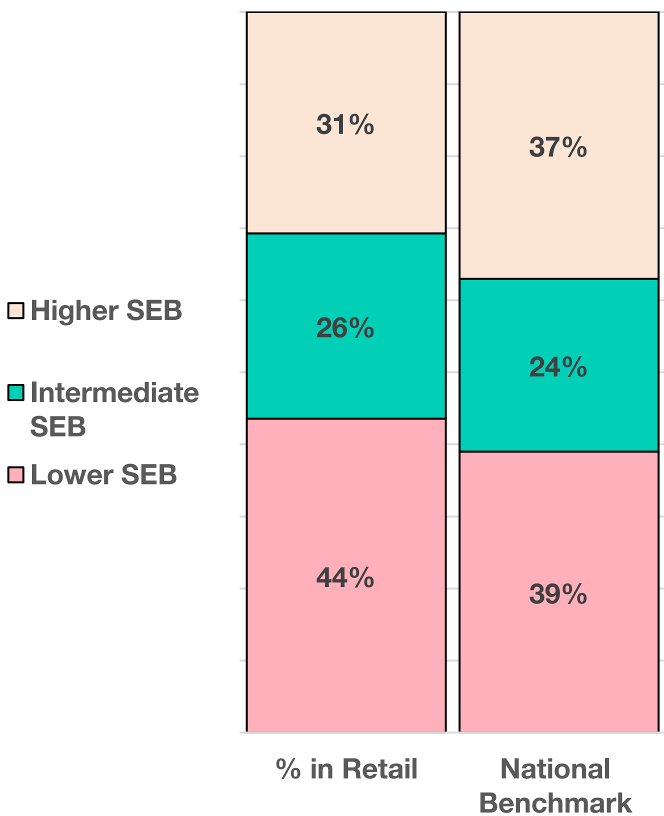
6. Industrialised economies, including the UK, are characterised by growing inequalities of income and wealth, which make social mobility less likely and more difficult to realise. This is a complex issue, though evidence suggests that inequality can be tackled via collective investment in health care, education, and employment to support marginalised groups (Boston Consulting Group), which in turn helps facilitate social mobility (Goldthorpe). The measures to do this are contested, though attention has been placed on corporate tax avoidance, which arguably redistributes funds available to national governments to tackle these issues.

**Figure 2: areas affecting social mobility in logistics and retail, and their interdependency**



# Structure of the labour market and skills

Figure 3: socio-economic background profile of employees in the retail sector in comparison to the national benchmark (Social Mobility Commission)




Data is more available relating to those in retail than logistics. 31% of people with a professional background are themselves in a professional role in retail; whereas only 20% of those with from a lower SEB are in a professional role.

This suggests someone with a professional background is 1.6 times more likely to end up in a professional role in retail than someone with a working-class background. As the Social Mobility Commission has highlighted, the industry struggles to diversify its workforce within different types of jobs. Frontline, working-class jobs are filled with working-class people, whereas HQ office roles (professional and managerial roles) are dominated by those from higher SEBs.

This analysis has been undertaken using the Labour Force Survey data, rather than data from individual firms – which would enable us to explore variances within and between employers. Data is also lacking for the logistics industry.

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# Structure of the labour market and skills

Job polarisation (whereby occupations with the highest and lowest pay have increased in numbers compared with those in the middle – Autor; Goos et al), can impede social mobility, since intermediate "stepping stone" roles have traditionally supported upward social mobility into higher status occupations.

In retail and logistics, with a relative lack of middle-management roles, people with specific experience or degrees from elite universities tend to be preferred candidates for leadership roles over those 'who have risen through the ranks' (BRC). The Bridge Group recently studied a corresponding effect in engineering, where progression to higher status roles has become more unequal by SEB during the last twenty years – in part because many intermediate roles have been removed. These are important stepping-stones for progression to higher status roles among those in routine and manual occupations.

# Structure of the labour market and skills

**Organisations in retail and logistics have a vital opportunity to respond to these changes through strategic interventions, creating more deliberate upward pathways for people from lower SEBs. For example, by ensuring that apprenticeship routes offer parity of progression compared with graduate entry routes. There are also other significant factors that put retail and logistics in a powerful position to impact positively on social mobility, including the geographical distribution of roles, and the predicted increases in the absolute number of roles being created at senior levels (BRC). Furthermore, entry-level jobs often require low levels of formal qualifications: for example, 80% of logistics workers do not have advanced further education or a university degree; and 63% of logistics managers do not have a university degree (Frontier Economics).**

**Retail and logistics could also play an important role in skills-building to support rapid change within both sectors, help alleviate labour shortages and make organisations employers of choice, as they provide opportunities for up-skilling and therefore social mobility. These opportunities are currently being under-used and are important areas to pursue, not least as at the macro level the OECD also suggests average labour productivity could be increased by up to five per cent if the level of skills mismatch in the UK was brought into line with OECD best practice (OECD).**

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# Job quality and pay

Studies of job polarisation also feed into issues surrounding job quality and pay, which are significant for the retail sector and logistics industry. One reason is that certain jobs within this sector are characterised by relatively low pay. Individual social mobility might be facilitated by offering workers routes out of these roles, but the effect is then limited to a minority, unless attached to wider upskilling programmes.

An outcome from which more people could benefit would result from offering these jobs higher esteem and higher pay. These points take us back to critiques of current definitions of social mobility and, for example, to the view that there is more than one route towards economic social mobility: this does not have to require movement between different occupations for individuals, but could rest on raising the cultural status (and pay) of an entire occupation or job type (Goodhart).

This latter point also focuses our attention on the role that pay and working conditions can play in limiting the prospects for lower occupational groups. While in the UK, the proportion of low-paid employees decreased modestly to 10.5% in 2022, studies highlight that challenges around low pay, variable working conditions, and insecure work are especially acute in the retail and logistics sector. For example, 45% of the 900,000 people working in UK supermarkets earn less than the Real Living Wage (BRC). For retail and logistics to contribute positively to social mobility, a focus on pay, job stability and working conditions, alongside hiring and progression practices, is fundamental.

# Geographic mobility

**There is an important relationship between geographical mobility and social mobility. Given marked regional inequalities in the UK, and the concentration of higher-level jobs in London and the South-East, moving 'up' has also meant moving 'away' (Clayton et al.). The government's 'Levelling-Up' agenda is aimed at addressing regional inequalities, though there is limited evidence of progress to date. Retail and logistics play a vital role here, given that jobs are geographically dispersed across the UK.**

**Retail and logistics are also in a strong position to help tackle regional inequalities of income and wealth. Employment in the retail sector is more evenly distributed across the regions and counties of the UK compared with almost any other sector. London had the lowest proportion of retail employment in 2019 (7.5% of jobs in London were in retail) and Northern Ireland had the highest (11.5%). The South West and North East also had around 11% of employment in retail.**

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# Good progress, but more to do: initiatives in retail and logistics

Here, we highlight examples of the activities in place across these sectors – the list is certainly not exhaustive. Much is taking place, but our research exposes a lack of strategic focus within, and between, companies in these sectors to impact positively on social mobility. This is partly because there is a stark lack of workforce SEB data to inform and evaluate these approaches; but also because of a scarcity of strategic collaboration between firms, regulators, educators and government across the sectors to create meaningful impact on social mobility in the UK.

The latest reports indicate that in the UK retail sector, nine out of ten (89%) companies have diversity and inclusion strategies (BRC, the MBS Group and PwC). However, only one in five of those strategies consider social mobility, while all consider gender, and 90% race and ethnicity. There is also a disparity between retail companies' strategies and the perceptions of the workforce: while 84% of retailers see diversity and inclusion as a priority, only half (49%) of the employees felt that this agenda is sufficiently prioritised by their employer.

In the latest Social Mobility Employer Index, just two retail companies feature in the top 75, and the findings highlight that engaging talent from diverse SEBs remains a challenge – especially at more senior levels. The main approach in retail to address this is through apprenticeships, in partnership with schools, colleges and charities, with the goal of attracting individuals from a wider range of SEBs (BRC et al. 44).

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# Social mobility initiatives in retail and logistics

Tesco offers apprenticeships and 'Kickstart' opportunities and has a five-year plan, in partnership with Prince's Trust, to support 200,000 young people with skills development and confidence building programmes. They also participate in the 'Movement to Work' scheme, through which 16–30-year-olds who are not in education, employment, or training (NEET) can find work (Tesco).

Among other top UK retailers (Retail Economics), apprenticeship schemes are popular, and various programmes with external partners are developed to work with school pupils, school leavers, and NEETs. ALDI works with specialist agencies to increase applications from underrepresented groups (ALDI). In total, since the launch of the Amazon apprenticeship programme in 2013, Amazon has offered 5,000 apprenticeships in the UK. 85% of those who completed their apprenticeship have gone on to build successful careers at Amazon and currently 79% remain working with the company. Today, there are more than 1,600 apprentices taking part in the programme, making it one of the largest and broadest apprenticeship schemes in the UK.

M&S run an employability scheme for people from disadvantaged backgrounds, in which 81% of those who completed it in 2021/22 received a contract with M&S, a two-week employability programme for the homeless and those at risk of homelessness, school leavers programmes and a Kickstart programme.

Among brick-and-mortar retailers, Co-op's recent commitment to report the SEB of their workforce stands out as an initiative that aims to contribute to levelling up (Harvey).

## Social mobility initiatives in retail and logistics

**In logistics, approaches aimed at supporting social mobility have included training for current employees and offering different apprenticeship schemes. Importantly, these apprenticeships are available in sites throughout the UK and some of them are open to existing employees, as in the case of a scheme announced in 2022 by Amazon (Frontier Economics 35).**

**In the transport sector, the Social Mobility Working Group was created as part of the Strategic Transport Apprenticeship Taskforce (STAT). The Working Group advocates for pre-employment training, which includes work experience, work placements and pre-apprenticeship schemes. Since 2016, there have been 8,200 apprenticeship opportunities created in the transport sector through STAT (Department for Transport). An example is Heathrow's Employment and Skills Academy, which offers pre-employment training that includes airport specific courses that are tailored to match current vacancies within the airport (Department for Transport). Another company within the sector, SKANSKA, has developed a work placement programme 'Experience Skanska', specifically for applicants from different SEBs, including NEETs, offenders, ex-military, people with disabilities or those returning from a career break of two years or more (Department for Transport).**

**Amazon sponsors Generation Logistics, a sector-led, government-backed campaign that since August 2022 has been improving perceptions of what logistics can offer to the next generation of career-seeking talent.**

## Conclusion

The size, growth and geographical distribution of roles in retail and logistics mean that these sectors have a uniquely powerful opportunity to scaffold progression opportunities across the regions - diversifying entry routes into meaningful and fairly-paid roles, while providing correspondingly clear routes into professional and managerial roles for those who aspire to undertake them.

The rewards of collective responsibility and collective action to support social mobility in retail and logistics are significant: a society with greater equality, a stronger economy, businesses with more productive and resilient workforces, and individuals whose progression is determined by talent and tenacity – rather than limited by the circumstances into which they were born.

There has been a persistent view that 'long range' mobility is the goal: that spring-boarding those from the lowest socio-economic groups to the highest socio-economic status occupations is the sole purpose of social mobility. Such a narrow definition limits us, advocating only for 'big jumps' in career levels and assuming that people should move away to move on, thus dislocating them from their social and cultural hinterland to achieve their potential.

Retail and logistics have an opportunity to re-shape the social mobility debate, and the definitions of success associated with this agenda, by using a wider definition of social mobility that advocates for smaller career shifts, skill building, and accessible careers regardless of geographic location.

# Conclusion

**To understand more about the current patterning of these opportunities, we need to collect more data about these ‘occupational maps’ and the SEBs of those who are currently navigating them. This will enable a precise understanding about current practices that are progressive, where there are barriers to progression, and career journeys that are more obscure or unattainable for those from lower SEBs.**

**The collection and analysis of this data will require collaboration between organisations, so that the picture of the sectors is clear at the macro-level, rather than limited to isolated organisations. In parallel, the development of apprenticeships is vital to the growth of career routes and training in retail and logistics, and organisations pioneering these approaches have an opportunity to develop their own talent, but also to develop a blueprint for other sectors, where apprenticeships risk perpetuating inequalities rather than alleviating them.**

**The strong view emerging from this review is that, with deliberate action and the gathering of more robust data, retail and logistics can contribute significantly to alleviating inequalities across the UK. We commend these recommendations to leading organisations in retail and logistics; action will require collective responsibility, but it will also require leadership among those employers who are most influential.**

**The full literature review is available on the Bridge Group website, including all references: [www.thebridgegroup.org.uk](http://www.thebridgegroup.org.uk)**

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