

# Celebrating 20 Years

of exceptional talent and social impact





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In this report, we are celebrating 20 years of Arrival's social impact practice, a division of our management consultancy

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# Driving performance: the value of Arrival's work



Sir Dave Lewis, Chair, Haleon

A very significant part of my career has been built living and working overseas. Unilever sent me to Latin America, Asia, Central and Eastern Europe, and North America before giving me some global responsibilities. I loved it.

The people I met were open and generous in the time and the insights they gave me. They shared their cultures and idiosyncrasies with me. It was a privilege and a gift. I became highly sensitised to the nuances and the differences required to operate effectively in environments that were not the ones I grew up in. So, when I joined Tesco in 2014, it was the first time I'd lived in and had a significant UK focus in my role for years.

One of my investors, Artemis, asked if I would speak to a group of young people, aged 16-17, who were participating in the company's annual investment simulation programme. That was my introduction to Arrival.

That evening, I had a conversation with around 30 young people who were trying to make their way in the world and in particular, the City of London. They were mainly born in the UK but with international heritage. The conversation we had that night had a profound effect on me.

I realised that in returning to the UK, I had unconsciously slipped back into an instinctive comfort zone. I no longer felt sensitive to different communities, experiences and voices.

**Meeting some of the talent from Arrival gave me a lightbulb moment. They were switched on, driven and smart, but felt like they were not listened to. They had few real opportunities.**

I was left wondering whether my young colleagues from ethnic minority backgrounds at Tesco also felt that they were misunderstood and unable to fully contribute.

That inspired me to work with Arrival at an executive level, to connect and understand the extent to which this was the case. In turn, this ignited a programme of work that has cascaded throughout the Tesco organisation and which is still maintained today. Arrival and the talented people its programmes brought to Tesco showed us how we were unconsciously excluding some of our colleagues and why, as a result, we were missing a huge opportunity.

A lot has been written and debated about the power of diversity and inclusion. But the obvious performance improvement it brings should be a common ground for all organisations. If you don't gather the expertise that true diversity brings, if a portion of your team feels excluded, then you miss out on significant performance uplifts.

Arrival demonstrated an ability to understand Tesco's business strategy and model, and marry that with deep insights into this extraordinary group of talent. Their time spent working in education, combined with their management consultancy backgrounds, are real differentiators.

Arrival added huge value to both me and the whole Tesco operation. When I left Tesco, I was asked if I would help them to think about how their impact can be increased. As a result, myself, a number of other executive team members at Tesco, and investors from a wider network, decided to invest in that vision.

Arrival is doing something so truly unique, important and critical. Organisations are wasting valuable talent, because they feel excluded and unable to contribute. If we are serious about growth, that needs to change.

The data in this impact report further evidences the incredible long-term impact Arrival has had on young talent, but also on our best businesses, in the very best way — a way that drives productivity and performance.

**Their social impact work is not a charitable exercise; it is essential for our nation and our leading companies. No-one is even getting close to the work Arrival does in this regard.**

It's been an honour to work with Emily, Daniel, the Arrival team and their talent network. I recommend them to any organisation, here or overseas, that cares about sustained results and growth by unlocking the performance potential of all their people and their culture.



“

I think the impact Arrival has on you as a leader is really quite profound.





# A 20 year journey



Daniel Snell and Emily Shenton, Co-founders, Arrival

Arrival is a management consultancy, working with global and UK enterprise businesses to establish productivity, performance and growth. We are expert at transforming individual, collective and organisational behaviours at scale and at pace, to drive strategic success — working with some of the best-known executive teams and with organisations in almost every country and region worldwide.

Alongside this work, we are extremely proud of our social impact practice, which is 20-years-old this year. It was founded on a simple but powerful insight: businesses are missing out on serious performance gains by not unlocking the significant pools of talent and unrecognised potential in low-income communities in the UK. This original insight was gained after we began volunteering, after work and on the weekends, in inner-city schools in London. These schools were in communities where the

typical household income was significantly below local and national averages, many people lived in poverty, and crime was rife.

We were initially motivated by a tragic event, when a friend's younger brother was stabbed in a street incident and died. But quickly we realised that, contrary to the public discourse, these communities contained a large and extraordinary talent pool. They were ambitious, smart, resilient and resourceful, many spoke multiple languages, were part of the digital native generation and understood both the UK and overseas cultures. In short, they had the qualities and capabilities that leaders in top businesses told us they needed from their workforce to drive their businesses forward for global growth. But we also saw the chasm between this talent pool and organisations.

## FOREWORD

There were so many structural issues and barriers on both sides that seemed almost impossible to bridge. At the time, the best graduate roles in the best organisations were the preserve of people like us, who came from middle class homes, attended Russell Group universities, and understood a whole series of unwritten rules of how to navigate UK plc. Yet we could see the huge potential, not only for business, but for society too.

By helping this talent group manoeuvre their way into top businesses and eventually into positions of leadership, we knew that the wider positive social impact on their families and communities would be significant. And so, we decided to apply our experience in high-performance, leadership development and behaviour change — in partnership with our network of business leaders — to design and deliver programmes that could transform outcomes for this young talent and their communities, giving businesses an exciting performance edge — all while driving social mobility at scale.

The challenges were almost insurmountable: there was no obvious mechanism for funding our approach, and what was available was highly competitive and limited. At the time, most businesses had narrow definitions of 'talent', which our community did not fit into. Working with under-resourced inner-city schools was challenging, and supporting young people who often had complex lives, over a long-term period, was both a privilege and fraught with difficulties.

But we were so convinced of the talent and the opportunity for businesses and wider society that we pressed on regardless. This was only possible thanks to the support of forward-looking leaders from the best UK and global businesses, who also saw the opportunity and the need.

As we look back over the last 20 years, the question is: have we achieved what we set out to do?

To assess this, we conducted a survey of Arrival programme alumni. The data, set out in the following pages, demonstrates that not only have our talent gone on to build careers in leading businesses, with many being identified as future leaders, but in-so-doing, we have created sustained social mobility and wider positive impact for family, friends and their communities.

**While we have not single-handedly changed perceptions and realities across society and business, the landscape today for our talent is thankfully, very different from when we first started. More and more businesses and leaders are thinking differently about talent.**

Although we are delighted by the impact of 20 years, the potential of this talent pool to drive performance, productivity and growth for business and society, is huge. And nowhere near being fully realised. Their focus on performance, their drive to succeed, their ability to make the hard decisions, their understanding of both UK and overseas markets can give businesses a global competitive advantage.

We hope this report leaves you feeling both inspired and excited about the possibilities for both business and society by unlocking this extraordinary talent.



# The talent and our reach

The target group for our social impact work is smart, ambitious young people, from state schools in low-income communities, who want to build their career and life success. Although we work with a wide age range of talent, we predominantly focus on providing support for 14-22 year-olds.

While our primary geographical focus over 20 years has been London and the South East, we have also supported and continue to support young talent from low-income communities across the UK & Ireland, including Bristol, Cardiff, Manchester, Birmingham, Newcastle, Leeds, Glasgow, Leicester, Coventry, Northampton, Dublin and more.

Our female-male ratio target is 50:50, and due to our focus on talent from large cities, around 95% of our talent group is non-white British.

## Eligibility for our social impact programmes

- To be eligible for Arrival programmes, talent must meet requirements in the following areas:

  - State-educated
  - From low socio-economic background – assessed via a combination of household income, receipt of income-related benefits, and eligibility for free school meals whilst at secondary school<sup>1</sup>
  - Desire to build a successful career in business, but with no network to help
- Participants from the 2024/25 programme cycle, who at the time of application were 16-17-years-old had the following attributes:

  - Median annual household income of £22,500, 52% lower than London median and only £1,500 above the London poverty line
  - 22% from families with a household income below £15,000 per annum
  - 61% were eligible for free school meals, compared to 25.7% in England<sup>2</sup>
  - 62% knew no-one who could provide them with career advice and guidance. 38% only knew one person

## Selection for our current social impact programmes

Our programmes are always oversubscribed — typically by 300% — so we have to make some hard choices. When selecting students, we prioritise ambition, drive, reliability and desire to learn above academic performance.



## 20-year reach

To guarantee outcomes, we focus on providing in-depth development for targeted talent, rather than light touch experiences for large numbers.

Over 20 years, nearly 6,000 young people, from 184 schools in the UK and Ireland, via nearly 10,000 development opportunities, have received extensive support from Arrival and our corporate partners. The talent has received circa 240,000 development hours from Arrival's team and our nearly 4,000 corporate participants.

A conservative assessment of the wider impact, based on feedback data from talent and corporate volunteers, is that a further 80,000 people — peers, colleagues, family and community members — have been positively impacted by Arrival's programmes.

This does not include the much greater in-person impact on workforces, neighbourhoods, schools and communities, as well as a much wider reach through online platforms, which anecdotally the network has told us has been positively impacted by their participation.





# Assessing impact

To understand the impact of our social impact work over the last 20 years, and to assess the success of our mission so far, we conducted research with a representative group of our talent network<sup>3</sup>. The focus of our research was to understand whether we had delivered against our goals, namely:

01

Helping our talent group **build successful careers** at leading organisations

02

Creating **sustained social mobility** for individual young people

03

Delivering **wider positive social impact** for their families and communities



### What approach have we applied?

We have analysed the data in line with two of the three measures of the UK government's social mobility index, namely:

#### 01 Drivers of social mobility

Childhood conditions, education, occupation and income level of parents.

#### 02 Intermediate outcomes

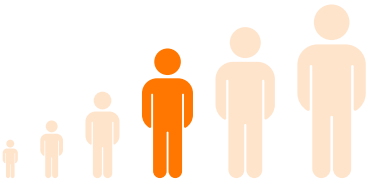
Measuring the progress people make from their starting point to an early endpoint. These include outcomes such as employment in their 20s, higher education progression, and school results at 16-years-old. We have added an additional interim measure around home ownership.

We also asked respondents for their reflections on the key benefits of working with Arrival for them, their families and their wider community.

### Research participant group profile

We approached all talent in our network aged 21 and over, who participated in one or more of Arrival's social impact programmes during the period 2008-2025<sup>4</sup>. 135 programme alumni completed the survey.

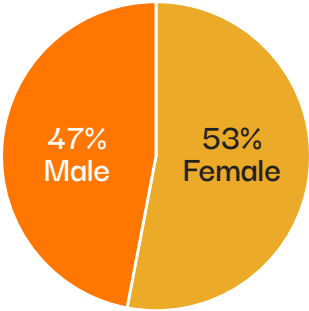
### Our respondents are:



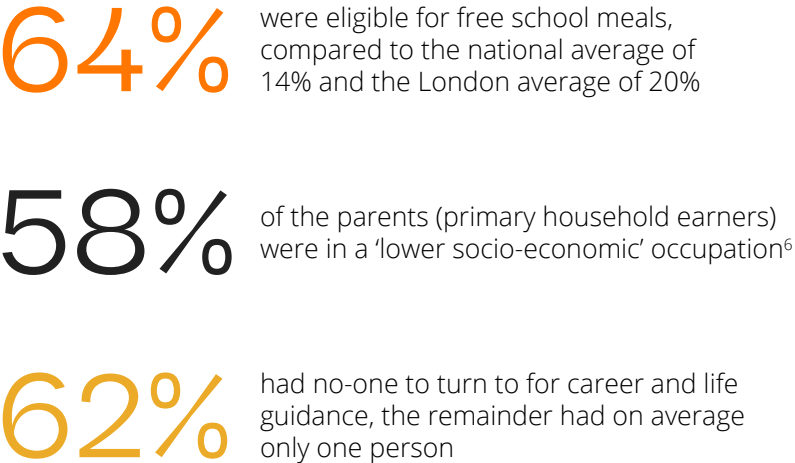
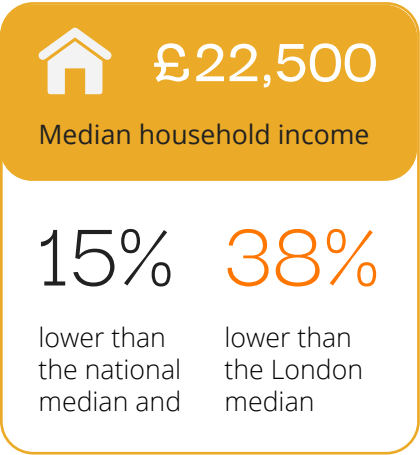
Aged 22-32-years-old

82%

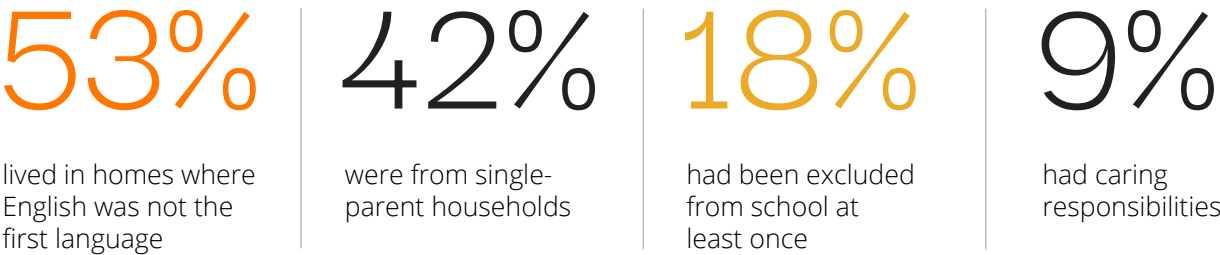
in full-time work or running their own business (remainder in Higher Education or taking a career break)



### When they were at secondary school<sup>5</sup>:



### Additionally:



# Impact analysis

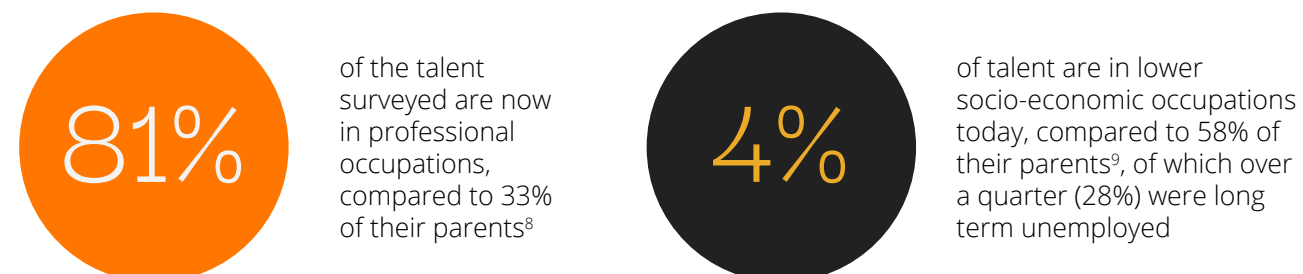
## Impact on lives:



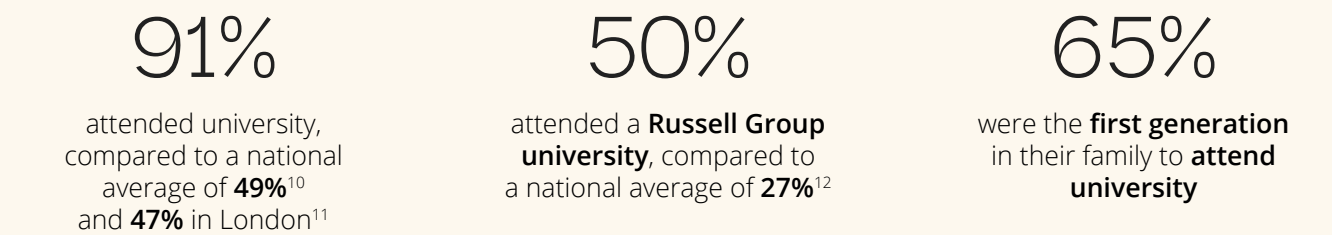
**Income:** Arrival participants earn significantly more today than their household income growing up, while also out-performing the national average income



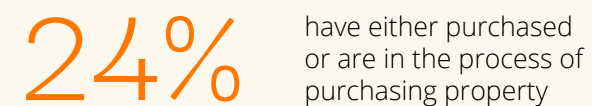
## Occupation:



## University attendance:



## Home ownership:



## Network:



## Positive impact on others:



## Additionally:



# Talent spotlights



**Johannah Fening,  
Architect & Lecturer**

At school, I often felt I had to dim my light. Arrival gave me a safe space and a one-of-a-kind environment where I could confidently express myself, challenge my thinking, and apply 'success skills' in my life. The ethnic and socioeconomic background of most of the people in my school, in Croydon, was completely different to the Arrival team. But we saw how authentic and invested in us they were. That built trust.

I was exposed to a new world: workshops with City firms, immersive programmes with major companies such as Skanska and Endemol, and one-to-one coaching from senior business leaders. Today, I'm a qualified architect, mentor and educator. There is no doubt that Arrival contributed to my journey and calling to support the next generation of ethnically diverse architects.



**Daniel Afolabi,  
Associate Solicitor**

I'd always been driven and played professional football growing up. That kept me out of some of the chaos around me. But outside of football, I had no clear ambition for my future. My first encounter with Arrival was a presentation about earning potential. Coming from a school in North London with a high rate of kids on free school meals, where fights and exclusions were common, it wasn't a message we were used to.

Through Arrival, I gained exposure to corporate environments, with mentors from Coutts and Sky. Those relationships are ongoing to this day and helped me to see myself in places I'd once have thought were off-limits. Now, I work at one of the world's leading law firms. It was Arrival that helped me to realise I deserve to be in the room. Not because I have been handed an opportunity, but because I've earned it.



**Evelita Simkute,  
DevOps Engineer**

I met Arrival shortly after moving to the UK from Belarus. I was still learning English, but knew I wanted more than school could offer. No-one there talked about personal development or careers. Arrival opened those pathways and soon, instead of hanging out outside with my friends, I was changing into business attire and heading to workshops in central London.

The Arrival team listened, challenged us, gave us the space to think about who we wanted to be. Sessions focused on different life skills, such as confidence, perseverance, integrity, communicating with purpose and we applied those lessons to real-life situations. I learned to belong in spaces I previously never imagined. I now work in DevOps at Capgemini and have recently started a secondment in my company's Social Value department — a move directly inspired by Arrival and my desire to create positive change from within the corporate world.



**Kwabena Ankobia,  
Tech Entrepreneur**

My siblings and I were born in Ghana, but our parents moved to the UK so we could get a better education. At the time, I didn't understand that sacrifice and became disillusioned, not knowing what I wanted to do with my life. It was Arrival who first asked me what my goals were, setting my direction and keeping me on course. My mentor, Andrew Yaxley, created a two-week placement for me at Tesco and later helped me to land a graduate role at EY. That kind of support is rare.

Now, my brother and I run our own business, sourcing in-demand products online and alerting interested buyers. We're in our third year, serving major clients and have ambitions to grow — not to make money for money's sake, but to give back. How? By paying off our parents' mortgage. Arrival helped us to realise what they gave up, so we could have greater opportunity.





**Akshay Parmar,  
Quantitative  
Researcher**

Growing up in Newham, my school environment was marked by gang violence — creating an atmosphere where academic ambition meant keeping a low profile. It was in this context that Arrival first entered my life through a school assembly, sharing stories of participants who had progressed to Oxbridge. For the first time, I heard someone articulate that such aspirations were not only possible, but achievable.

Arrival was instrumental in shaping my development, providing me with essential leadership capabilities, emotional intelligence, and public speaking skills while teaching me how to navigate corporate environments with confidence. During one of the most challenging periods of my life — the loss of my father — Arrival reminded me that success doesn't require having everything figured out; it simply demands the courage to keep moving forward. The foundation Arrival provided led directly to an internship with TD Securities, where I am now a quantitative researcher, in a role typically reserved for PhD graduates. I've learned that exceptional opportunities exist for those willing to pursue them, regardless of their starting point.



**Ama Ankobia,  
Pharmacist &  
Entrepreneur**

For my parents, life was often about survival — putting food on the table, keeping the family afloat. Thinking about internships, career pathways or professional networks just wasn't part of the equation. At the point I met Arrival, through my older brother, I was on the path to becoming a pharmacist. But it wasn't what I really wanted to do. Arrival opened my mind to alternative options and introduced me to skills, a network, and workplace experiences that honoured my interests.

Growing up in an area often defined by its disadvantages, the unspoken message was often "no" — you don't belong in corporate spaces. Arrival disrupted that narrative, helping me to walk into rooms with confidence and show up as my authentic self. I now see senior leaders not as unreachable gatekeepers, but people who are curious, generous and open to learning from my perspective as much as I am from theirs.



**Biko Agozino,  
VP, International  
Investment Bank**

Although I was academically strong, active on the student council, and captain of the basketball team, I struggled with confidence and understanding my own "why." Meeting Arrival in Year 10 changed that. It challenged me to connect my actions to a deeper sense of purpose and to reflect on what I truly wanted from life. That shift in mindset has guided every step since — from studying Computer Science at Cambridge to building a career in investment banking.

One of the most powerful moments was taking my mentor Richard Henderson — the now head of Tesco Bank, on a tour of my old school and neighbourhood in Tottenham. It gave us both a new lens: he saw resilience and ambition in a place often underestimated, and I began to see my own story not as one defined by disadvantage, but by strength. Today, I draw directly from that experience in my own leadership. I use the same goal-setting frameworks Arrival taught me to help my team define their own vision and build towards it, just as I did.



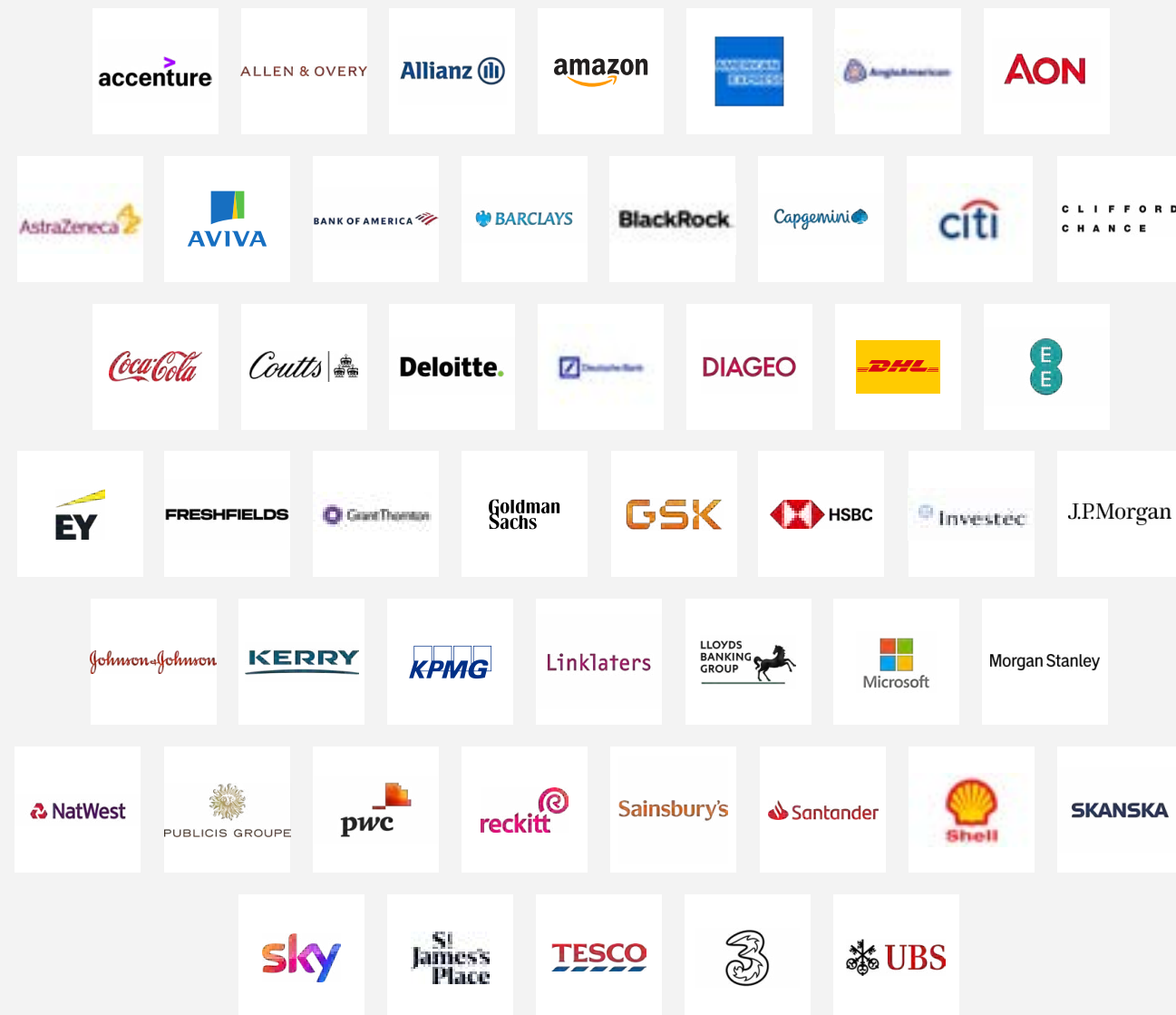
**Gaurav Seesurn,  
Event Logistics Coordinator  
& Entrepreneur**

I didn't have much structure in my life growing up. At school in Newham, I was surrounded by classmates who weren't particularly ambitious. At home, I was living in a low-income, single-parent household. I often lashed out without knowing how to deal with my emotions and had no clear idea of what I wanted to do. Then Arrival came to our school. At first, it was a way to get out of class. But it quickly became something deeper.

Arrival gave me a new way of thinking, taught me goal-setting frameworks, and helped me to discover the value of building strong relationships through mentors at Investec and Coutts — shaping my aspirations and giving me the confidence to pursue them. A decade later, I still keep in touch with them. Today, I am building my own business while working full-time and studying part-time at university — paying my own way, as the first in my family to go.

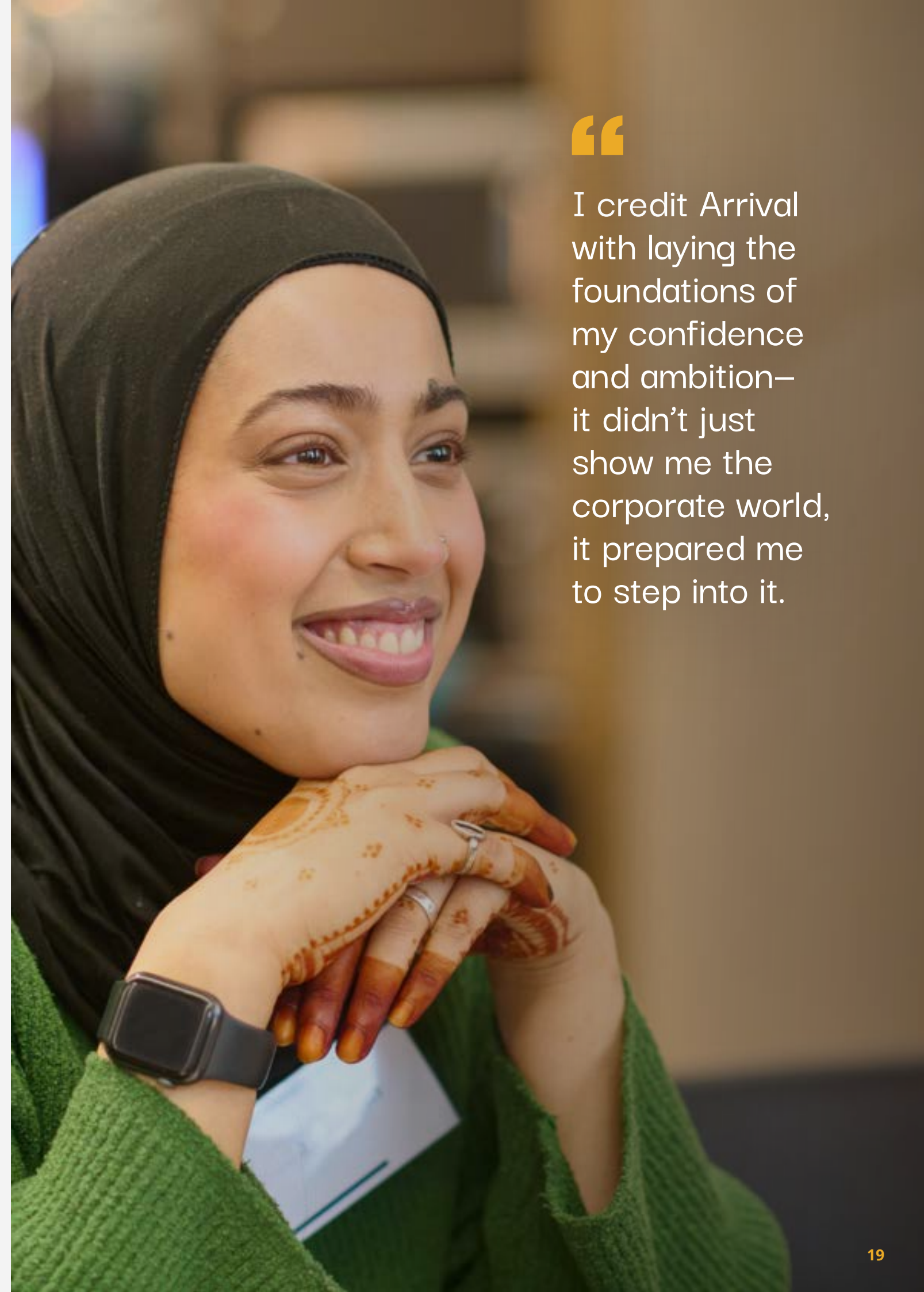
# Where the talent work

Through our programmes, our talent have entered a range of professional environments, building great careers in many of the world's leading organisations. Below is a small selection of where the talent has gone on to work.



“

I credit Arrival with laying the foundations of my confidence and ambition—it didn't just show me the corporate world, it prepared me to step into it.







# Programme design principles

Early on, we realised that to fulfill our vision and help our talent become drivers of business performance, it was essential to engage with businesses and their leaders. We knew we needed to get them as excited about the talent as we were, helping them to see that they could build a career in UK plc and develop the mindsets, knowledge, behaviours, skills and networks required to succeed.

Thankfully, over the last 20 years, we have met many individuals who see the same potential we did all those years ago, and are excited about the opportunity. But with constant budgetary pressures, we knew that we needed to make the process as frictionless and value adding as possible for our corporate partners.

So, we applied our leadership development expertise to designing and delivering experiences that would not only help our talent, but would also provide real value for our corporate partners — whether positively impacting their culture, helping colleagues develop their own leadership and management skills or recruiting talent from our network.

**While all of our corporate partnerships are bespoke, we always apply the same learning principles to ensure both talent and partners gain from the experience.**

Fundamental to all of our development experiences is relational learning. When two, seemingly very different communities, come together, there can, understandably be, apprehension on both sides. For learning and development to happen at pace, creating connection and rapport is an essential component to our programmes.

We focus on helping our corporate participants and talent find common ground in terms of deeper human values and motivations, help our talent feel able to be open and authentic, and ensure everyone can have fun in the process of learning.

## Rhizomatic learning approach

Our programmes are designed using rhizomatic learning principles: meaning that although our programmes are designed to consistently deliver at scale, our talent's learning journeys do not follow a single, linear path.

Change can start anywhere: a conversation, a workshop, a breakthrough in mindset. Young people influence business leaders; business leaders reshape talent strategies; programme alumni become mentors; and every interaction creates new growth.

**It's a living, interconnected system of change — rooted, expansive, and constantly evolving. But while the system is complex, the equation is simple:**

**Unrecognised talent**



**Forward thinking companies**



**Uplifts for business performance, economies and communities**

# 20 years of delivery

Over 20 years we have designed and delivered 35 uniquely different development programmes, some of which have been run more than 70 times.

## Programmes for participants aged 14-18

- The Access Network
- The Artemis Profit Hunt
- Cool & Successful
- Developing Leaders coaching programme
- Entrepreneurs' Mindset
- Eversheds Sutherland Unlocked
- Future Success
- GSK Developing Leaders
- Green Talent Fellowship
- Invest for Success
- It's Your Choice
- Jupiter Financial Confidence
- Mimecast Cyber Resilience Programme
- Morgan Stanley Advancing Futures
- My Success
- Our Success
- Peak Performance
- Success for Life
- Success for Me
- I'm Alright, You're Alright

## Success for Life

Success for Life (S4L) is our ground-breaking four-year talent development and social mobility — picking students up at 14 and supporting them through to 18.

Designed to bridge the gap between top businesses and our talent, the programme transformed beliefs, mindsets and behaviours, delivering lasting positive social impact.



## Programmes for participants aged 18-21

- Coutts Unlocked
- GSK Unlocked
- Jupiter Insight Week
- Kerry Coaching with Purpose
- Lansdowne Unlocked
- Peel Hunt Internship
- Skanska Leading with Purpose
- TPI Internship
- YSC Internship

## Unlocked

Our Unlocked programme format — run for a number of partners — is designed to help our talent gain a deeper understanding of specific professions/industries, building their confidence and capabilities to secure early career roles.



## Programmes for participants aged 22 or older

- Booker Group Inclusive Leadership Co-Mentoring Programme
- GPE Inclusive Leadership Experience for Execs
- Investec Career Catalyst
- Jupiter Financial Confidence
- Sky Inclusive Leadership Experience for Execs
- Sopra Steria D&I Game Changers Programme
- Tesco Business Leaders Co-Mentoring Programme
- Tesco Executive Co-Mentoring Programme

## Exec & Senior Leader Co-Mentoring

Our Co-Mentoring model helps Execs and Senior Leaders become inspired and excited about the potential of the talent pool.

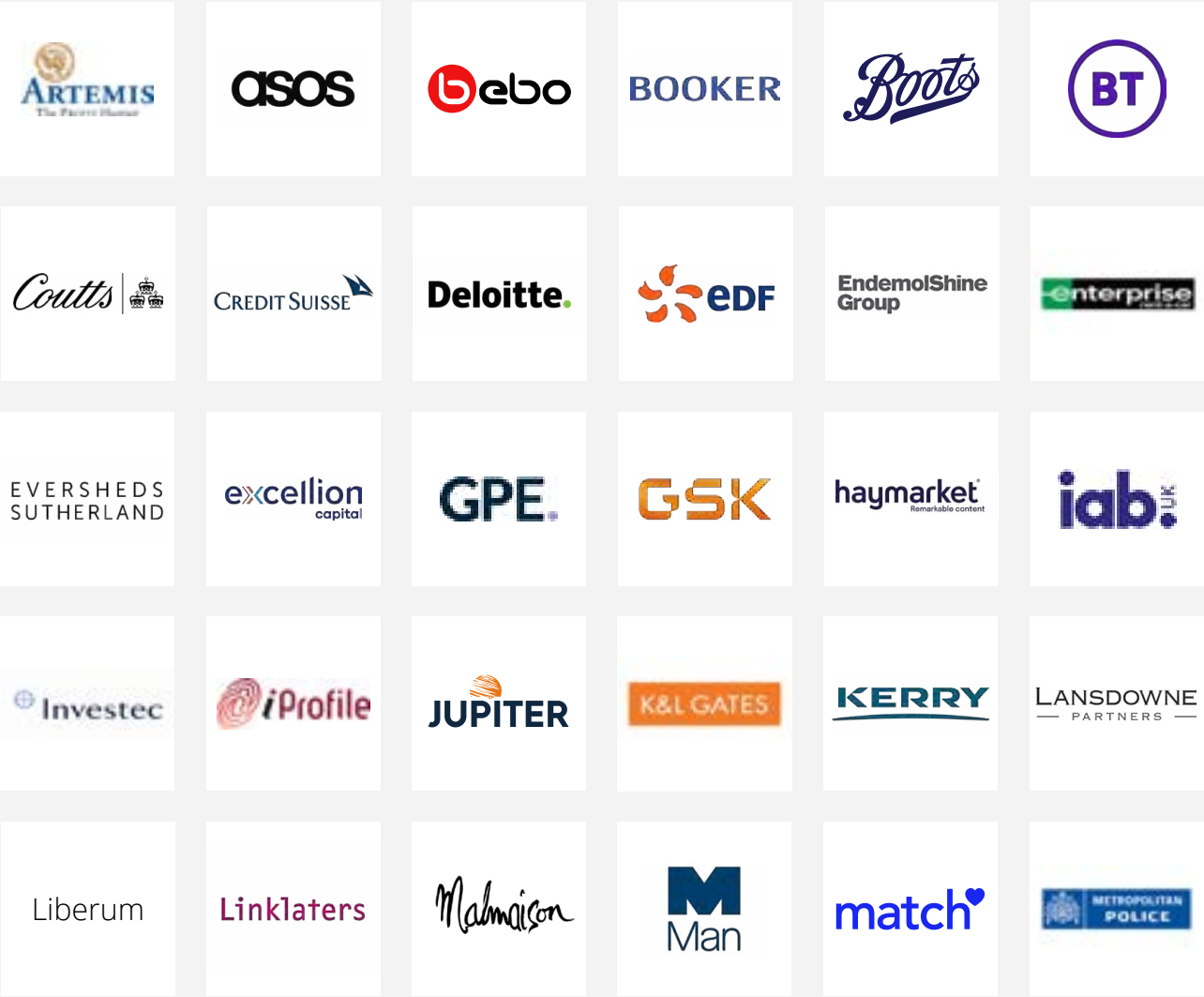
A thoughtfully crafted experience, it delivers lasting impact for leaders and their wider organisation in terms of talent attraction, retention and performance.



# Who we work with

We have been extremely fortunate to meet many visionary individuals — from business, third sector and government — who have advocated for their organisations to partner with Arriva's social impact practice.

Some of our social impact partnerships have been driven by well-known industry leaders; others have come through the advocacy, persistence and resourcefulness of colleagues at all levels. Without the support of the businesses and organisations listed below, none of our impact would have been possible.



Without a shadow of a doubt, Tesco is culturally a better organisation as a result of the work we've done with Arriva.

Ken Murphy,  
CEO, Tesco





# Partner spotlight

As a management consultancy, our ethos has always been to ensure that we deliver value for both our corporate partners and our talent. This ensures both the sustainability of our work, and delivery of the mission.

All of our partnerships are individually designed to deliver on a range of goals and logistics. The partnerships highlighted on these pages give a flavour of the breadth and depth of our work.



Artemis is a leading UK-based fund manager, offering a range of funds that invest around the world

Arrival partner since:  
**2013**

Number of participating staff:  
**173**

Arrival talent supported:  
**641**

Talent and staff reach:  
**Edinburgh, London, Manchester, Germany**

Programmes run:  
**Success For Life, Access Network, Artemis Profit Hunt**



This is by far the best thing we do to develop and enrich our culture at Artemis. It brings energy into the organisation, and is integral to our identity."

**Derek Stuart**  
Co-founder, Artemis Investment Management

## PARTNERSHIPS



GSK is a global biopharma company with a purpose to unite science, technology and talent

Arrival partner since:  
**2014**

Number of participating staff:  
**316**

Arrival talent supported:  
**205**

Talent and staff reach:  
**Birmingham, Bradford, Durham, Leicester, London, Manchester, Montrose, Stevenage, Ware, Worthing**

Programmes run:  
**GSK Developing Leaders, GSK Unlocked, Success for Life**



The GSK Unlocked experience is invaluable to me; it has challenged my perceptions and taught me to listen deeper and think bolder about talent and inclusion."

**Benoit Alsteens**  
SVP, Supply Chain, GSK



Investec is a leading international bank and wealth manager

Arrival partner since:  
**2008**

Number of participating staff:  
**617**

Arrival talent supported:  
**2332**

Talent and staff reach:  
**Birmingham, Leeds, Liverpool, London**

Programmes run:  
**Success For Life, The Entrepreneur's Mindset, Peak Performance, Access Network, Invest For Success, Investec Career Catalyst**



We love working with out of the ordinary people who have the ambition, confidence and energy to make things happen. The value of Arrival's work speaks for itself."

**Susie Sek**  
Programme Manager, Sustainability, Investec



Jupiter is an active asset manager that helps clients achieve their long-term investment objectives

Arrival partner since:  
**2022**

Number of participating staff:  
**144**

Arrival talent supported:  
**261**

Talent and staff reach:  
**Corby, London, Northampton**

Programmes run:  
**Jupiter Financial Confidence, Jupiter Insight Week**



We've alighted on a powerful and effective way of identifying talent that could consider our company as a career. That's everything we wanted to do and makes me proud to be Jupiter's CEO."

**Matt Beesley**  
CEO, Jupiter Asset Management



**Morgan Stanley**

Morgan Stanley is a multinational investment bank

Arrival partner since:

**2022**

Number of participating staff:

**719**

Arrival talent supported:

**842**

Talent and staff reach:

**Glasgow, London; Denmark, France, Germany, Hungary, Ireland, Italy, Saudi Arabia, Spain, Sweden, Switzerland, UAE**

Programmes run:

**Morgan Stanley Advancing Futures**



The Morgan Stanley Advancing Futures programme offers a unique pathway for young people to develop vital skills and networks."

**Noreen Whyte**

Managing Director, Global Co-Head of Loan Solutions & Securitisation Group and CEO Morgan Stanley Bank International Limited

**SKANSKA**

Skanska is a leading contractor, constructing, upgrading and maintaining the UK's infrastructure

Arrival partner since:

**2009**

Number of participating staff:

**223**

Arrival talent supported:

**397**

Talent and staff reach:

**Birmingham, Guildford, Leeds, Leicester, London, Manchester, Swindon**

Programmes run:

**Success For Life, Skanska Leading with Purpose**



Arrival improved our leaders' coaching skills, also changing how they perceived different talent. As a direct result, we have recruited diverse talent into our business."

**Paula Lindores**

Head of Leadership & Organisational Capability, Skanska

**TESCO**

Tesco plc is a British multinational groceries and general merchandise retailer

Arrival partner since:

**2019**

Number of participating staff:

**52**

Arrival talent supported:

**52**

Talent and staff reach:

**Birmingham, Coventry, Edinburgh, Leeds, London, Manchester, Wellingborough; Czech Republic, Hungary, Thailand**

Programmes run:

**Tesco Executive Mentoring Programme, Tesco Business Leaders Mentoring Programme**



Working with Arrival has allowed us to unlock some real key cultural changes within the organisation."

**Natasha Adams**

Group Strategy & Transformation Officer, Tesco



Arrival improved our leaders' coaching skills, also changing how they perceived different talent.

# Our schools



**Birmingham**

Blue Coat Comprehensive School  
Caludon Castle School  
CTC Kinghurst Academy  
John Willmott School  
Joseph Chamberlain College  
Queen Mary's Grammer School

**Bradford**

Dixons Allerton Academy

**Bristol**

Oasis Academy Brislington

**Cardiff**

Archbishop McGrath  
Fitzalan High School  
Ysgol Dewi Sant

**Chippenham**

Sheldon School

**Corby**

Kingswood Secondary Academy

**Essex**

Greensward Academy  
Westcliff High School for Boys

**Glasgow**

Dalziel High School  
Trinity High School

**Keighley**

Oakbank School  
University Academy Keighley

**Leeds**

Notredame Academy  
Swallow Hill Community College  
Tong High School

**Liverpool**

North Liverpool Academy (NLA)

**London**

Addington High  
All Saints Catholic College (formerly Sion Manning)  
All Saints Catholic Secondary School  
Alperton Community School  
Archbishop Tennison  
Ark Academy Acton (formerly Acton High)  
Ark Isaac Newton Academy  
Ashmole Academy  
Atlee A Level Academy - New City College

Avanti House Secondary School  
Aylward School  
Bacon's College  
Barking Abbey School  
Bow School  
Brampton Manor Academy  
Bromley High School  
Brook Sixth Form  
Burlington Danes Academy  
Capital City Academy  
Cardinal Pole Catholic School  
Carshalton Boys School  
Central Foundation Girls' School  
City and Islington Sixth Form College  
City of London Academy (Southwark)  
Clapton Girls School  
Claremont High School  
Coloma Convent Girls School  
Courtwood  
Crest Academy - Boys  
Crest Academy - Girls  
Crossways Academy  
Cumberland School  
Dormers Wells  
Drayton Manor High School  
Dunraren School  
Eastbury  
Eastlea Community  
Edenham High School (Now Orchard Park High)  
Edmonton County School  
Evelyn Grace Academy  
Featherstone High  
Forest Gate  
Forestdale  
Frances Bardsley Academy for Girls  
Gilberts Scott  
Globe Academy  
Gunnersbury School  
Haberdashers Hatcham College  
Harlington  
Harris Academy - Battersea

Harris Academy - Beckenham  
Harris Academy - Bermondsey  
Harris Academy - Bromley  
Harris Academy - Chafford Hundred  
Harris Academy - Chobham  
Harris Academy - Clapham  
Harris Academy - Crystal Palace  
Harris Academy - East Dulwich  
Harris Academy - East London  
Harris Academy - Falconwood (formerly Westwood)  
Harris Academy - Greenwich  
Harris Academy - Invictus  
Harris Academy - Ockendon  
Harris Academy - Purley  
Harris Academy - Riverside  
Harris Academy - South Norwood (now Upper Norwood)  
Harris Academy - St Johns Wood  
Harris Academy - Tottenham  
Harris Lowe Academy - Willesden  
Heston Community School  
Highgate Wood Secondary School  
Kensington Aldridge Academy  
King John School  
Kingsford Academy  
Kingsmead School  
La Retraite  
Lampton School  
Langdon Park School  
Langley Boys School  
Langley Park Girls School  
Leytonstone School  
Lister Community School  
Little Ilford  
Logic Studio School  
London Academy of Excellence (Stratford)  
London Academy of Excellence (Tottenham)  
London Enterprise Academy  
Loxford Sixth Form

Marylebone Boys School  
Morpeth School  
Mossbourne Sixth Form  
Mulberry School For Girls  
Mulberry Stepney Green College  
Newham Collegiate Sixth Form  
Newman Catholic  
NewVic College  
NMBEC  
Northolt High School  
Northumberland Park  
Northwood School  
Oaks Park High School  
Oasis Academy - Shirley Park  
Our Lady's Convent  
Paddington Academy  
Park Academy West London (formerly Stockley)  
Park View School  
Pimlico Academy  
Preston Manor School  
Queens Park Community School  
Queensmead School  
Raynes Park Academy  
Redgates School  
Ricards Lodge  
Robert Clack  
Rokeby School  
Royal Docks  
Sacred Heart Catholic School  
Saracens High School  
Sarah Bonnell School  
Segdehill Academy  
Selsdon School  
SFH6  
Six21  
Skinners Academy  
St Angela's Ursuline Sixth Form  
St Augustines CE High School  
St Bonaventures  
St Charles Catholic Sixth-Form  
St Dominics Sixth Form College  
St Joseph's College  
St Mark's Academy

St Mark's Catholic School  
St Mary's and St John's CE School  
St Mary's Catholic High School and Sixth Form  
St Olave's Grammar School  
St Paul's Way Trust  
St Thomas the Apostle Catholic School (STAC)  
Stoke Newington School and Sixth Form  
Stratford Academy  
Sydenham School  
The City Academy - Hackney  
The Grey Coat Hospital School  
The John Roan School  
The Palmer Catholic Academy  
The UCL Academy  
Thomas Tallis School  
Townley Grammar School  
Trinity Academy Brixton  
Valentines High School  
Villiers  
Walworth Academy  
Westminster City School  
Winchmore School

**Pershore**

Pershore High School

**Pontefract**

Pontefract New College

**Pudsey**

Priesthorpe Academy

**Rugby**

Rugby High School

**Wakefield**

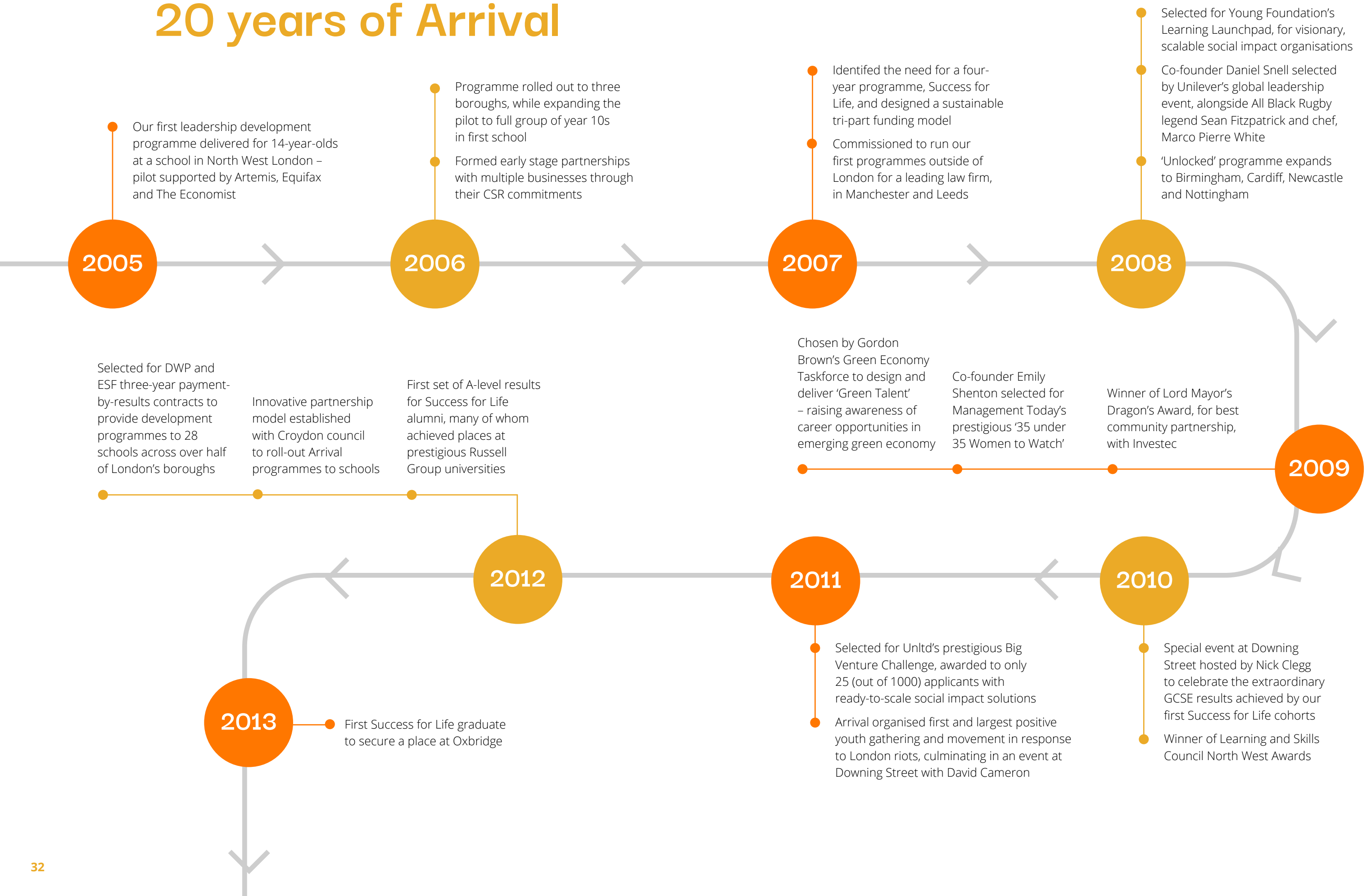
Wakefield College

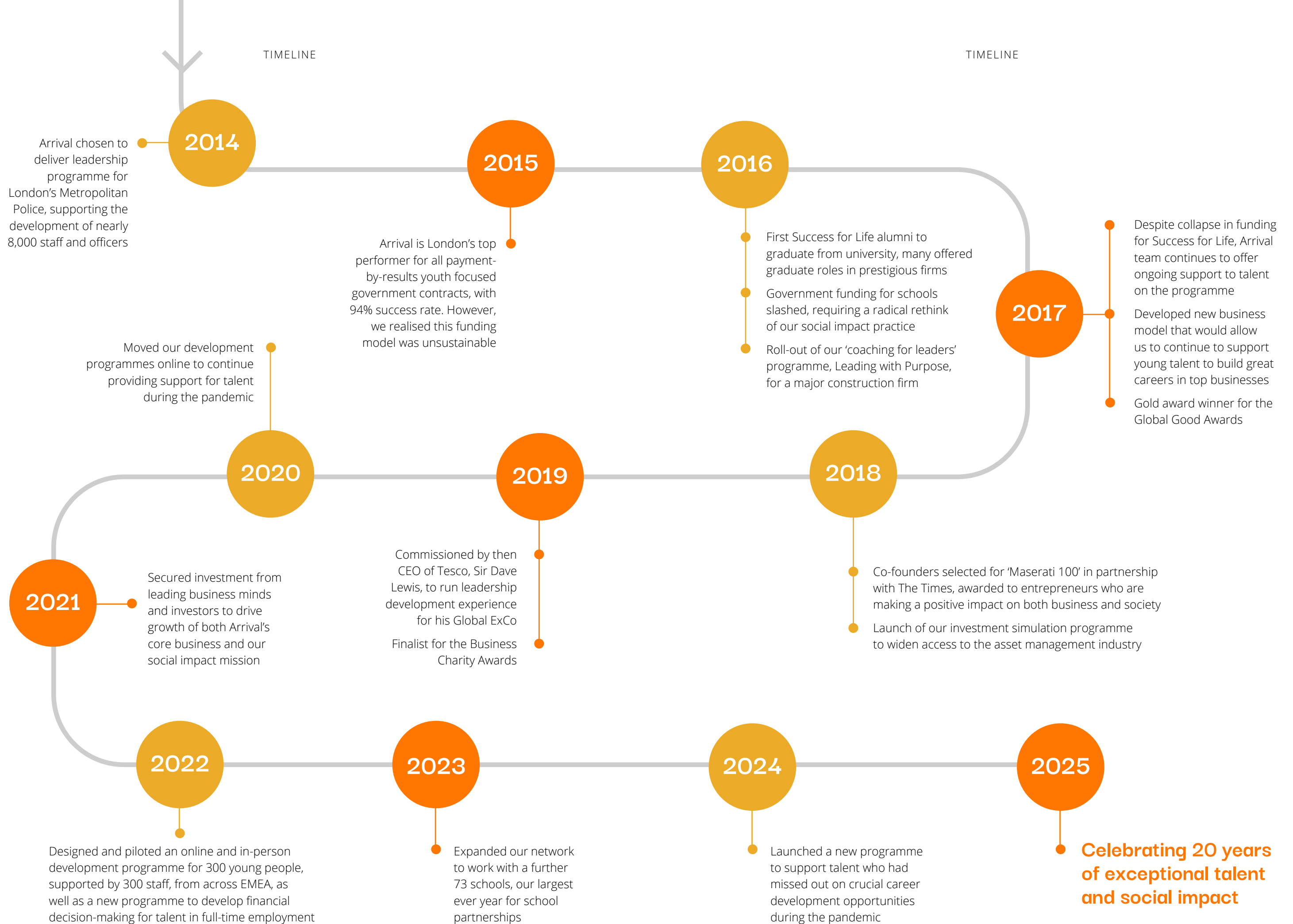
**York**

Fulford Sixth Form



# 20 years of Arrival









# Looking ahead

Reaching a significant milestone of 20 years — thanks to the belief of so many brilliant champions in business and schools, our team members and of course, the talent — has given us the opportunity to look back, with immense pride on all that we have achieved.

However, the real value is not in looking back, but in looking forward.

**We have never been more excited about the future: the future of UK businesses, and the role that Arrival and this talent pool can play in delivering on the UK's future success and growth.**

The United Kingdom leads the way in many key sectors, including retail, digital technology, creative industries, construction, advanced manufacturing, clean energy, defence, life sciences, financial, and professional and business services. We also have many things going for us: our globally spoken language, our 'soft' influence, near-universal superfast broadband coverage<sup>14</sup>, globally respected universities, a natural entrepreneurial spirit, as well as our proximity to Europe.

And yet, the UK economy, over an extended period, has struggled to deliver sustained, underlying performance, productivity and growth. But due to ever greater complexity, friction and rapidly evolving market environments, including the increasing cost of borrowing, many of the old approaches to driving profitable growth no longer work. We must look to new approaches if we want to genuinely deliver growth.

The potential of AI is exciting, but its full impact is still unclear. And the focus on creating organisational cultures based on feelings, meaning and purpose, where everyone can flourish, has not unlocked performance as promised.

UK businesses must remove distractions and embed high-performance cultures, where everyone in the organisation is singularly focused on delivering sustained uplifts in growth and productivity every day. This will take having hard conversations, making hard decisions and doing the hard things, as standard.

Right under our noses, there's an obvious solution.

In our inner-city communities, we have a large and exceptional talent pool, who are intensely driven to succeed, who achieve exceptional results in spite of

## LOOKING AHEAD

often overwhelmingly complex circumstances, who have had to absolutely focus on doing the hard things, who are not bound or burdened by modern social conventions and attitudes, but are focused on outcomes. In short, the characteristics of people who deliver outstanding results.

But not only do they have the characteristics of high-performers, but in their diversity of background, they bring a unique ability to understand and connect with every country and culture in the world.

**It is our belief that by ensuring organisations can attract and unlock the contribution of this talent group, we will realise the true growth potential of our best businesses.**

To do this, organisations will need to ensure they successfully align their people's daily efforts, contributions, and performance to their strategic growth ambitions. We have seen, time and time again, that organisations are still not ready to maximise their people and their contributions fully. In this regard, Arrival are uniquely placed to help businesses 'rewire' to a high-performance culture, where everyone can contribute to a growth agenda effectively.

Our moment has arrived.

Arrival's work is not, and has never been, a charitable exercise. We never offered endless opportunities, and were always consistently demanding of the talent in our expectations and standards.

Many businesses have reached the moment where it has become necessary for new approaches. The best way for Arrival to help businesses achieve performance, productivity, and growth is twofold; firstly, help them attract and unlock the incredible energetic performance potential in this large and exceptional talent pool, and secondly, ensure they are able, organised and culturally prepared for the new 'performance first' epoch we are now in.

We are reminded of a quote by Shakespeare: "It is not in the stars to hold our destiny but in ourselves." It is up to all of us, and especially those of us in leadership decision-making positions, to remember that a simple and compelling idea can change the world, especially when combined with extraordinary talent, and an ambition and necessity for better.

Together, with your help, we can unlock the future.

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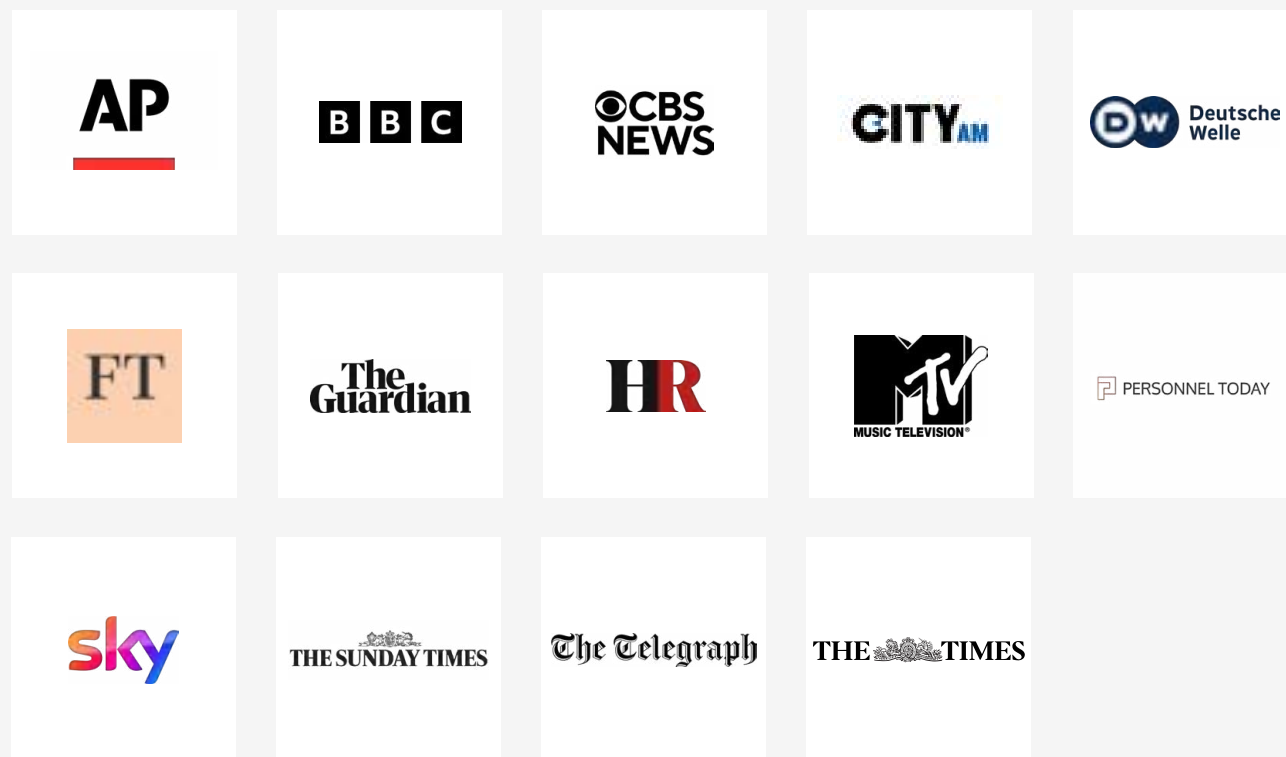
**Daniel Snell and Emily Shenton**  
Co-founders, Arrival



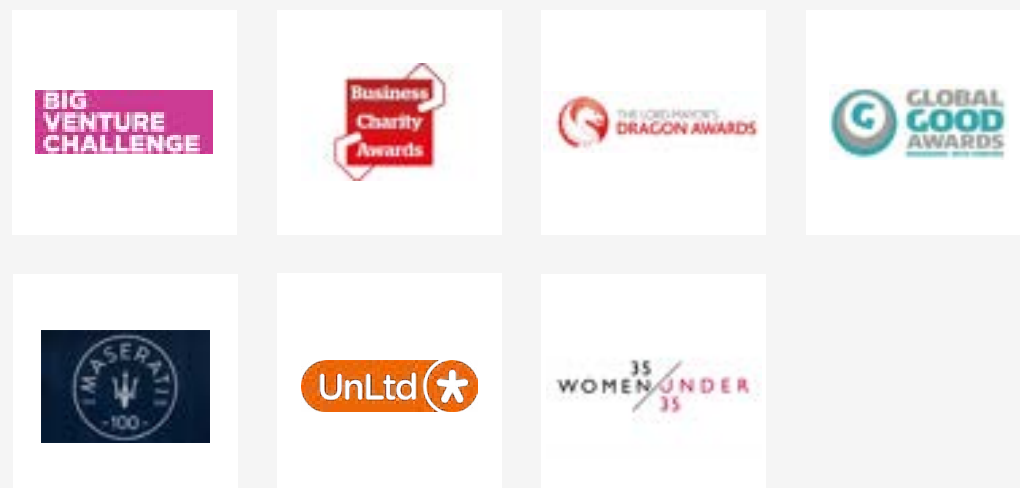
# Media and awards

Over the past 20 years, Arrival has been celebrated for its success in unlocking exceptional talent, in both national and international media – also winning a number of prestigious awards for our innovative approach. Here is just a few of the brands that have recognised the achievements of our team, talent, and partners.

## Media



## Awards



### Social Impact

If you are as inspired as we are about the extraordinary potential of our talent pool, and you are excited about the positive impact an Arrival partnership can have on your business, please email us at:

✉ [connect@wearearrival.com](mailto:connect@wearearrival.com)



### Management Consultancy

If you are curious to understand more about our approach to helping leaders align organisational behaviours, at pace, to ensure successful delivery of their strategy, please email us at:

✉ [connect@wearearrival.com](mailto:connect@wearearrival.com)





# Acknowledgements

Thank you to everyone who has shared our vision, believed in our mission and contributed along the way.

## Investors

Alan Stewart, Andy Gray, Charles Wilson, Charlie Johnstone, Sir Dave Lewis, Derek Stuart, Jonathon Regis, Lindsay Whitelaw, Nick Shenton, Peter Davies, Simon Patterson, Sinclair Beecham, and Stuart Roden

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## Champions

Aidan Bell, Alice Wright, Alison Gardner, Alison Grace, Alison Horner, Alessandra Bellini, Andrew Holford, Andrew Muldoon, Andrew Summers, Andrew Yaxley, Andy Bird, Angela Brennan, Bella Lambourne, Benoit Alsteens, Carla Van Rensburg, Carrie Heiss, Caroline O'Reilly, Chris Griffiths, Chris Meyer, Claire Pickthall, Claire-Marie Roche, Clare Rowe, Colin Jones, Dan Hall, Danny Firth, David Hamilton, Donna Miller, Dylan Hobson, Ed Martoni, Eilidh Bett, Emma Rose, Emma Tamblingson, Emma Taylor, Emily Harrison, Flor Healy, George Gordon, Gerry Mallon, Graham Hodgkin, Greg Rowe, Gurnek Bains, Helen Martin, Henry Silver, Hester White, James Arnold, James Chancellor, James Clarry, James McManus,

Jamie Stuart, Jan Marchant, Jason Chaffer, Jason Tarry, JD Buckley, Jo Carter, Jonathan Taylor, Jonny McQuarrie, Julian Rodriguez, Kari Daniels, Ken Murphy, Kene Umeasiegbu, Kirsty Robertson-Smith, Kirsty Tuerena, Liz Burton, Liz Cole, Lochy Robertson, Luke Hesketh, Mark Lawrence, Martin Fewell, Matt Beesley, Matthew Taylor, Michael Robinson, Michelle Manuel, Michelle Scott, Ming Flanagan, Mirjana Curcic, Natasha Adams, Nick Beighton, Nick Sanderson, Nick Wargent, Niklas Franck, Noreen Whyte, Oliver Crook, Paras Anand, Pat Doig, Paul Richmond, Paula Lindores, Peter Bauer, Philip Wolstencroft, Raheel Altaf, Rebecca Mallows, Riccardo Calliano, Richard Henderson, Rob Challis, Rory Nath, Ruth Leas, Samantha Banks, Simon McBride, Simon Stilwell, Lord Stanley Fink, Steve Butts, Steve Cooper, Steven Fine, Stephen van Rooyen, Susie Steyn, Teresa O'Brien, Tim Hinks, Tim Smit, Toby Courtauld, Tom Denyard, Toni McKay-Lewis, Tony Gurney, Tony Hoggett, Tracey Kinsella, Tracy Clarke, Triona O'Keeffe, Tri Huynh, Vanessa Rogers, Victoria Heffer, Will Cadbury, and Yemi Emiola

## Friends

Adam Gold, Alain Sherter, Alison Proud, Anja Kueppers, Anthea Shenton, Billy Suid, Daniel Kinder, Darius Norrell, Ed Fox, Hugo Simpson, Jade Tong, Jo LeGleud, Jonty Olliff-Cooper, Kalim Rahaman, Kay Fellows, Louise Mousseau, Paul Birch, Phil Wilkinson, Renee McTavish, Ruth How, Sally Bibb, Sam Barnett, Sam Coates, Sam Sethi, Simon Callow, Steve Moore, Syd Nadim, and Wyndham Lewis

With special thanks to all of our amazing social impact colleagues, past and present, who work tirelessly to change life outcomes.

Our final thank you goes to all of the extraordinary talent who have participated in our programmes.



“

Arrival helped me see what was possible. It gave me the drive and belief that I belonged in these spaces and could thrive in them.



Footnotes

1

Eligibility for free school meals is based on the following (source: gov.uk) If families are in receipt of: Income Support; income-based Jobseeker’s Allowance; income-related Employment and Support Allowance; support under Part VI of the Immigration and Asylum Act 1999; the guaranteed element of Pension Credit; Child Tax Credit (provided you’re not also entitled to Working Tax Credit and have an annual gross income of no more than £16,190); Working Tax Credit run-on - paid for 4 weeks after you stop qualifying for Working Tax Credit; Universal Credit - if you apply on or after 1 April 2018 your household income must be less than £7,400 a year (after tax and not including any benefits you get)

2

Academic Year 2024/25: Schools, pupils and their characteristics, Department for Education - published 5 June 2025: <https://explore-education-statistics.service.gov.uk/find-statistics/school-pupils-and-their-characteristics/2024-25>

3

Total number of respondents = 135

4

2008 marks the year we were able to secure funding for our first long-term social mobility programme, Success for Life.

5

In most cases, ‘average’ in data points throughout the following sections refers to the median figure, unless it was unavailable, in which case the mean has been used.

6

“Lower socio-economic occupations” are defined as per the Office for National Statistics’ (ONS) National Statistics Socio-economic Classification system (NS-SEC) Groups 5-8 (Higher working class, including lower supervisory, technical and semi-routine workers, lower working class and workless families). These include: technical and craft occupations such as plumber, electrician, train driver; routine, semi-routine manual and service occupations such as postal worker, security guard, caretaker, catering assistant, sales assistant, cleaner, waiter/waitress, bar staff; and long-term unemployed (claimed unemployment benefit for 1y+)

7

This comparison is for a sample of 22-29-year-olds, to allow for direct comparison to latest ONS data (Earnings and hours worked, UK region by age group, 2024: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/earningsandhoursworkedukregionbyagegroup>)

8

Based on occupation of main household earner, when talent was in secondary school

9

Based on occupation of main household earner, when talent was in secondary school

10

Education and training statistics for the UK, Department for Education – published 28 November 2024: <https://explore-education-statistics.service.gov.uk/find-statistics/education-and-training-statistics-for-the-uk/2024>

11

Education, England and Wales: Census 2021 - published 10 January 2023: <https://www.ons.gov.uk/peoplepopulationandcommunity/educationandchildcare/bulletins/educationenglandandwales/census2021>

12

Russell Group grows market share but some members struggle, Times Higher Education - published January 30 2025: <https://www.timeshighereducation.com/news/russell-group-grows-market-share-some-members-struggle>

13

Averages rounded up to closest whole age, data sourced from: The average age of a first-time buyer in the UK, Mojo Mortgages, Aidan Darrall and Stuart Bowman - 4 June 2024: <https://mojomortgages.com/first-time-buyer-mortgages/average-age-of-a-first-time-buyer-uk>

14

Connected Nations UK Report 2024, Ofcom - published 5 December 2024: <https://www.ofcom.org.uk/siteassets/resources/documents/research-and-data/multi-sector/infrastructure-research/connected-nations-2024/connected-nations-uk-report-2024.pdf?v=386497>





