Future Skyline Skills
Commitment

SKILLS FOR A
SUSTAINABLE
SKYLINE

CITY
OF
LONDON

Building the Future:
A commitment to people, skills & sustainability

The built environment industry is more than just bricks and mortar; it is about people, progress, and possibility. This commitment, developed by the City of London Corporation and the Skills for a Sustainable Skyline Taskforce, empowers **main contractors**, **subcontractors**, **client teams** and further education (FE) providers to shape a sector that is sustainable, inclusive and future-ready.

This commitment started in London, but its message is universal: it's not enough to open the door to the built environment, we must also improve what's inside. Too often, we prioritise entry over experience. High dropout rates, poor mental health, and burnout aren't side issues, they're signals. Retention must come first. We need to be clear about what kind of project environments we're inviting people into and take responsibility for improving them.

This **free, best endeavours** framework responds to that reality. It helps you build fairer, safer working environments, inspire future talent, and lead meaningful, lasting change across the industry.

We'll explore how to use this document on pages 4-6. We'll outline The Future Skyline Skills Commitment specifications on pages 8-19, and supporting documents can be found as appendices on pages 21-26.

Contents

How does the Commitment work?

The Future Skyline Skills Commitment (FSSC) is a free, non-legally binding commitment built around four core elements: **stakeholders -** who you are and the role you play, **levels** - what actions you take, **resources** - including the Skyline Skills Pathway and Skyline Skills Matrix, which support you to deliver meaningful, lasting change, and **certification** - what you gain by taking part. We'll guide you through each of these in a series of steps.

Step 1
Select which **stakeholder** group (page 4) your organisation identifies with

Step 2
Select which of the four **levels** (page 5) of the Future Skyline Skills Commitment your projects will work towards

Step 3
Use the **resources** (Appendices) to get you started in your journey towards certification

Step 4
Once you've met the stakeholder level objectives, submit your application to receive your **certification** digital badge (page 6)

Step 1
Select which stakeholder group you most clearly identify with

Everyone in the system has a role, and we can't afford for anyone to opt out. This framework sets out clear, actionable asks for each stakeholder:

Client teams shape everything, their decisions ripple through whole projects.

Main contractors influence site environments and behaviours. They set the standard on-site.

Subcontractors shape daily site culture and delivery. Influencing standards, and future talent.

FE providers - Although the FE sector is not a part of the built environment, we recognise that FE providers have an important role to play in collaborating with the sector to train competent new entrants and upskill workers.

Step 2
Select which level to work towards

The commitment model is structured across four progressive levels: Strengthen, Inspire, Build, and Lead. Each of the four levels builds on the last. You don't need to do everything at once, but you do need to start with the foundations and complete each level in order.

Level 1 | Strengthen
Embed inclusive, green workforce practices for lasting impact.

Level 2 | Inspire
Spark interest in green built environment careers through early, engaging exposure.

Level 3 | Build
Offer work and training opportunities with a focus on sustainability.

Level 4 | Lead
Drive sector-wide change through collaboration and climate leadership.

Step 3
Use the optional supporting appendices to help deliver your commitment targets

Appendix 2 – FIELDS (optional):
FIELDS is a step-by-step methodology that enables organisations to create impactful EDI strategies.

Appendix 3 – Skyline Skills Pathway (optional):
The Skyline Skills Pathway creates a structured approach to school engagement, preventing duplication and making employer-school engagement more consistent and meaningful.

Appendix 4 - Skyline Skills Matrix (optional):
The Skyline Skills Matrix introduces a fairer, scalable model of early career engagement that accounts for business size, project size and project duration.

Appendix 5 - Resource library
Additional or alternative tools to optional FIELDS or the minimum requirements Skyline Skills Pathway & Matrix.

Step 4
Get certified and
display your badge

Organisations join the Future Skyline Skills Commitment by submitting a short application showing how their ongoing and planned work meets the objectives of their selected level. Signatory firms have the freedom to showcase activities from one specific project or from across their portfolio of projects and corporate initiatives across the UK built environment, including projects in the residential sector. You will then have access to a digital badge that shows your certification, for use across your website and collateral.

Each year, you are encouraged to renew your commitment and receive the correlating year's badge.

FUTURE SKYLINE SKILLS COMMITMENT
LEVEL 1 STRENGTHEN
2026

FUTURE SKYLINE SKILLS COMMITMENT
LEVEL 2 INSPIRE
2026

FUTURE SKYLINE SKILLS COMMITMENT
LEVEL 3 BUILD
2026

FUTURE SKYLINE SKILLS COMMITMENT
LEVEL 4 LEAD
2026

FUTURE SKYLINE SKILLS COMMITMENT
SUPPORTER
2026

The Commitment

The Commitment has **no formal reporting requirement**. Instead, we ask signatory firms to showcase examples of how they are delivering on the targets for their level.

Firms have the **freedom to select one project or choose examples from across their corporate portfolio** of UK work, including residential work.

• **Corporate commitment** refers to applying the Commitment across a firm's UK projects, including in the residential sector. To demonstrate fulfilment of this, please provide examples from a number of projects across your organisation and projects.

• **Project commitment** refers to applying the Commitment's asks on one selected project.

At the Strengthen level, stakeholders invest in the people already working in the sector. Whether it is through mentoring, skills development, better onboarding or clearer Skyline Skills Pathways to progression, this level is about making the built environment a place people want to stay.

The aim is to build confidence, strengthen capabilities and create a more stable, green skilled and inclusive workforce.

Level 1
Strengthen

Recommended
resource:
FIELDS
(Appendix 2)

Client Team commitments

Role: Model inclusive leadership and the growth of green skills, fostering a supportive environment for employees.

Ask #1: EDI Strategy & Implementation:

o *Corporate Commitment* – Develop a corporate EDI strategy which encourages more diversity across the organisation, including functions, asset management and project teams.

o *Project Commitment* – Ensure that the main contractor has created a project-specific EDI action plan, with aligned ambitions and shared with the sub-contractors, owned by a project's EDI & Culture Lead.

Ask #2: Inclusive Leadership:

o *Corporate or Project Commitment* – Relevant client-side staff (e.g. procurement, project management, community teams) must complete training in inclusive and sustainable practices.

Ask #3: Green Skills:

o *Corporate Commitment* – Promote green skills as part of employee personal development plans and provide access to internal or external training opportunities

FE provider commitments

Role: Build internal alignment across curriculum, careers, and leadership to model inclusive learning environments.

- **Whole-Institution EDI Planning**: Develop and adopt a context-driven Built Environment department-wide EDI strategy, covering inclusive curriculum design, outreach, recruitment, and learner support.
- **Staff Training in Inclusive Practice and Industry Needs:** Ensure that 90% of staff involved in built environment-related delivery complete CPD covering inclusive learning specific to the built environment and current green skills/industry needs.
- **Cross-Department Collaboration**: Set up a cross-functional working group (e.g. curriculum, careers, outreach) to meet quarterly, reviewing alignment with employer needs and inclusion goals.
- **Track Internal Culture and Learner Experience:** Run an annual learner experience survey that includes questions on inclusion, support, and sustainability awareness, with analysis shared across departments.

Main contractor commitments

Role: Model inclusive leadership and the growth of green skills, fostering a supportive environment for employees.

Ask #1: EDI Strategy & Implementation:
• *Corporate Commitment* – Develop an EDI strategy and action plan and aim for 90% of new projects aim to comply with this plan.
• *Project Commitment* – Create a project-specific EDI action plan, aligned with client ambitions and shared with the sub-contractor, owned by a project EDI & Culture Lead.

Ask #2: Inclusive Leadership:
• *Corporate or Project Commitment* - Provide inclusive management training covering unbiased recruitment, inclusive behaviours, people development or similar for line managers.
• *Project Commitment* – conduct monthly site culture reviews to identify and action improvement areas.

Ask #3: Green Skills:
• *Corporate or Project Commitment* – Promote green skills as part of employee personal development plans and provide access to internal or external training opportunities
• *Project Commitment* – deliver a green skills toolbox talk / workshops every 6 months.

Subcontractor commitments

Role: Role: Create supportive, learning environments and contribute to inclusive project culture

Ask #1: EDI Strategy & Implementation:
• *Project Commitment* – Appoint an 'EDI & Culture Champion' for any project over 6 months with responsibility to support the contractor's EDI action plan.

Ask #2: Inclusive Leadership:
• *Corporate or Project Commitment* - Provide inclusive management training or guidelines covering unbiased recruitment, inclusive behaviours, people development or similar for line managers.
• *Project Commitment* – engage with contractor's monthly site culture reviews and support delivery of improvement actions.

Ask #3: Green Skills:
• *Corporate or Project Commitment* – Promote green skills as part of employee personal development plans and provide access to internal or external training opportunities
• *Project Commitment* - Deliver at least one green skills toolbox talk /workshop per year or per project when running for less than 1 year.

At the Inspire level, we are focused on opening young people's eyes to the world of the built environment, not only the hard hats and high-vis, but the wide range of roles that shape the built environment. From primary school through to college, we work collectively to deliver structured, engaging and consistent messages about the opportunities our sector offers.

Whether you are an employer hosting a school visit, a further education tutor delivering a careers session, or a local authority coordinating activity, this level is about planting the seed, helping young people see that the built environment could be part of their future.

Level 2
Inspire

Key resource: Skyline Skills Pathway (Appendix 3)

Client Team Commitments

Role: Lead engagement with schools and champion green skills across the sector.

Ask #1: Green Skills:

o   *Corporate or Project Commitment* – Encourage the supply chain to align their project approach to the Future Skyline Skills Commitment.

o   *Project Commitment* – Engage with the contractors to identify opportunities to use more sustainable construction techniques or site management practices.

Ask #2: School Engagement:

o   *Corporate or Project Commitment* - During the project, establish direct partnerships with at least one local school and track progress on the pathway with contractors.

FE provider commitments

Role: Act as borough-based education hubs, linking school engagement to real training opportunities and helping shape future skills.

- **Showcase Green Curriculum:** Host one taster sessions per academic year that align with Skyline Skills Pathway themes and introduce green skills taught in FE (e.g. retrofit, photovoltaic installation, digital modelling).
- **Deliver Skyline Skills Pathway-Aligned Sessions:** Deliver a minimum of one school session per year that follows the Skyline Skills Pathway framework and includes a task linked to green built environment or sustainability.
- **Monitor School-to-FE Progression:** Begin collecting feedback from FE applicants to assess how many Skyline Skills Pathway participants express interest in FE built environment routes, including green specialisms.

Main contractor commitments

Role: Lead engagement with schools and champion green skills across the sector.

Ask #1: Green Skills:

• *Corporate Commitment* – Identify and support 'Green Skills Champions' across the company so they can be an advocate for others –internally and externally.

• *Project Commitment* – Work with the client to identify and deliver opportunities to use more sustainable construction techniques or site management practices.

Ask #2: School Engagement:

• *Corporate or Project Commitment* – Deliver at least one school engagement per year providing insights into the built environment and construction sectors, using the Skyline Skills Pathway as a guide. Report successes back to the client.

• *Project Commitment* – Engage and support subcontractors in delivering one school engagement sessions per year.

Subcontractor commitments

Role: Bring trade-specific insights to the Skyline Skills Pathway, helping young people see real roles in action and understand their relevance.

Ask #1: Green Skills:

• *Project Commitment* – Work with the main contractor to identify and deliver opportunities to use more sustainable construction techniques or site management practices.

Ask #2: School Engagement:

• *Corporate or Project Commitment* - Participate in at least one school engagement per year, either directly or as part of a main contractor's engagement programme, using the Skyline Skills Pathway as a guide.

Build is where we start bridging the gap between interest and experience. Stakeholders at this level commit to providing entry routes that are practical, visible and fair, including work experience, apprenticeships, traineeships and short placements.

This level recognises the diversity of employers, so expectations are scaled depending on your size and role in a project. The goal is shared: to make sure everyone, regardless of background, has a fair shot at getting in.

Level 3
Build

Key resource: Skyline Skills Matrix (Appendix 4)

Client Team Commitments

Role: Coordinate implementation, lead by example, and support the supply chain.

Ask #1: Access to the Sector:

o   *Corporate Commitment* – Establish an apprenticeship and/or work experience programme and provision of adequate support infrastructure to ensure success.

o   *Corporate or Project Commitment* – Encourage apprentices, work experience and interns into the sector via procurement (the Skyline Skills Matrix can be used as a guide to support this).

Ask #2: Early Careers Support:

o   *Corporate Commitment* - Implement structured onboarding processes for new apprentices / work experience employees, including a buddy/mentoring system.

o   *Corporate or Project Commitment* - As appropriate, aim to support shared apprenticeship models to support micro and small contractors.

Ask #3: Knowledge sharing:

o   *Project Commitment* - Review insights and data to provide a deeper understanding of the green skills gaps, issues around access to the industry or staff retention, based on the project experience.

FE Provider Commitments

Role: Align training provision with employer needs and support learner retention and progression.

- **Align Curriculum to Skyline Skills Matrix Demand**: Review and adapt curriculum delivery annually to reflect projected apprenticeship demand aligned with the Skyline Skills Matrix, or similar, and emerging project needs from client forums.
- **Track Learner Outcomes Beyond Placement:** Implement systems to track retention and progression of apprentices 6 and 12 months post-placement and report to FSSC.
- **Train Supervisors and Mentors**: Deliver two CPD sessions per year to equip employers, focusing on subcontractors, with the skills to train supervisors in supporting the progression of green apprentices.

Main Contractor Commitments

Role: Coordinate implementation, lead by example, and support the supply chain.

Ask #1: Access to the Sector:

• *Corporate Commitment* – Establish an apprenticeship and/or work experience programme and provision of adequate support infrastructure to ensure success.

• *Project Commitment* – Identify and deliver apprenticeship or work experience opportunities on site and during procurement, preferably in jobs requiring green skills; using the Skyline Skills Matrix as a guide

• *Project Commitment* - Encourage subcontractors to provide apprenticeship and/or work experience placements during the procurement process

Ask #2: Early Careers Support:

• *Corporate or Project Commitment* - Implement structured onboarding processes for new apprentices / work experience employees, including a buddy/mentoring system, utilising the Green Skills Champions where possible.

• *Project Commitment* - Develop a project-level programme to bring all apprentices/work experience employees together to help build a supportive network between them

Ask #3: Knowledge Sharing:

• *Project Commitment* - Share insights and data with the client to provide a deeper understanding of the green skills gaps, issues around access to the industry or staff retention, based on the project experience.

Subcontractor Commitments

Role: Participate fairly and meaningfully in apprenticeship and work placement delivery

Ask #1: Access to the Sector:

• *Project Commitment* – Identify and deliver apprenticeship or work experience opportunities on site, preferably in jobs requiring green skills; using the Skyline Skills Matrix as a guide

Ask #2: Early Careers Support:

• *Corporate or Project Commitment* - Implement structured onboarding processes for new apprentices / work experience employees, including a buddy/mentoring system.

• *Project Commitment* - Engage with any project-level programmes designed to bring all apprentices/work experience employees together to help build a supportive network between them

Ask #3: Knowledge Sharing:

• *Project Commitment* – Share insights and data with the main contractor to provide a deeper understanding of the green skills gaps, issues around access to the industry or staff retention, based on the project experience.

Lead is where we raise the bar and set the standard. It is for organisations that take active ownership of workforce development, by innovating, investing, and influencing wider change.

At this level, stakeholders do not just deliver good practice, they share it, support others and help shape the systems around us. The goal is lasting impact: a construction workforce that reflects the communities we serve, is ready for future challenges, and built on fair, inclusive foundations

Level 4
Lead

Client Team Commitments

Role: Drive sector learning and promote scalable innovation through collaboration

Ask #1: Project Coverage:
- *Corporate Commitment* – Embed Levels 1-4 of the Future Skyline Skills Project Commitment across as many projects as is feasible.

Ask #2: Knowledge Sharing:
o *Corporate Commitment* – Engage in industry-wide conversation relating to attracting and retaining diverse talent and upskilling the workforce on green skills.

Ask #3: Advocacy:
- *Corporate or Project Commitment* - Actively champion the Future Skills Skyline Commitment through events, communications, and partnerships.

Ask #4: Future Skills Skyline Framework Development:
- *Corporate Commitment* - Annually, contribute data, resources and insights to evolve the Future Skyline Skills Commitment, Pathway and Matrix to ensure its continued effectiveness.

FE Provider Commitments

Role: Lead the evolution of training provision and sector partnerships to meet emerging needs.

- **Contribute to strategic planning**: Actively participate with the FSSC Taskforce, providing data on course demand, learner outcomes, and new qualifications under development.
- **Support through peer-review:** Spot check three FSSC Commitment applications per year.
- **Pilot and Scale innovative provision:** Launch or evaluate at least one collaborative pilot/programme per year aligned to employer needs (e.g. retrofit, digital methods), and evaluate its impact with partners.
- **Inform policy and funding design:** Contribute evidence and learner insight to regional or national workforce consultations at least once per year, influencing broader system change.
- **Advocate for the FSSC framework:** Actively champion the framework across the sector by sharing learning, promoting its value, and supporting others to engage, through events, communications, or formal partnerships.

Main Contractor Commitments

Role: Drive sector learning and promote scalable innovation through collaboration

Ask #1: Project Coverage

• *Corporate Commitment* – Embed Levels 1-4 of the Future Skyline Skills Project Commitment across as many projects as is feasible.

Ask #2: Knowledge Sharing:

• *Corporate Commitment* – Engage in industry-wide conversation relating to attracting and retaining diverse talent and upskilling the workforce on green skills.

• *Corporate or Project Commitment* - Trial new ways of attracting diverse talent and upskilling the existing workforce in green skills.

Ask #3: Advocacy:

• *Corporate or Project Commitment* – Publish an annual case study detailing successful skills initiatives, promoting the Future Skills Skyline Commitment

• *Corporate or Project Commitment* - Actively champion the Future Skills Skyline Commitment through events, communications, and partnerships.

Ask #4: Future Skills Skyline Framework Development:

• *Corporate Commitment* - Annually, contribute data, resources and insights to evolve the Future Skyline Skills Commitment, Pathway and Matrix to ensure its continued effectiveness.

Subcontractor Commitments

Ask #1: Project Coverage:
• *Corporate Commitment* – Embed Levels 1-4 of the Future Skyline Skills Project Commitment across as many projects as is feasible.

Ask #2: Knowledge Sharing:
• *Corporate or Project Commitment* – Engage in industry-wide conversation relating to attracting and retaining talent and upskilling the workforce on green skills.

Ask #3: Advocacy:
• *Corporate or Project Commitment* – Publish an annual case study detailing successful skills initiatives, promoting the Future Skyline Skills Commitment

• *Corporate or Project Commitment* - Actively champion the Future Skyline Skills Commitment through events, communications, and partnerships along supply chain, including main contractors

Ask #4: Future Skills Skyline Framework Development:
• *Corporate or Project Commitment* – Annually, contribute data and insights on the Future Skyline Skills Commitment, Pathway and Matrix to ensure its continued effectiveness.

Ready to lead the change? Here's how to get started.

Your first step is simple: contact Chris Oldham, part of the FSSC Taskforce to register your interest. Once you do, we'll send you an email outlining the next steps, including how to choose the right level of commitment and get started with the tools and support available. It's quick, clear, and designed to get you moving.

Contact by email: SkillsforaSustainableSkyline@cityoflondon.gov.uk

Appendices

Pages 22-29

Appendix 1
Glossary

Site - A 'site' is wherever the primary work of the project is happening. That could be a live building site, an occupied building undergoing retrofit, a facilities-managed office block, or a project's head office. It's not the type of building that matters, it's where the key activity takes place.

Client team - The client team includes those who commission and shape a project, typically the client or developer, architects, engineers, project managers, and quantity surveyors.

Culture leads - These would be existing EDI/FIR/Well-being leads. Someone is responsible for the experiences and well-being of main-contractor or subcontract staff.

FSSC - The Future Skyline Skills Commitment.

FSSC Taskforce - The team behind the Future Skyline Skills Commitment

Pathway Placement - A visit to a school using the Skyline Skills Pathway.

Work Experience Placement - An opportunity for an individual to gain practical experience in a specific role or field.
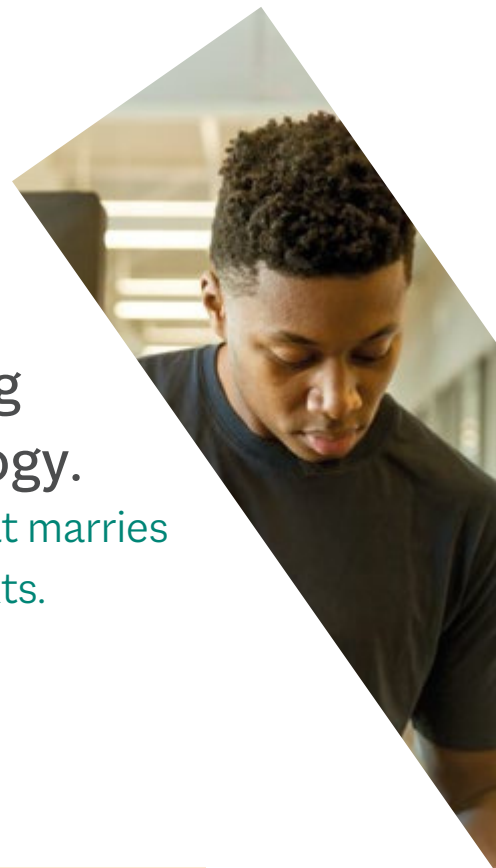
Master the art of creating effective, sustainable EDI strategies with FIELDS – a revolutionary system using a proven research-backed methodology.

FIELDS is a systematic, step-by-step approach that marries rigorous research with practical, real-world contexts. **Get certified and lead change**.

What FIELDS offers

Three Pillars of Success

Value (Organisational Context), Research (Behavioural Equality), and Co-production (People Focus).

Scientifically-Backed Methodology

Our programme is not just based on theory but on applied science, ensuring every strategy you develop is grounded in proven principles.

Six Knowledge Bases

Dive deep into a comprehensive curriculum that covers everything from organisational value alignment to the dynamics of inequality.

Professional Network

Connect with like-minded professionals, creating a community that supports and drives EDI progress.

What you will gain

Five Process Modules

From mapping organisational values to conducting thorough employee audits—learn processes that refine and define strategic EDI initiatives.

Practical Tools

Equip yourself with tools that transform theoretical knowledge into actionable, impactful strategies.

Cer tification

Become a certified practitioner of the FIELDS methodology, recognised for your ability to apply scientific principles to solve complex EDI challenges.

Four Deliverables

Walk away with a complete EDI Strategy, an Action , Governance & Communication Plan tailored to your institution's needs.

FIELDS
Creating fairer workplaces

Email **natalie@thecobe.co.uk** for details, or visit **thecobe.co.uk/our-products/fields/**

Appendix 3
Skyline Skills Pathway

The Skyline Skills Pathway is a structured, multi-year programme framework designed to guide meaningful and consistent engagement with young people from primary school through to college.
It aims to provide a **roadmap for school engagement** that is c**onsistent, inclusive, interactive, progressive** and **cross-sector.**

The pathway provides outline modules for clients, contractors, and subcontractors to take to schools and build into engaging sessions. Following the pathway provides the following benefits.

- Decreases the workload by providing pre-created modules
- Gives consistency so students do not encounter similar sessions
- Provides a structured progression for students to understand the built environment industry
- Develops interactive sessions that can be picked up and delivered Improves the measurability of school engagement work
-

The pathway sets out a progressive series of age-appropriate activities and touchpoints that introduce, inspire, and prepare students for careers in the built environment. Rooted in the principle of long-term, place-based engagement, the Skyline Skills Pathway enables clients, contractors, subcontractors, and FE providers to align their efforts, reduce duplication, and maximise impact.

By embedding clear themes, interactive tasks, and key learning objectives at each stage, the Skyline Skills Pathway aims to spark early interest in sustainable roles, build awareness of industry opportunities, and support smoother transitions into employment. It also ensures that social value activity delivers against both short-term education goals and longer-term workforce needs, with a particular focus on inclusion, sustainability, and skills for the future.

By offering a repeatable, evidence-informed method tied to measurable objectives, such as improving recruitment and retention through better-informed career choices, the Skyline Skills Pathway not only supports young people but also helps the industry to track, refine, and continuously improve its outreach and workforce development strategies.

The Pathway provides a minimum standard for organisations that don't have bespoke, contextual initiatives in-place already. Initiatives beyond these may be delivered alternatively.

Appendix 3: Skyline Skills Pathway (part 1 of 2)

PRIMARY SCHOOL (Years 4–6)	**Aim:** Spark curiosity, introduce construction as fun and creative	**Year 4**	**"Our Skyline"**
			Theme: Noticing buildings in our environment
			Activity: Sketch the local skyline / famous London buildings/ *Visit landmarks*
			Green: Notice green methods and materials
			Learning: Architecture, city history, local identity
		Year 5	**"Structures Through Time"**
			Theme: Ancient engineering & famous landmarks
			Activity: Tower building challenge using recycled materials/ *Visit Ancient Structure*
			Green: Use sustainable materials for model builds
			Learning: Engineering concepts, teamwork, design thinking
		Year 6	**"What Holds It All Up?"**
			Theme: Physics of structures
			Activity: Bridge-building STEM challenge/ *Visit Bridge*
			Green : Talk about eco-engineering and material choices
			Learning: Strength, tension, load-bearing, intro to construction roles
SECONDARY SCHOOL (Years 7–12)	**Aim:** Deepen understanding, build aspiration, clarify routes	**Year 7**	**"Build It Better"**
			Theme: Fun intro to construction careers
			Activity: Mini design-and-build challenge / *Building site visit*
			Green: Consider sustainable material choices to build a better version of an existing landmark
			Learning: Intro into the construction industry
		Year 8	**"Sustainable Cities"**
			Theme: Construction's role in climate action / *Building Site Visit*
			Activity: Build a "net-zero school" concept – carbon reduction game
			Green: Net-Zero
			Learning: Green jobs, renewable energy, retrofitting
		Year 9	**"What Can I Do?"**
			Theme: Understanding construction roles / *Building Site Visit*
			Activity: Project based task involving different roles
			Green : Demonstrate how each role impacts the sustainability agenda
			Learning: Broad view of roles
		Year 10	**"How Do I Get There?"**
			Theme: Career routes
			Activity: Work Experience
			Green: Showcase green construction roles, apprenticeships
			Learning: Post-16 pathways, T-Levels, site vs. office jobs
		Year 11	**"Where do I Fit?"**
			Theme: Identifying personal strengths and role alignment
			Activity: Skills mapping workshop with employer input / role simulation tasks
			Green: Explore green career pathways based on individual strengths and interests
			Learning: Match personality and skillsets to roles across the green construction spectrum
		Year 12	**"Ready for Work"**
			Theme: Employability and preparation
			Activity: Mock interview day / CV workshop with employers
			Green: Showcase green construction roles and apprentiships
			Learning: Workplace behaviours, confidence, professionalism

Appendix 3: Skyline Skills Pathway (part 2 of 2)

FURTHER EDUCATION	**Aim:** Transition to real opportunities, build resilience and belonging	**Year 1**	**"Belonging & Building"**
			Theme: Mentorship and connection
			Activity: FE student matched with site buddy / role model
			Green: Mentorship from professionals in green roles; CPD on carbon literacy, retrofit
			Learning: Retention through relationships, feeling seen & supported
		Year 2	**"Progression & Planning"**
			Theme: What's next in your journey?
			Activity: Career planning session with alumni and employers
			Green: 30% of roles to be Green
			Learning: Identify progression routes into long-term employment
IN WORK	**Aim:** Support early career success	**Early Career**	**"Supporting green careers"**
			Theme: Introduction to core sustainability competencies
			Activity: Induction workshops on climate literacy, circular economy etc
			Green: Site visits to exemplar low-carbon or net-zero projects
			Learning: Define green skills and their business relevance
		Upskilling to green	**"Upskilling Green Careers"**
			Theme: Integrating sustainable practices into existing roles
			Activity: Modular CPD courses in eco-design, energy and waste management
			Green: Live case studies measuring operational carbon footprints
			Learning: Apply sustainable methods within daily workflows
		Career Change	**"Transferring to a green career"**
			Theme: Enabling career transitions into green sectors
			Activity: Short-term secondments or job-shadowing in sustainability teams
			Green: Hands-on experience in sustainable roles
			Learning: Awareness of green job market requirements and competencies

Appendix 4 Skyline Skills Matrix

The workforce development Skyline Skills Matrix is a practical tool designed to set fair, scalable expectations for apprenticeships, work experience placements, retention, and progression in the built environment. It recognises that not all businesses are the same, and that a one-size-fits-all approach to workforce obligations, simply doesn't work.

Instead, the Skyline Skills Matrix provides a clear framework that reflects the realities of industry. It sets out what different types of businesses can reasonably be expected to deliver based on two key factors: company size and project duration. Whether a business is a large Tier 1 contractor or a local SME working on a short-term package, the Skyline Skills Matrix helps everyone understand what "good" looks like, without setting anyone up to fail.

This is about moving beyond box-ticking. By aligning expectations with capacity, we can support more meaningful engagement, reduce friction, and build the kind of workforce legacy the industry talks about, but often struggles to deliver. The Skyline Skills Matrix is structured to be easy to use, flexible enough to adapt, and robust enough to stand up to scrutiny to help clients, contractors and community partners move from vague commitments to confident, achievable action.

Purpose:
To differentiate expectations for:

- Apprenticeships
- Work experience placements
- Retention
- London Living Wage
- Progression

Based on:
- Company size
- Duration on a project

The Matrix provides a minimum benchmark for organisations that don't have bespoke, contextual benchmarks in-place already. Alternative measures beyond these may be delivered alternatively.

Appendix 4 Skyline Skills Matrix

Traditional apprenticeship expectations often ignore the realities of small businesses and short-term contracts. The Skyline Skills Matrix introduces a fairer, more scalable model that accounts for both business size, project size and project duration.

Project Duration and/or Size (whichever is lesser)			Company Size			
			Micro (1–10 staff)	Small (11–50 staff)	Medium (51–250 staff)	Large (250+ staff)
Short (≤6 months) or ≤ £500k		% Apprenticeships	N/A	1% of staff	1–2% of staff	2% of staff
		New apprentices per job	N/A	N/A	N/A	N/A
		% apprenticeships retenti	N/A	N/A	N/A	Minimum 80% (Track post project destination)
		Retained to Permanent %	N/A	N/A	Track where possible	Minimum 60% retained from apprenticeships
		Work experience placements	N/A	N/A	1 pathway placement	2 pathway placements
		Buddy Scheme	N/A	N/A	Implementing buddy system	Buddy assigned to each apprentice
		London Living Wage	N/A	N/A	N/A	N/A
		Alternative action	May contribute via talks or shared placements	Shared or short-term apprenticeship options	Co-facilitate a pathway task if possible	Site tour, green skills session, or co-hosted school visit
Medium (6–12 months) or ≤ £1,500k		% Apprenticeships	0–1% shared scheme	2% or minimum 1 apprentice (can be shared)	2–3% of staff	3% of staff
		New apprentices per job	N/A	N/A	N/A	N/A
		% apprenticeships retenti	Attempt to track	Minimum 50%	Minimum 60%	Minimum 80% (Track post project destination)
		Retained to Permanent %	N/A	Minimum 50%	Minimum 60%	Minimum 60% retained from apprenticeships
		Work experience placements	N/A	1 pathway placement	2 Pathway placements	3–5 work experience placements
		Buddy Scheme	N/A	Implementing buddy scheme	Buddy scheme in place	Buddy scheme in place
		London Living Wage	N/A	N/A	Meets or exceeds	Meets or exceeds
		Alternative action	May contribute via talks or shared placements	May contribute via talks or shared placements	May contribute via talks or shared placements	Deliver pathway
Long-term (12+ months) or > £1,500k		% Apprenticeships	1% via shared scheme	3% of staff	4% of staff	5% of staff
		New apprentices per job	N/A	N/A	2 New apprenticeships	5 New apprenticeships
		% apprenticeships retenti	Attempt to track	Minimum 50%	Minimum 60%	Minimum 80% (Track post project destination)
		Retained to Permanent %	Attempt to retain	Minimum 50%	Minimum 60%	Minimum 60% retained from apprenticeships
		Work experience placements	N/A	1 pathway placement	2 Pathway placements	3–5 work experience placements
		Buddy Scheme	Implementing buddy scheme	Implementing buddy scheme	Buddy scheme in place	Buddy scheme in place
		London Living Wage	Meets or exceeds	Meets or exceeds	Meets or exceeds	Meets or exceeds
		Alternative action	May contribute via talks or shared placements	May contribute via talks or shared placements	May contribute via talks or shared placements	Deliver pathway

Appendix 5
Resource library

To support you in delivering on your commitment, we've signposted the following resources that could be used alongside the recommended Skyline Skills Pathway & Matrix (or similar) - or at any level. We also recommend using the **Skyline Skills Hub** for current green skills best practice.

Resource (and link)	Relevance	Main contractors	Sub contractors	Client teams	FE providers
Centre for Behavioural Equality (COBE)	Practical training and strategy support towards fairness, inclusion and equity in organisations.	✅	✅	✅	
Construction Leadership Council – Green Skills Plan	A national plan setting priorities for net zero skills in construction.	✅		✅	
Race Equality Code – Built Environment Edition	Action-focused framework to embed race equity at governance level.	✅		✅	
CIPD Inclusive Recruitment Guide	Practical steps to build inclusive hiring practices.			✅	✅
Considerate Constructors Scheme – EDI Checklist	Site-based checklist to improve inclusive site and company practices.	✅	✅	✅	
CITB – Net Zero and Sustainability Resources	Training standards and support to develop green construction skills.	✅	✅		✅
Green Skills Bootcamps	Government-funded, industry-designed short courses for green jobs.		✅	✅	✅
The Retrofit Academy	Training and qualifications for PAS2035-aligned retrofit roles.		✅		✅
Social Value Toolkit for Construction (via Construction Innovation Hub)	Helps organisations embed measurable EDI and sustainability into projects.	✅		✅	

Thank you to our partners

Brookfield Properties

JLL
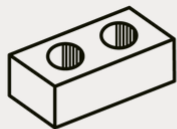
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