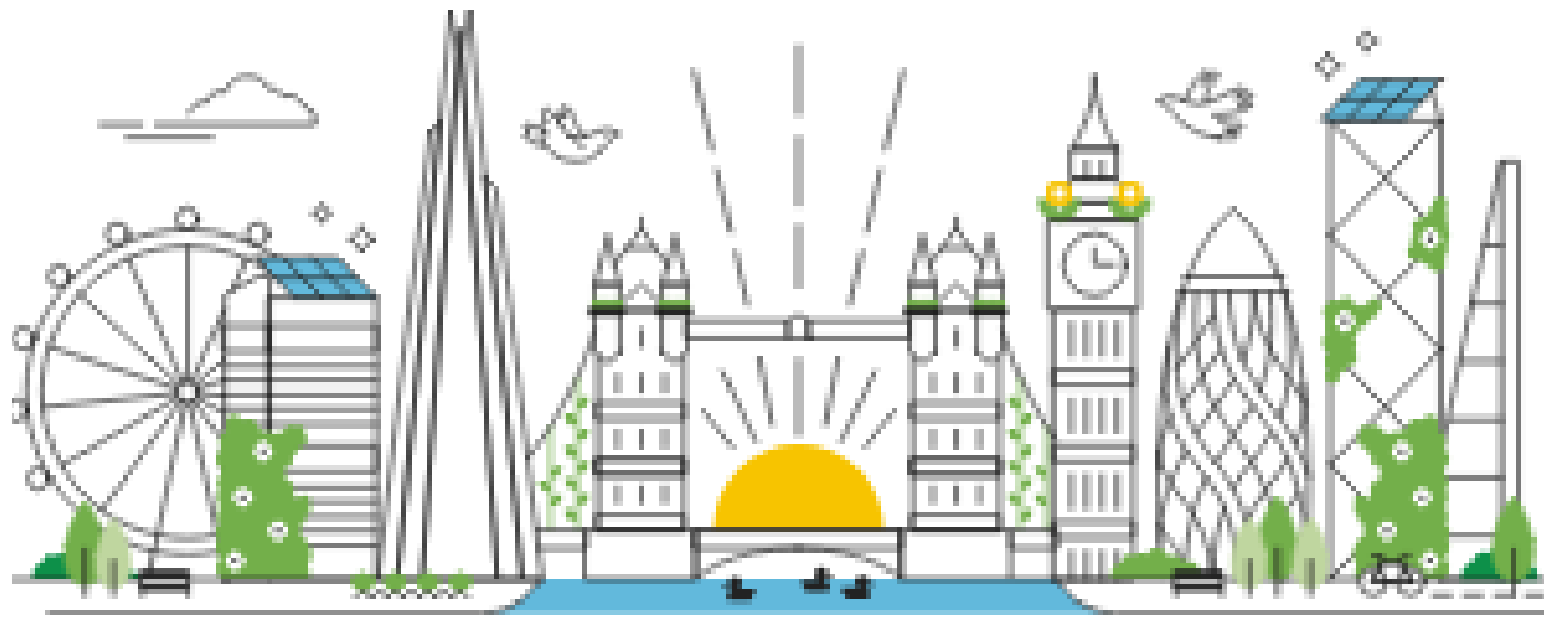




Future Skyline Skills Commitment



SKILLS FOR A
SUSTAINABLE
SKYLINE

Building the Future:

A commitment to people, skills & sustainability

The construction 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 (FSSC) Taskforce, empowers **main contractors, subcontractors, further education (FE) providers**, and **client teams** 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 construction, 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 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.*

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How does the Commitment work?

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

Step 1

Select which **stakeholder** group (page X) your organisation identifies with

Step 2

Select which of the four **levels** (page x) 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 x)

Step 1 Select which stakeholder group you 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.



FE providers

are central to building the workforce of the future.



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.

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.



Step 3 Use the supporting documents to help

The resources underpin the framework:

Appendix 2 – FIELDS (optional):

FIELDS is a step-by-step methodology that enables organisations to create impactful EDI strategies.

Appendix 3 – Skyline Skills Pathway (minimum):

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 (minimum):

The Skyline Skills Matrix introduces a fairer, scalable model of early career engagement that accounts for business size, project size and project duration.

Step 4 Get certified and display your badge

Organisations join the Future Skyline Skills Commitment by submitting a short application showing how their projects have met the objectives of their selected level. Once approved, you will have access to a badge that shows your certification, for use across your website and collateral.

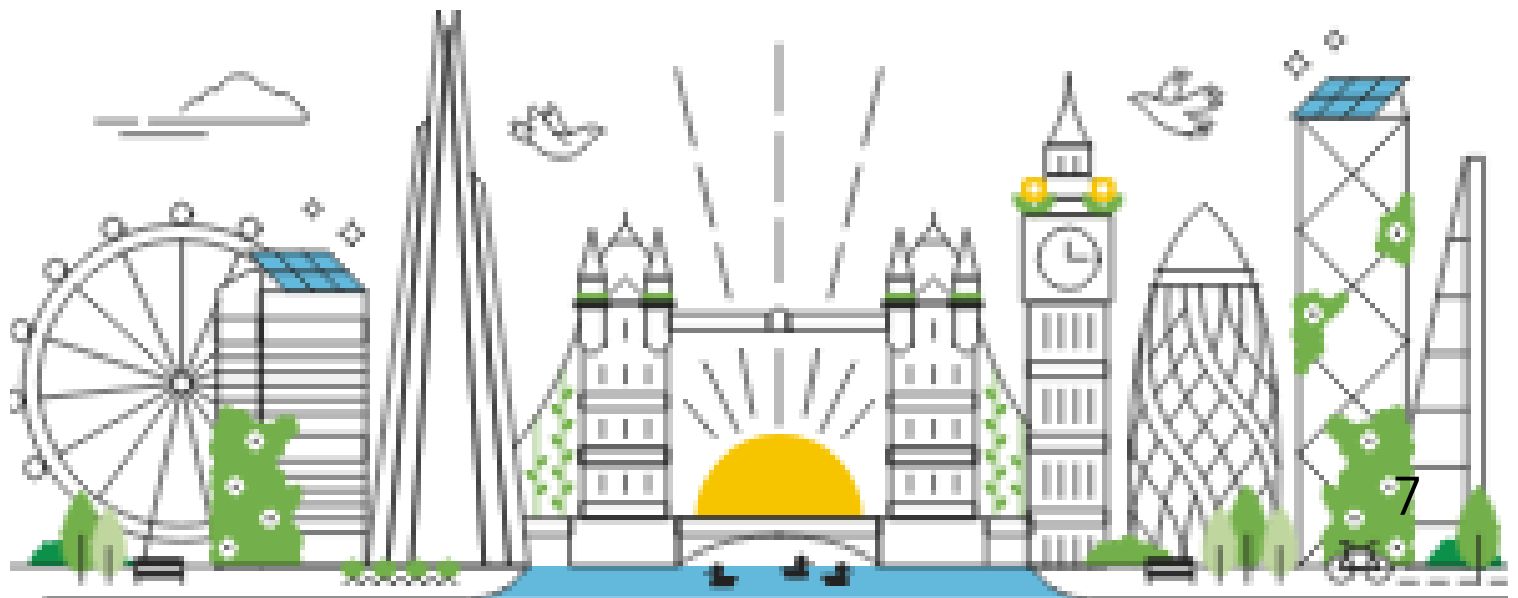
Each year, you are encouraged to renew your commitment and receive the correlating year's badge.

Spot checks will be undertaken by the FSSC Taskforce to maintain trust and shared accountability.



The Commitment

Pages 8-19





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 construction a place people want to stay.

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

Level 1 Strengthen

Recommended
resource:
FIELDS
(Appendix 2)

Client Team commitments

Role: Lead by example by embedding inclusive and sustainable practice internally and in delivery oversight.

- **Develop Project-Specific EDI Strategies:** Ensure that 90% of new Built Environment Projects include a written Equality, Diversity & Inclusion (EDI) procurement strategy within 3 months of contract start. The strategy should be focused on client team undertakings, co-developed with delivery partners, and tied into project aims.
- **Train Internal Client Teams:** 80% of Relevant client-side staff (e.g., procurement, project management, community teams) must complete training in inclusive practice and practical sustainable construction.
- **Project: Monitor Inclusive Recruitment and People Development:** Must demonstrate a process to review recruitment, progression, and retention data by key demographic categories across the project at least once annually. Findings should be shared with project partners through an accessible report.

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 construction-related delivery complete CPD covering inclusive learning specific to construction 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 foster supportive environments for progression.

- **Develop Project-Specific EDI Strategies:** Ensure that 90% of new Built Environment Projects include a written Equality, Diversity & Inclusion (EDI) construction delivery strategy informed by the client's EDI strategy within 3 months of contract start. The strategy should be context-driven and aligned with the project goals.
- **Embed EDI in Project Mobilisation:** For all new projects, produce and implement a contract-specific EDI action plan within 1 month of contract start.
- **Train Line Managers in Inclusive Management Practice:** Ensure that at least 75% of project-based line managers have completed training in inclusive appraisals, people management, inclusive recruitment, and development support within 6 months of contract mobilisation (previous training accepted).
- **Promote Green Skills Awareness:** Deliver toolbox talks or awareness training on green skills and sustainable methods to 80% of project staff within the first 3 months of starting on site.
- **Hold a monthly Site Culture Check:** Put an item in the monthly site progress agenda to determine what is working and what areas need improvement around site culture and experience, aiming to take action within a month.
- **Monitor Culture and Inclusion:** Introduce or extend a simple culture and inclusion pulse survey for on-site teams and subcontractors, run annually, senior management to review the results and log actions.

Subcontractor commitments

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

- **Nominate an Inclusive Culture Lead per Project:** Appoint a named staff member to act as an Inclusive Culture lead for each project lasting over 6 months, to liaise with main contractors and raise concerns where needed.
- **Staff Training in People Management and Inclusion:** Within 6 months of first project engagement, ensure that at least 50% of staff with line management responsibilities complete training in appraisals, development, and inclusive leadership (previous training accepted).
- **Raise Awareness of Sustainable Construction Methods:** Deliver at least one annual toolbox talk or awareness training on sustainable construction methods and green role awareness.
- **Promote Inclusive Practice:** Develop inclusive behaviour guidelines and make operatives aware through toolbox talks or similar.



At the Inspire level, we are focused on opening young people's eyes to the world of construction, 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 construction could be part of their future.

Level 2

Inspire

Key resource:
Skyline Skills
Pathway
(Appendix 3)

Client Team Commitments

Role: Enable consistency and leadership in early engagement by setting clear expectations, funding shared tools, and coordinating local delivery.

- **Client School Partnerships:** Within 3 months of project confirmation, establish direct partnerships with at least one local school and track progress on the pathway by the main contractor.
- **Embed Skyline Skills Pathway in Procurement:** Outline commitment to the Skyline Skills Pathway and requirement for main contractors and subcontractors to undertake responsibilities, with a clear reference to the delivery of green skills.
- **Deliver Skyline Skills Pathway-Aligned Sessions:** Attend a minimum of one school session per year, per project that follows the Skyline Skills Pathway framework and includes a task linked to green construction or sustainability.
- **Track and Report Engagement:** Collate school engagements delivered through the Skyline Skills Pathway via yearly summary reports submitted by the main contractors and delivered to the FSSC taskforce. Should include reach, role model diversity, and green skill focus.

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 construction 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 construction routes, including green specialisms.

Main contractor commitments

Role: Main contractors lead engagement delivery and quality, connecting projects to schools and championing green roles across the sector.

- **Deliver Skyline Skills Pathway-Aligned Sessions:** Deliver at least one school session per academic year, per project that follows the Skyline Skills Pathway framework and includes a task linked to green construction or sustainability. Where clients are on the framework, they have a responsibility to build initial relationships with schools.
- **Nominate Green Role Models:** Nominate and prepare at least one staff member with experience in green roles (e.g. low or net zero carbon retrofitting, BMS engineering, on-site emission calculating) to support school delivery through the Skyline Skills Pathway within 3 months of project start.
- **Track and Report Engagement:** Track all school engagements delivered through the Skyline Skills Pathway and submit a yearly summary report to the client team, including reach, role model diversity, and green skill focus.
- **Support Subcontractors:** 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.

- **Participate in Skyline Skills Pathway Events:** Participate in at least one school engagement per academic year using the Skyline Skills Pathway toolkit, supported by the main contractor or FE provider.



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: Enable fair and effective delivery through procurement, planning, and oversight.

- **Embed the apprenticeship Skyline Skills Matrix into Contracts:** Require all construction procurement over a £1 million to include the apprenticeship Skyline Skills Matrix within tender documentation, with guidance on expected contributions by company size and contract length.
- **Support Shared Apprenticeship Schemes:** Where appropriate, aim to support shared apprenticeship models to support micro and small contractors.
- **Monitor Retention and Progression Outcomes:** Establish a reporting requirement to track annual retention, progression and demographic data from apprenticeships and green roles using agreed metrics aligned to the Skyline Skills Matrix. Measures should be project focused allowing for apprentice movement within organisations. Report to FSSC Taskforce.
- **Implement Skyline Skills Matrix-Aligned Apprenticeship and Work Experience Contribution:** Meet apprenticeship expectations based on company size and project size/duration.

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 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.

- **Apply the Skyline Skills Matrix Across All Subcontractors:** Assess all subcontract packages at the procurement stage against the apprenticeship Skyline Skills Matrix and ensure targets are proportionate to company size and project duration from contract award onwards.
- **Deliver and Report on Direct Apprenticeships:** Meet or exceed the apprenticeship percentage outlined in the Skyline Skills Matrix or that required by planning, whichever is the highest. Report outcomes annually to FSSC, including retention and progression.
- **Provide Onboarding and Buddy Support:** Implement a structured onboarding programme from day one of project employment and buddy or mentoring systems for all new apprentices within 1 month of placement start.
- **Support SME Participation:** Deliver quarterly guidance sessions or onboarding packs to help SMEs understand and meet their apprenticeship obligations under the Skyline Skills Matrix. Can include support for apprentices and those mentoring and/or supporting the placement.
- **Implement Skyline Skills Matrix-Aligned Apprenticeship and Work Experience Contribution:** Meet apprenticeship expectations based on company size and project size/duration.

Subcontractor Commitments

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

- **Implement Skyline Skills Matrix-Aligned Apprenticeship and Work Experience Contribution:** Meet apprenticeship expectations based on company size and project size/duration.
- **Track and Report Retention:** Track apprentice retention internally, and provide yearly report of in line with the Skyline Skills Matrix requirements to maincontractor .
- **Nominate a Workforce Contact:** Assign a named contact within the business to liaise with Main Contractor coordinators and apprentices, ensuring structured delivery and issue resolution.



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: Act as visible champions of systemic change and conveners of cross-sector collaboration.

- **Convene Strategic Workforce Roundtables:** Lead or co-chair biannual cross-stakeholder roundtables (clients, contractors, FE, subcontractors) to align on upcoming pipeline demands, skills, needs, and collective training responses.
- **Support industry-wide Skyline Skills Pathway Improvement Cycles:** Support review of the Skyline Skills Pathway through the FSSC Taskforce by gathering feedback from delivery partners, schools, and learners to update engagement methods, content, and accessibility.
- **Support through peer review:** Spot check three FSSC Commitment applications per year as allocated by the FSSC task force.
- **Support Industry-Wide Skyline Skills Matrix Review:** Support the annual review of the Skyline Skills Matrix through contribution to the FSSC Taskforce.
- **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.

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.

- **Participate in Strategic Workforce Roundtables:** Attend and contribute to at least two client-led roundtables per year, submitting workforce insights and skills planning data in advance. Work with clients and FE partners to develop or improve borough-level training offers (e.g. upskilling schemes and rapid response boot camps) before the start of a major project.
- **Support through peer review:** Spot check three FSSC Commitment applications per year, allocated by the FSSC task force.
- **Share Best Practice Openly:** Submit at least one case study to FSSC annually outlining successful initiatives, with transparent reporting on methods and outcomes.
- **Collaborate on Skyline Skills Pathway development:** Provide resource to develop the Skyline Skills Pathway and insights that enable effective development.
- **Collaborate on Skyline Skills Matrix Calibration:** Provide workforce and project delivery data to inform annual Skyline Skills Matrix reviews, ensuring it remains realistic and effective across contractor tiers.
- **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.

Subcontractor Commitments

Role: Contribute insights, champion good practice, and advocate for scalable change from the ground up.

- **Attend Local Sector Collaboration Events:** Participate in at least one FSSC Taskforce meeting per year.
- **Share Operational Learning:** Submit one practical insight or example per year (e.g. on retention, buddy systems, barriers to apprenticeships) to the FSSC Taskforce to inform Skyline Skills Matrix or Skyline Skills Pathway refinement.
- **Pilot New Workforce Models:** Join one pilot, programme, or shared scheme per year (e.g. group mentoring, shared apprenticeships, Skyline Skills Pathway working groups) to support the sector.
- **Support Outreach System Design:** Offer feedback on what enables or hinders subcontractor engagement in school outreach, contributing to annual Skyline Skills Pathway updates.



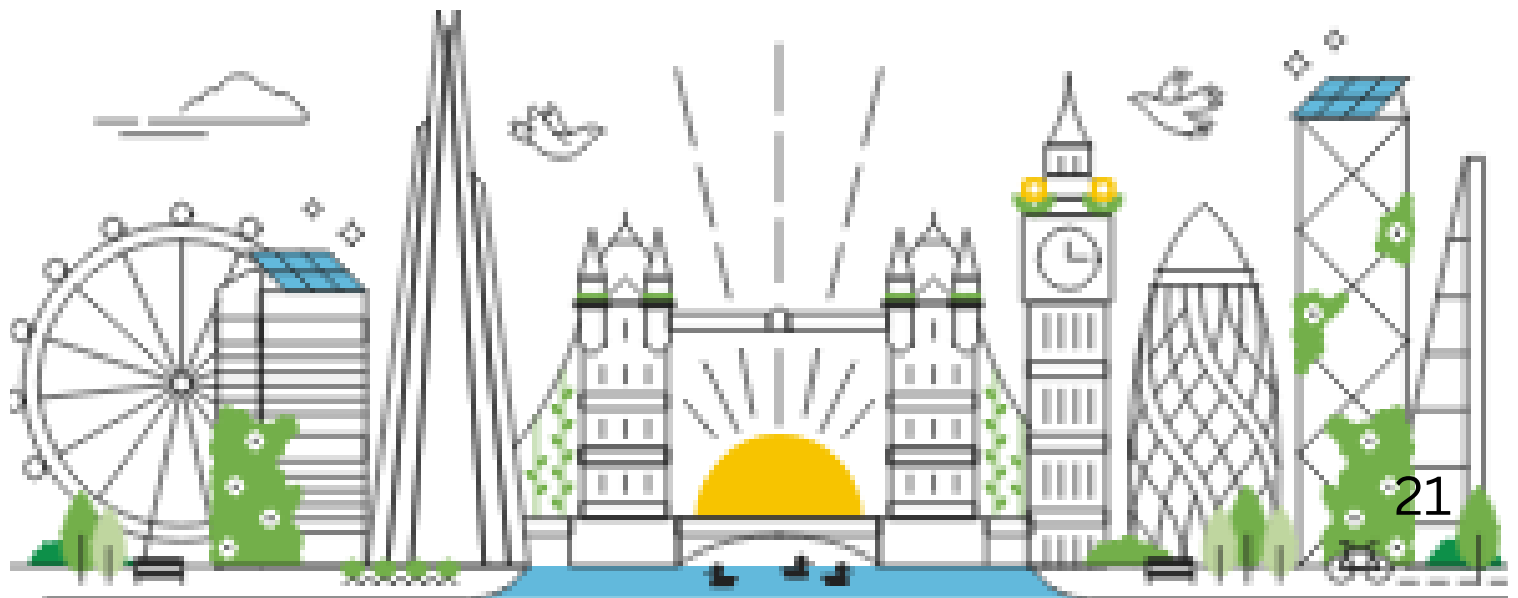
Ready to lead the change? Here's how to get started.

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 Chris by email: Chris.Oldham@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.

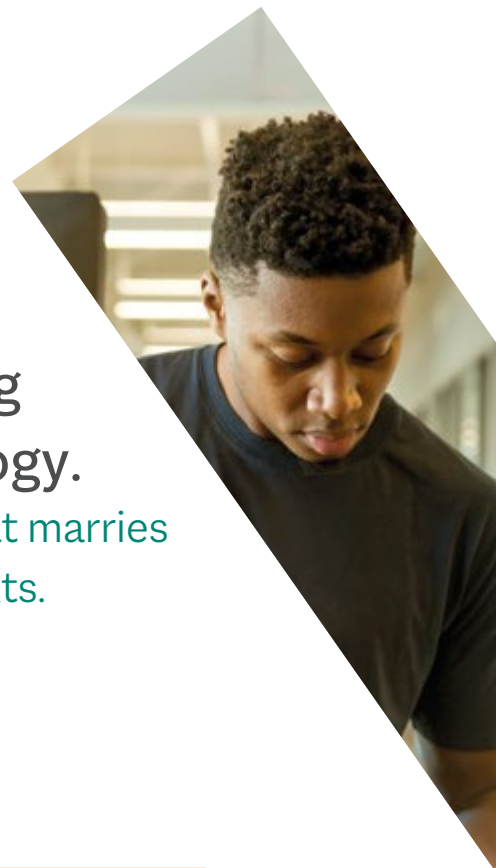
Culture leads - These would be existing EDI/FIR/Well-being leads. Someone is responsible for the experiences and well-being of main-contractor or subcontract staff.

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).

Six Knowledge Bases

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

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.

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.

Certification

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

Practical Tools

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

Four Deliverables

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

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 **Consistent, 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 construction 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.

Appendix 3: Skyline Skills Pathway

part 1 of 2

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

Appendix 3: Skyline Skills Pathway

part 2 of 2

FURTHER EDCATN	Aim: Transition to real opportunities, build resilience and belonging	Year 1 "Belonging & Building" <i>Theme:</i> Mentorship and connection <i>Activity:</i> FE student matched with site buddy / role model <i>Green:</i> Mentorship from professionals in green roles; CPD on carbon literacy, retrofit <i>Learning:</i> Retention through relationships, feeling seen & supported
		Year 2 "Progression & Planning" <i>Theme:</i> What's next in your journey? <i>Activity:</i> Career planning session with alumni and employers <i>Green:</i> 30% of roles to be Green <i>Learning:</i> Identify progression routes into long-term employment
In work	Aim:	Early Career "Supporting green careers" <i>Theme:</i> <i>Activity:</i> <i>Green:</i> <i>Learning:</i>
		Upskillin g to green "Upskilling Green Careers" <i>Theme:</i> <i>Activity:</i> <i>Green:</i> <i>Learning:</i>
		Career Change "Transferring to a green career" <i>Theme:</i> <i>Activity:</i> <i>Green:</i> <i>Learning:</i>

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 construction. 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.

It's not a stick, it's a support. And it's designed 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

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.

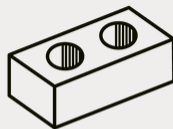
			Company Size			
			Micro (1-10 staff)	Small (11-50 staff)	Medium (51-250 staff)	Large (250+ staff)
Project Duration and/or Size (whichever is lesser)	Short (≤6 months) or ≤£500k	% Apprenticeships	N/A	1% of staff	1-2% of staff	2% of staff
		New apprentices per job	N/A	N/A	N/A	N/A
		% apprenticeships retention	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 apprenticeship
		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
	Medium (6-12 months) or ≤£1,500k	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
		% 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 retention	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 apprenticeship
		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
	Long-term (12+ months) or ≥£1,500k	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
		% 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 retention	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 apprenticeship
		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	May contribute via talks or shared placements	May contribute via talks or shared	Deliver pathway



SKILLS FOR A
SUSTAINABLE
SKYLINE

Thank you to our partners

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