
FUTURE SKILLS

Tackling skills challenges in the
built environment sector



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*Skills for the future: Berkeley's
Site Management Apprentices
at Prince of Wales Drive.*

LONG-TERM SKILLS INVESTMENT

The built environment sector has a vital role to play in the recovery from Covid-19, the transition to net zero and in tackling the housing crisis. But to achieve all this, we have to overcome the skills and recruitment challenges that constrain our vital work.

The industry has to drive this change from within. That means investing more in long-term workforce development and high quality training pathways that attract a more diverse range of people and talent.

We have to commit more time, money and care to the way we train and support new recruits, working in partnership with further and higher education partners to ensure teaching is well matched to modern working practices.

And we have to work collaboratively with local authorities, schools, charities and our supply chains to ensure our training pathways really work at a local level, drive social mobility and reach those in greatest need. When we get this right we can deliver hugely valuable social and economic legacies for the local community.

Our working practices are rapidly evolving, so upskilling the fantastic people and partners we already have is just as important. We need to ensure our workforce, new and old, is equipped to meet the challenges of net zero and to unlock the many benefits of digital working, modern methods of construction, and precision manufacturing.

Delivering a genuinely effective and future facing skills development programme is challenging. There is no silver bullet and it takes real commitment and focus to sustain a high volume and quality of training.

But investing in skills makes sense on every level. It transforms people's lives, strengthens the local communities in which we work and is vital to the long-term success of our business, industry and country. This document shares some of Berkeley's solutions and learning.

Rob Perrins
Chief Executive, Berkeley Group

"investing in skills makes sense at every level"

Women into
Construction

JobCrowd
TOP COMPANY
FOR GRADUATES TO WORK FOR
2021

MEMBER OF
The 5% Club
AMERICAN ASSOCIATION
OF COLLEGE-BASED
TRAINING IN A CAREER



"At Berkeley we invest in our people, develop talent and promote from within based on merit alone. The trainees we recruit today will be the leaders of tomorrow."

Rob Perrins

KEY CONTRIBUTIONS



Jobs

3,000

direct jobs (2021)

100%

of staff paid according to the Living Wage Foundation's Real Living Wage

At Berkeley we invest in our people, develop talent and promote from within based on merit alone. The trainees we recruit today will be the leaders of tomorrow.



Trainees

300+

directly employed staff in accredited skills training (2021), including:

150

apprentices

65

graduates

90

sponsored students*

c.10%

of total workforce

*12+ month funded and accredited training programmes



Berkeley Academies

Fast track training to upskill and on-board experienced workers from complementary industries.

We recruited:

60+

new starters via our academy programmes in 2021, including:

9

Commercial Academy

12

Technical Academy

13

Customer Service Academy

14

Sales Academy

15

Build Academy



Supporting skills development

Future Skills Managers support trainees and drive skills development

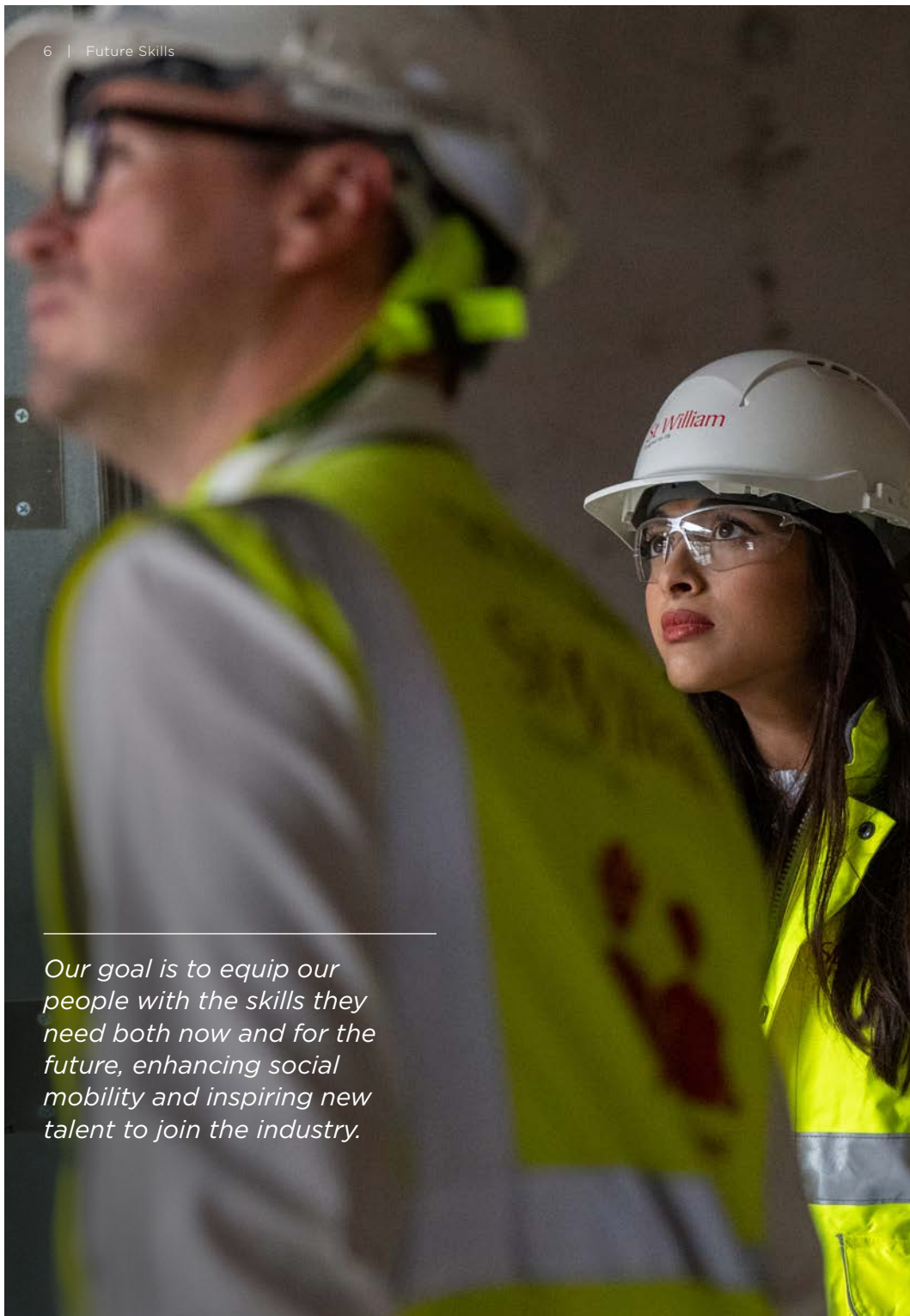
Mentors Network help trainees settle and grow

Berkeley Academy in-house face-to-face training centre

Learning Management System online skills training hub for all roles

Competency Frameworks mapping future skills and training needs for key roles

Training Partners our network of leading external skills training partners



Our goal is to equip our people with the skills they need both now and for the future, enhancing social mobility and inspiring new talent to join the industry.

OUR VISION 2030

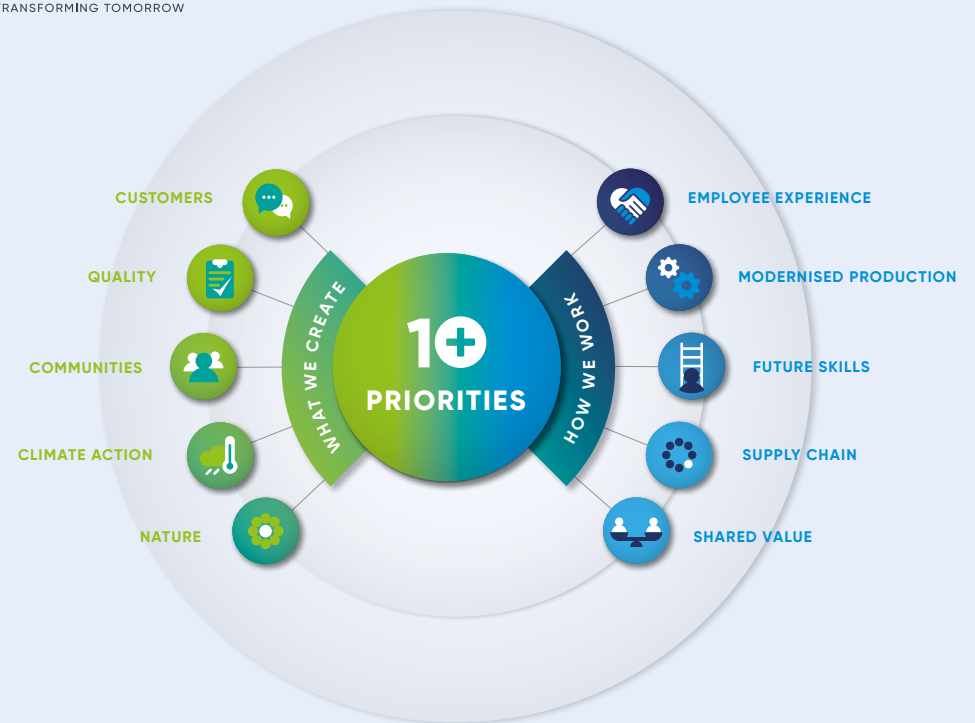
Equipping our people with the skills for the future is one of ten strategic priorities within Berkeley's long-term business strategy, called Our Vision 2030; Transforming Tomorrow.

Our Vision 2030 will help us to be a world-class business, trusted to transform the most challenging sites into exceptional places and to maximise our positive impact on society, the economy and the natural world.

berkeleygroup.co.uk/ourvision



TRANSFORMING TOMORROW



THE SKILLS CHALLENGE

The built environment employs more than 2.7 million people, approximately 9% of the UK's total workforce.

An ageing workforce

- An ageing workforce presents a significant long-term challenge, with the 2016 Farmer Review suggesting its demographic profile could lead to a 20 to 25% decline in available labour by 2026.¹
- In 2021, 32% of the sector's workforce was over 50, while only 10% were under 25, according to the Construction Leadership Council.²
- By 2025, the industry will need to recruit an additional 217,000 new workers just to meet demand, according to The Construction Industry Training Board (CITB).³
- An outdated industry image makes it difficult to attract aspirational young people to replenish and revitalise the workforce, with CITB suggesting that 71% of under-25s have a negative view of construction careers.⁴
- The industry struggles to attract new talent from across the population, with just 16% of the existing workforce being women, and 7% from Black, Asian and minority ethnic backgrounds.⁵
- Before Brexit, 33% of London's construction workforce was from the EU.⁶

¹ The Farmer Review of the UK Construction Labour Model, Modernise or Die, Mark Farmer 2016

² Construction Leadership Council: Industry Skills Plan for the UK Construction Sector 2021 – 2025

³ Construction Skills Network Industry Outlook; 2021 – 2025

⁴ CITB: <https://www.citb.co.uk/about-citb/news-events-and-blogs/uk/2020/03/new-campaign-to-change-young-peoples-minds-about-construction/>

Fragmented pathways to work

- Construction faces the joint largest skills gap among all major economic sectors, with approximately 36% of job vacancies proving hard to fill because of applicants lacking the appropriate skills, qualifications or experience.⁷
- Of the approximately 36,000 students per year who undertake construction courses in Further Education, only 41% move directly into an industry job or apprenticeship.²
- The Covid-19 pandemic has disrupted skills training and recruitment across all sectors, including the built environment.

An evolving industry

- The sector is adopting new digital technologies, products and working practices that can enhance productivity, sustainability, product quality, safety and increase delivery capacity. But major upskilling and retraining of the existing workforce is required to maximise the benefits of these modern ways of working.
- The drive to Net Zero will create major changes in skills demands across the built environment sector, which could require a 13% expansion of the workforce.⁸
- A new Building Regulation regime is being introduced, requiring a more integrated and robust approach to the design, build and management of new buildings. This is a positive step that will require a significant and rapid change in industry practice and skills.

⁵ CITB: <https://www.citb.co.uk/about-citb/news-events-and-blogs/uk/2019/08/10m-boost-from-citb-to-get-people-of-diverse-backgrounds-into-construction/>

⁶ Migrant labour force within the UK's construction industry: Office for National Statistics

⁷ Department for Education, Employer Skill Survey 2019

⁸ CITB: https://www.citb.co.uk/documents/research/building_skills_net_zero_uk_summary.pdf

Berkeley is a member of The 5% Club; a network of leading businesses that commit to a minimum of 5% of their direct workforce being 'earn and learn' positions, including graduates, apprentices and sponsored students. In 2021 Berkeley achieved close to 10%.



ACTION PLAN

To ensure the successful delivery of our future-facing skills programme, we are taking action across five key areas. Over the coming pages, we will explore each area in more detail.

FUTURE SKILLS ACTION PLAN

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PROVIDING PATHWAYS TO WORK

1



The built environment offers rewarding, varied and cutting edge careers. But for new starters our sector can be complex and difficult to navigate, with many trainees struggling to find a compatible employer and training provider.

Our industry needs to provide more effective and straightforward pathways into the workplace, which support trainees to overcome these early challenges and get settled. Doing this well requires a holistic and flexible approach from built environment employers and their training and education partners.

Berkeley's core training pathways include:

BERKELEY APPRENTICESHIP PROGRAMME

The Berkeley Apprenticeship Programme includes a competitive salary, structured on the job learning, mentoring and support. A minimum of 20% of their time is spent training off the job, including project work, job shadowing and training with the in-house Berkeley Academy and our training and further education partners.

Progress and development is regularly appraised by Line Managers, our dedicated Future Skills Managers and our training and education partners.

We align the training content of our Apprenticeship Programmes with our latest working practices, ensuring our apprentices develop key skills and understanding around modern methods of construction, advanced manufacturing and digital working.

berkeleygroup.co.uk/about-us/careers

Berkeley Group directly employs 150 apprentices (2021)

We offer apprenticeships from Level 2 to 6, in a range of disciplines, including:

- Site Management
- Logistics
- BIM
- Digital Design
- Technical Design Management
- Manufacturing Engineering
- Quantity Surveying
- Customer Services
- Business Administration
- Sales and Marketing
- Finance and Accounting

CASE STUDY: CHARLOTTE'S PATHWAY TO LOGISTICS MANAGER



"I was unable to work while I raised three beautiful children, but as they got older I decided to seek my dream job.

"Islington Council and Berkeley gave me a great opportunity and I've never looked back. It was challenging, but apprenticeships are a really good route and you get great support. I want other women, especially young mums, to know this is a great way into a built environment career."



PROVIDING PATHWAYS TO WORK

BERKELEY GRADUATE SCHEME

Our two-year programme offers hands-on experience working with industry experts, a competitive salary, departmental rotations, mentoring and a buddy network with graduates from previous years.

All graduates are offered study leave, training and payment of their RICS/CIOB/ACA registration fees, plus sponsorship towards gaining further professional qualifications and skills within their chosen field.

Our graduate scheme includes Construction, Technical (design), Commercial and Land & Planning roles. We have employed 125 graduates since 2016, and our two-year programme is rated among the top 50 in the country by TheJobCrowd.

berkeleygroup.co.uk/about-us/careers

65 people joined our graduate scheme in 2021

BUILDING FUTURES

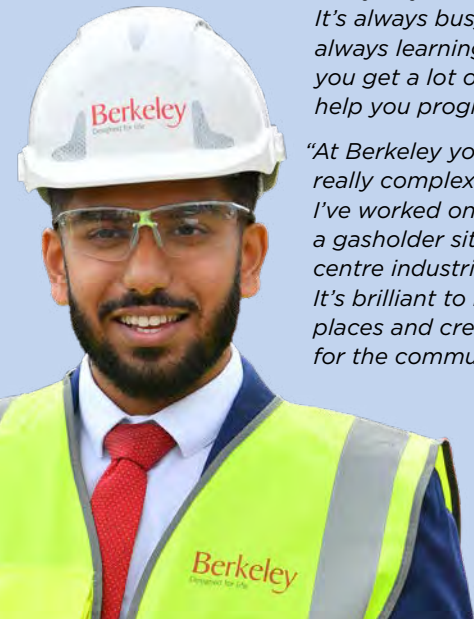
The Building Futures Programme is a bespoke Berkeley training scheme designed to attract more students into the built environment sector after completing their A-Levels.

It offers:

- a competitive starting salary
- structured on the job learning
- fully funded part-time university course
- 20+ placement days with our supply chain
- 9-month rotational placements within different departments before choosing a permanent role

berkeleygroup.co.uk/about-us/careers

CASE STUDY: SHEHMEER'S PATHWAY TO ASSISTANT SITE MANAGER



"Every day is different and fast paced. It's always busy, always fun and you're always learning. It's challenging too but you get a lot of support and advice to help you progress."

"At Berkeley you get to work on really complex and ambitious projects. I've worked on the regeneration of a gasholder site and an old city centre industrial estate in Birmingham. It's brilliant to help transform these places and create something new for the community."



CASE STUDY: OLIVER'S PATHWAY TO ASSISTANT SITE MANAGER



"I joined Building Futures straight after school. I jumped at the opportunity to earn money while learning."

"I rotated between departments to learn about the whole business, then chose to focus on construction and was sponsored to study Construction Management at Southbank University. I'm now an Assistant Site Manager. It was a great route into the industry for me."



PROVIDING PATHWAYS TO WORK

TRAINING ACADEMIES

Our Build, Commercial, Technical, Customer Experience and Sales Academies are intensive training programmes designed to attract and upskill talented people from outside our sector. The academies enable people to quickly transition into built environment careers where their transferable skills and experience can be of great benefit.

Our Build Academy offers a six-month structured training programme, including hands-on experience in multiple departments and classroom learning. Participants then go on to undertake in-depth training, mentoring and professional development within their chosen role.

Our Sales Academy is a nine-week intensive training programme, designed to introduce Berkeley's working culture, values, policies and purpose. Recruits come from across the travel and tourism, hospitality, retail and other sectors. More than 145 people have been recruited through our Sales Academy since its launch.

berkeleygroup.co.uk/about-us/careers

*Berkeley recruited
63 new starters
through its academy
programmes in 2021*

SPONSORED STUDENTS

Our sponsored students programmes provide a minimum of 12 months fully funded training towards a recognised qualification.

This investment helps to retain, develop and upskill our existing workforce, with our employees completing a range of professional qualifications with:

- Chartered Institute of Building
- Chartered Institute of Personnel and Development
- Royal Institution of Chartered Surveyors
- Association of Chartered Certified Accountants
- Chartered Institute of Management Accountants

*Berkeley supported
90 sponsored students
in 2021*



PROMOTING BUILT ENVIRONMENT CAREERS

2



We are working with our partners to showcase the varied, cutting edge, and rewarding careers the built environment has to offer.

School engagement:

Last year our teams delivered more than 380 engagement sessions, including career taster sessions, site tours, school visits and delivering hands-on curriculum linked projects.

Creating role models:

We launched the Berkeley Group Apprentice Awards in 2016 to celebrate emerging talent and showcase cutting edge built environment careers.

Industry collaboration:

We work collaboratively with industry bodies, including BuildUK and the Construction Leadership Council, to inform Government vocational training reform and to encourage the next generation of talented young people to choose a built environment career.

Changing perceptions:

We lead aspirational recruitment campaigns, support National Apprenticeship Week and showcase our modern construction sites as part of Open Doors, an industry-wide initiative designed to update perceptions of the industry. We've also partnered with BuildForce to highlight opportunities for armed services veterans and service leavers to use their transferable skills and retrain with us.

berkeleygroup.co.uk/our-vision/future-skills



CASE STUDY:

RUBY, ASSISTANT SITE MANAGER

Ruby is passionate about raising the profile of built environment careers, particularly among women. She first joined Berkeley on a two-week work experience placement and went on to win 'Best Overall Apprentice' at the Berkeley Group Apprentice Awards 2019.

She has volunteered as both a Women into Construction Advocate and an Ambassador for the Young Apprentice Ambassador Network. She is now Assistant Site Manager at Kidbrooke Village.

"I think there should be more women in the built environment sector. I had no idea there were roles for me until I went to a career event with Bexley London Borough Council and learned about the different roles on site. There's so much variety. One day you're doing risk assessment in an office, the next you're out on site all day.

"I would strongly advise any women to research the role you are interested in and then really apply yourself, as you can achieve anything."



Ruby collecting her Berkeley Group Apprentice Award from Alison Dowsett, Managing Director of St William.

PROMOTING BUILT ENVIRONMENT CAREERS

CASE STUDY: KIDBROOKE SKILLS CENTRE

In 2015 Berkeley launched the Kidbrooke Skills Centre in partnership with London South East Colleges and Greenwich Council. This facility is run by experienced tradespeople and provides a range of accredited courses, practical skills training and taster sessions.



CASE STUDY: HARTLAND VILLAGE COMMUNITY TRAINING HUB

St Edward's Fleet training hub opened in 2021, providing a new space for local students to get hands-on experience, with construction training, demonstrations and talks. Work experience opportunities will give an insight into how the 13-year regeneration project evolves in real time.

The team is working closely with Hart District Council on an Employment and Skills Plan, and earned a Gold award at Hampshire's Investors in Young People Award in 2019.



IMPROVING ACCESS FOR ALL

3



We recognise the strength, creativity and performance that comes from a diverse workforce, which is why we work in partnership with local authorities, education bodies and the voluntary sector to target training and career opportunities to under-represented groups.

We are founding signatories of the Mayor’s Fund for London Diversity Pledge, which offers a roadmap to enable more young people from minority backgrounds to join the built environment industry.

We also work in partnership with Women into Construction to attract and retain more female trainees, as well as supporting the Berkeley Foundation to partner with leading youth engagement charities such as The Change Foundation, which help us reach marginalised young people and support them towards employment.

This year we will take on our first cohort as part of the national 10,000 Black Interns initiative.



WOMEN INTO CONSTRUCTION

Berkeley Group works in partnership with Women into Construction (WiC), a pioneering charity providing practical support and training to help women into the industry and increase diversity.

Kath Moore MBE, Managing Director at WiC, said: *“Women into Construction have been working with Berkeley for the last eight years, placing women into work-placements and employment on construction projects across London and the West Midlands. Berkeley has made a clear commitment to increasing diversity within their workforce, and we are delighted to be working in partnership with them to make that happen. It has been hugely satisfying to see our clients begin their careers and continue to develop on Berkeley sites”.*

The Berkeley Foundation has also supported WiC through its Community Investment Fund, providing £65,000 in grant funding, enabling the charity to pilot two new approaches to engage diverse groups of young women into careers in construction.

They worked with 66 women college leavers in Barking & Dagenham, and women leaving the care system in the City of Birmingham.

The groups received construction-specific career advice and guidance, followed by technical training, supported work placements and brokerage into employment.

women-into-construction.org



Women's bricklaying course.

IMPROVING ACCESS FOR ALL

STREET ELITE: ENGAGING HARD-TO-REACH YOUNG PEOPLE

Street Elite is an innovative training-for-work programme, which uses sport and mentoring to engage hard-to-reach young people impacted by crime, violence and inequality.

Delivered in partnership by The Change Foundation, Berkeley Foundation and Berkeley Group, Street Elite has trained more than 500 young people over 10 years, with 80% moving into education, employment or training.

It operates across London and Birmingham, targeting deprived communities close to major Berkeley Group regeneration projects where participants can be offered work experience, training and employment.

Berkeley has invested £1.3 million in Street Elite, which won 'Best Mid-Term Partnership' at the Business Charity Awards 2020.

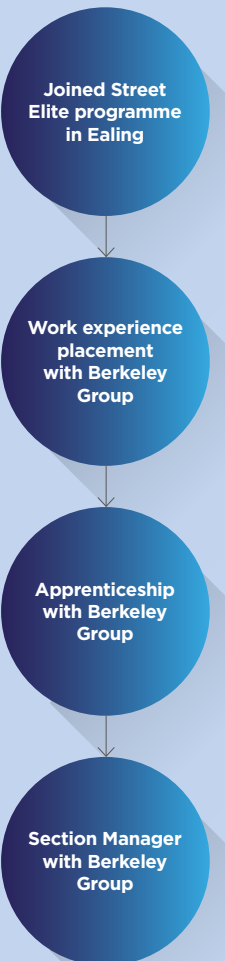
berkeleyfoundation.org.uk/who-we-support/street-elite



Graduates from the 2019 Street Elite programme in Lambeth, which supported 12 unemployed young mothers from Brixton to make a positive step towards education or work.

CASE STUDY: ANTON'S PATHWAY TO SECTION MANAGER

"It's now been five years since graduating from the Street Elite programme, I have learnt a great amount from my peers. I plan to make everyone who has helped me along this journey proud."



CREATING LOCAL JOBS AND OPPORTUNITIES

4



We are passionate about working in partnership with local councils, education bodies and our supply chain to ensure that people living close to our sites can take advantage of the career and training opportunities that regeneration projects bring to their neighbourhood.

Our teams develop bespoke skills and training plans which respond to local skills, jobs and education context, and focus on developing a solution and approach that really works in each community.

CASE STUDY: OVAL VILLAGE, LAMBETH

Berkeley has worked with Lambeth Council to develop an ambitious Employment and Skills Plan for Oval Village, which aims to create 120 work placements, 130 local jobs, 119 local apprenticeships, 40 bespoke pre-employment training sessions and 43 supported employment opportunities, targeted at local people who face barriers to entering the job market.

A dedicated Employment and Skills Advisor organises employment workshops, career advice, work placements and apprenticeships; championing construction careers to hard-to-reach groups such as returning citizens from local prisons and young people at risk of crime.

This work was recognised in 2020 with a Charter Mark Award from Lambeth Made, which celebrates businesses which are helping make Lambeth one of the best places for children and young people to grow up.



Students from a neighbouring estate joined the Oval Village team for work experience.

CASE STUDY: WOODBERRY DOWN, HACKNEY

At Woodberry Down, we work with Hackney Council to agree an updated Employment and Skills Plan at the start of each phase. Under the plan, 356 apprenticeships are being created, providing opportunities for local people to receive training and hands-on experience on site.

A designated Local Labour Champion for Woodberry Down liaises with all the subcontractor supervisors and monitors the programme to ensure it maximises its positive impact in the community.



Local apprentices starting their careers at Woodberry Down.

DEVELOPING SKILLS FOR THE FUTURE

5



Our sector is evolving as we adopt new digital technologies, products and working practices. The drive towards net zero and a new Building Regulation regime is accelerating the pace of positive change. But this transition presents a major upskilling and retraining challenge as we equip our people with the skills for the future.

At Berkeley we are mapping the skills and competences required across our business, to help build a flexible workforce which will evolve with future needs.

berkeleygroup.co.uk/our-vision/future-skills



OUR TRACK RECORD

Berkeley Group has always had a strong training and skills culture, and in 2013 we began to expand our approach in response to mounting skills challenges facing our industry.



2013

Berkeley Foundation founded Street Elite training programmes in partnership with The Change Foundation - see page 26



2014

Commitment to increase site-based apprentices and trainees by 50%



2015

Launched the Kidbrooke Skills Centre in partnership with London South East Colleges and Greenwich Council - see page 22



2016

Launched the Berkeley Group Apprentice Awards to celebrate and champion great vocational training - see pages 20-21



2018

Reached our target to support 1,500 apprentices and long-term trainees over 2 years

Berkeley Modular developed a new Digital Design Apprenticeship Standard in partnership with North Kent College, - see page 33



2019

Berkeley named CITB's Large Apprentice Employer of the Year

Began our partnership with Women into Construction - see page 25



2020

Supported an average of 300 apprentices per month across our sites and offices

Graduate scheme rated among top 50 in country by TheJobCrowd



2021

Apprentice Programme expands with recruitment of 63 additional Site Management Apprentices

Launched Hartland Village Community Training Hub - see page 23

Close to 10% of Berkeley's workforce in accredited skills training

Find out more about our skills programmes and partnerships at berkeleygroup.co.uk/our-vision/future-skills



The team at Hartland Village.



Proud members of the Berkeley Group:

Berkeley
Designed for life

St Edward
Designed for life

St George
Designed for life

St James
Designed for life

St Joseph
Designed for life

St William
Designed for life