

Everyone's Future Counts

Our employability and young people outreach programmes

Contents

3 **Commissioner's foreword**

4 **Introduction**

5 Our commitment
7 Our pathways

8 **Education to work**

9 Our programmes

11 **Ways into work**

I2 Our programmes

16 **Routes back to work**

I7 Our programmes

22 **Starting work**

23 Our programmes

26 **Further information**

26 How to get involved
27 Key Performance Indicators

28 **Thank you**

Realising people's potential

Creating opportunities and removing barriers to work

Having started my career as a graduate trainee at London Underground, I understand the value of investing in people's skills and development. However, I was given opportunities that a lot of people do not have access to. Many Londoners face barriers when trying to reach their full potential in education, and when starting or returning to work.

The coronavirus pandemic has worsened existing inequalities, such as poverty, systemic racism, attainment in education and access to meaningful work experience.

Our Everyone's Future Counts programmes are designed to support those whose education, careers and work prospects are most held back because of the barriers they face. Our programmes provide targeted provision and skills development, helping reduce the impact of those barriers.

We are in a unique position as London's integrated transport authority to support a fairer, more sustainable London. We are led by strong social values and are striving to become anti-racist by embedding robust inclusion and equality objectives in all our work.

We will work in partnership with major London employers, community groups, partners and our national supply chain, which supports 43,000 jobs across the UK, to support more people to increase

their confidence, gain essential skills and achieve sustained employment.

I have seen the difference opportunities can make. To the people who have successfully completed our programmes, thank you. You are reshaping our organisation and perceptions as well as the city we serve. My thanks also to our programme partners and supply chain - your support is making a real difference to people's life opportunities.

Realising the potential of all Londoners is key to moving London forward, safely, inclusively and sustainably. That is why I am committed to our work in this area and we are making sure that everyone's future really does count.



Andy Byford
Transport Commissioner



Why this is important to us

We want to contribute to reversing the pattern of rising unemployment and lost economic growth caused by the economic scarring of the pandemic. Our aim is to help reduce social, economic and health inequalities while helping young people to flourish, with access to support and opportunities. Some of the most striking of these inequalities include:



Women in London are more likely to be unemployed or have had their working hours cut compared to men¹



Young Black people in London are twice as likely to be unemployed as their White counterparts²



The proportion of disabled people who are either unemployed or economically inactive rose from 45.9% to 47.7% in the last quarter of 2021³



Young people who are eligible for free school meals are more likely to have lower grades at GCSE level, with 27.8% achieving a grade 5 or above compared to 54.1% of non-eligible pupils⁴

¹ [Rapid Evidence Review](#), September 2020

² [Independent and Evening Standard investigation](#), November 2021

³ [House of Commons Library Briefing Paper](#), May 2021

⁴ [GCSE English and maths results](#), April 2021





Our commitment

Even before the pandemic, many groups of people in London faced much higher levels of underemployment and unemployment. Addressing this inequality and other challenges people in our city face is fundamental to who we are as an organisation and the contribution we make to helping London, and the UK, move ahead.

A targeted approach

Our ambition is to help create a workforce as diverse as the city we serve. Most importantly, participants on our programmes will:

- gain employment
- improve their confidence
- increase their employability skills
- reflect the diversity of London

Our key performance indicators can be found on page 27 and emphasise outcomes which lead to meaningful employment, or the barriers which need to be addressed to achieve these.

Serving and supporting our communities

We realise the potential of people who face barriers into employment and will proactively tackle these as we commit to be a fair and inclusive industry.

We want to play our part in creating and promoting greater equality in our city. Reducing social, economic and health inequalities is one of our priorities and we want to do all we can to support our communities and help young people to flourish, with access to support and opportunities. At the same time, this work will accelerate the delivery of a cleaner, greener London.

Our programmes offer access to the skills, training and experiences people need to enter the workplace. This is important to help us grow a more inclusive and diverse organisation and industry, and ensure we help create the right skills and capacity to deliver sustainable transport and infrastructure.

Achieving our responsibilities

We are delivering on our commitment as a founding signatory of the Anchor Institution Charter, an initiative to support the Mayor's London Recovery Programme and its missions.

This work supports our own equality objectives, as well as the commitments from our Action on Inclusion Strategy, which will be published later in 2022. This helps communities to thrive, a key pillar of our Sustainability Report, and supports our approach to talent management.

In addition, we are committed to progressing the United Nations Sustainable Development Goals and their three pillars of sustainability: society, environment and economy.



Strengthening our organisation

We will learn from the experiences of people who face barriers into work, and our outreach programmes will give us a greater awareness of the needs of diverse groups within our organisation. In addition, we encourage our employees to become volunteers, mentors or placement hosts to support the communities we serve.

This will make us stronger as an organisation and improve what we can achieve, so we can have the greatest impact and ensure we are better able to serve our diverse customers.

Moving London and the UK forward

Our Everyone's Future Counts programmes enable us to address the skills shortages across our industry, now and in the future. Through our national supply chain, which supports 43,000 jobs across the UK, we play a key role in helping achieve the Mayor of London's Recovery Programme and beyond, to provide good work for all Londoners

Building strong partnerships

We are committed to transparent and constructive working relationships, ensuring everyone's voice is heard when creating and developing our programmes. This includes our supply chain partners, delivery and referral partners, charities, community interest groups, educational institutions and, most importantly, our participants.

Our pathways

Our approach is based on where participants are in their employment journey, helping create opportunities tailored to their individual needs.

Our programmes are organised into four pathways:



Education to work

Supporting young people in education and those starting their careers to overcome educational and experiential barriers to work



Ways into work

Supporting people with limited or no work experience to overcome barriers to work



Routes back to work

Supporting people with significant work experience but that have been out of work for a period of time or lack work experience in the UK



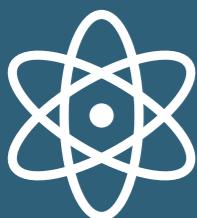
Starting work

Supporting individual aspirations and future skills needs through high-quality, inclusive graduate internship and apprenticeship programmes

Supporting people facing barriers to work

We will target our work to benefit the people who face the greatest barriers in gaining sustained, meaningful employment and those disproportionately impacted by the pandemic. By delivering through partnerships, such as charities, community interest groups and educational institutions, we can help people with a variety of needs. Our support includes, but is not limited to, the following groups:

- Carers
- Ex-offenders
- Older people
- People from Black, Asian and minority ethnic communities
- People impacted by homelessness
- People leaving the military
- People on low incomes
- People recovering from substance misuse disorder
- People who are lesbian, gay, bisexual and transgender, and the wider queer community
- People who are neurodivergent
- People with disabilities
- Refugees and asylum seekers
- Young people eligible for free school meals, those living in poverty and in care as well as care leavers
- Women



Education to work

Supporting young people in education and those starting their careers to overcome educational and experiential barriers to work



Our programmes for young people target the most deprived schools and young people across the Capital. We work with supply chain and industry partners in collaboration with local communities to inspire and cultivate young people's interest in transport, infrastructure and the built environment.

This work supports the development of work-ready skills and underpins academic achievement.

What we will provide:

- Volunteers to inspire and educate on skills and careers in transport and infrastructure
- Mentors to support career and educational attainment as well as personal growth
- Careers and skills workshops and events, both in schools and the community
- Work experience, virtual and in person, including:
 - work experience for school-age students
 - insight days
- T-Level industry placements
- Opportunities in work-based projects through Innovate TfL, our annual competition
- Activities for under fives and families
- Activities for primary school children promoting skills and careers in science, technology, engineering and maths (STEM)
- Built environment educational resources and activities



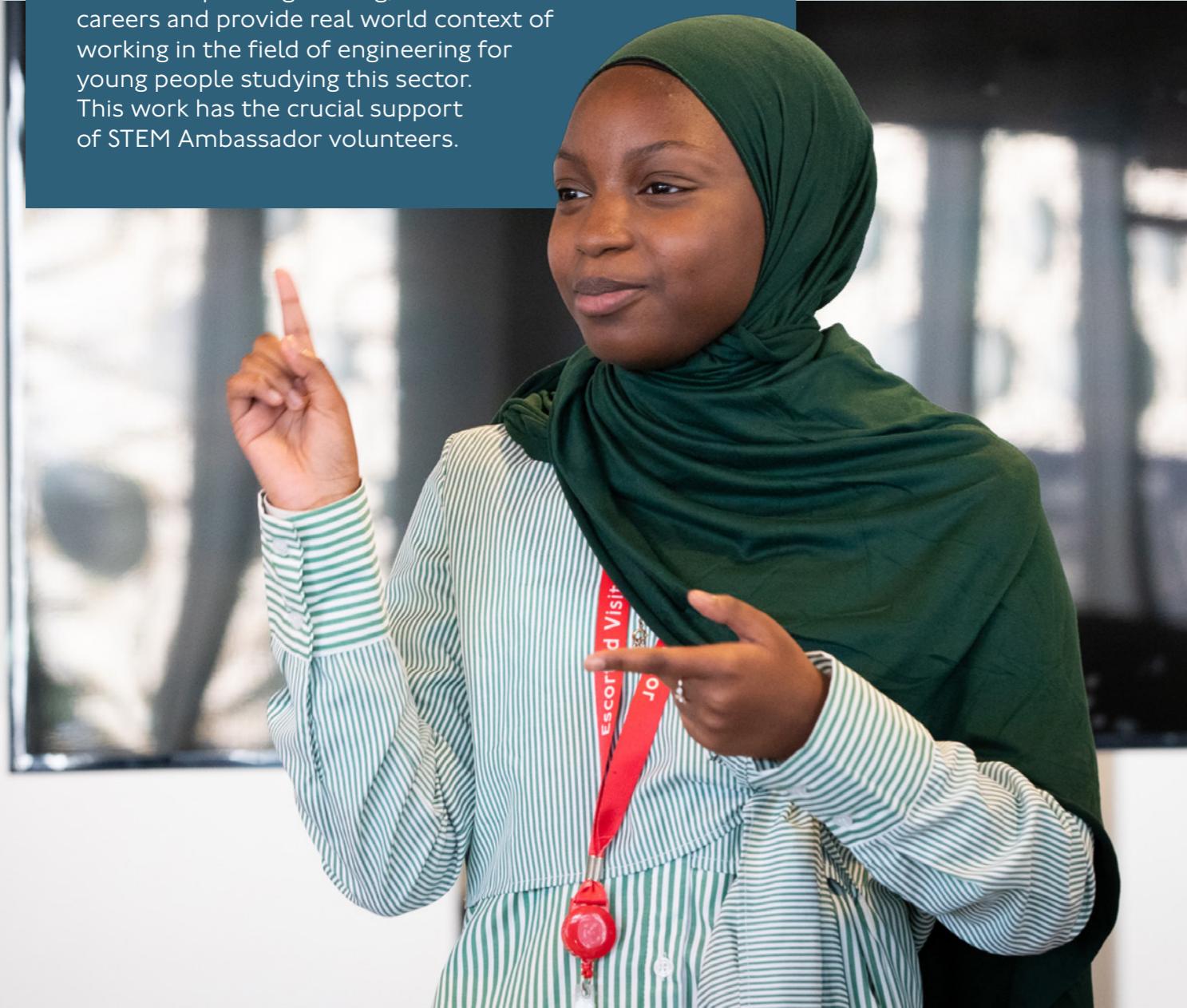
Enjoyment to Employment Programme

Enjoyment to Employment is delivered by London Transport Museum for schools, families and young people, with the aim of building positive perceptions about careers in transport from an early age.

We provide activities for children under five and families to nurture children's enthusiasm for transport, infrastructure and engineering, and educate the people that have an influence on them.

There are dedicated programmes for primary schools which foster an interest in STEM subjects and cultivate skills that are needed today and in the future.

In addition, we offer secondary school programmes, such as Inspire Engineering, which focus on careers and provide real world context of working in the field of engineering for young people studying this sector. This work has the crucial support of STEM Ambassador volunteers.



**"I learnt that
engineering
is part of our
daily life"**

School pupil



Built Environment Schools Outreach Programme

We launched our Built Environment Schools Outreach Programme to encourage the next generation to pursue professional and technical careers in this industry.

The programme is aimed at young people aged 11 to 18, with resources available for use by schools and colleges. This enables us to work with young people across the Capital and for them to benefit from contextual learning opportunities, as well as gain access to industry expertise and relatable role models. This work will shape our future projects by giving young people a platform to challenge and evolve our ideas, driving genuine stakeholder engagement.

We want to give young people access to opportunities that will come up as we build thousands of homes across London. We share this ambition, joining forces with our development partners – Barratt London, Earls Court Development Company, Grainger plc, and Notting Hill Genesis – and working with Class of Your Own who design STEM-focused built environment and infrastructure learning programmes.



82%

of students taking part in Inspire Engineering reported that they had a better understanding of careers in engineering as a result



100+

STEM Ambassadors support the development and delivery of Enjoyment to Employment activities every year



25,000+

primary school children take part in Enjoyment to Employment activities with London Transport Museum every year



We provide opportunities targeted specifically at schools with the greatest needs as well as opportunities that are open to all schools.

Our activities promote transport and infrastructure, helping develop the underpinning work-ready skills young people need to thrive in STEM subjects and careers.

Through project work and insight sessions, we will support more young people into areas of high growth and to learn the rare skills needed for the long-term technology and green revolution under way in transport and infrastructure.

Working with volunteers and mentors, we help young people challenge negative perceptions, identify role models and overcome educational barriers to their future success.

“Innovate TfL allowed me to exercise my maths and STEM skills in a way I wasn’t able to in the classroom”

Innovate participant



Case Study: Innovate TfL in partnership with Cleshar

Research showed that girls aged 15 to 17 were turning away from STEM subjects and careers. While our work in schools tried to address this issue, it did not cause an increase in the number of people from this group in work experience in STEM-based disciplines. This had a significant impact on the future pipeline of women entering our STEM-based apprenticeships. In addition, we wanted to:

- increase the volume of work experience
 - provide fair access to work experience
 - encourage and support girls towards careers in STEM-based sectors

In association with our industry partner Cleshar, a contract services provider, we created Innovate TfL. This annual competition giving groups of young people the opportunity to work together and come up with a solution to a real TfL challenge. While the project was open

to all schools and colleges, and was free to access, it was specifically aimed at girls' schools and schools with high levels of deprivation.

The three-month project enabled students to work in teams with our STEM Ambassadors to create an innovation project to meet the Mayor's transport priorities: a good public transport experience, Healthy Streets and healthy people, and new homes and jobs.

We work to make sure women working in STEM roles at TfL are visible throughout the project. In 2019/20, 43 schools, colleges and youth groups registered to take part in Innovate TfL, including 11 girls' schools.

The year before, more than 50 per cent of our Innovate TfL work experience placements went to girls for the first time, with Northwood College's 'Mind the Girls' team winning the competition.



Ways into work

Supporting people with limited or no work experience to overcome barriers to work



Our Ways into work programmes support people with little to no work experience to access their first opportunity in the world of work. We use a person-centred approach to address barriers people may experience. These programmes provide equal access to opportunities in TfL, our supply chain, and beyond.

What we will provide:

- Training through our branch of the Mayor's Construction Academy hub, designed to meet immediate skills demands in the sector. This includes bespoke training frameworks to help people transition into work
- Steps into Work, a 12-month programme that gives people who are neurodivergent valuable work experience and employability skills training
- A 12-week employability programme to help people gain confidence, experience and skills
- Catalyst, a four- to six-week programme run in partnership with our supply chain, for those with limited or no work experience. The programme's participating suppliers commit to offering guaranteed interviews or assessments for candidates that successfully complete the programme
- Route into Work, a four-day programme for people aged 16 to 25, at risk of long-term unemployment



Mayor's Construction Academy Programme

Our hub of the Mayor's Construction Academy was set up to secure a pipeline of talent to help build thousands of new, affordable homes and communities across London. We work closely with our education and industry partners to deliver employer-led training that is focused on construction skills demand, now and in the future.

Our development projects will have local labour and apprenticeship opportunities, and our hub enables us to support our development partners to deliver these requirements, while maximising the social and economic value we can create for London.

Through the hub we have:

- trained more than 2,000 Londoners over the last two years, and supported more than 900 people in securing sustainable jobs in the built environment sector
- partnered with organisations such as Women into Construction to design targeted opportunities, with more than 65 per cent of trainees from under-represented groups
- set up local employment and training opportunities on several of our projects

"I'm looking at entry level jobs to get me on side and, ultimately, an apprenticeship in a particular craft"

Mayor's Construction Academy participant



100+

different career
paths in construction



10%

of the UK's entire
workforce is in construction



Route into Work Programme

Delivered by London Transport Museum, this four-day programme breaks down some of the barriers that stop young people gaining employment and pursuing careers in transport. Working with community partners, the museum reaches out to young Londoners, particularly those who are underrepresented in the transport, infrastructure and engineering industries. The museum delivers a four-day employability course linked to live vacancies. The course helps participants feel confident about their talents, develop employability skills – such as CV writing and team working – and further prepares them for what to expect when they meet employers.



Employability Programme

Our 12-week employability programme supports those who are further away from being work ready, helping them undertake training and providing work experience.



Steps into Work Programme

We created Steps into work, a partnership between TfL and Shaw Trust in recognition of the untapped strengths of people with learning disabilities and those who are neurodivergent, and the additional barriers they can face in gaining sustained employment. This 12-month programme for adults aged 16 and above enables participants to complete three unpaid work placements of 10 to 12 weeks each. Participants carry out their placements within our offices, stations and across the GLA while completing a BTEC Level 1 Work Skills qualification. It is delivered in partnership with Shaw Trust which provides all aspects of training and guidance for both participants and their placement hosts within our organisation.



69%

of young people taking part in Route into Work in 2021 were from Black, Asian and minority ethnic backgrounds



Catalyst Programme

This four- to six-week programme is delivered in partnership with key suppliers, charities and employability organisations. The programme provides a route into sustained employment and apprenticeships for underrepresented groups through pre-employment training and work experience placements.

The programme is externally funded, with the employability organisations and us providing active support to candidates before, during and after the programme.

Each programme consists of a pre-employment training programme of up to two weeks which covers both general employability skills and specific technical skills relevant to suppliers' opportunities. The programme is delivered by a learning provider. This is followed by a two-week work placement with one of the participating suppliers.

Candidates are also offered the opportunity of an appointment with Smart Works or Suited & Booted, two organisations that provide smart clothing and interview training free of charge.



Case Study: Chelsea Foundation

The Chelsea Foundation, part of Chelsea Football Club, has been working with us and our Mayor's Construction Academy hub to help more than 100 individuals through the Construction Skills Certificate Scheme (CSCS). Cards obtained through the scheme provide proof that individuals working on a construction site have the appropriate training and qualifications for the job they perform on site.

The programme has been running for two years, providing seven industry-based qualifications, including the CSCS card, with participants also given opportunities to work in construction jobs.

Hassan completed the course in December 2019, before passing the CSCS test, and is now looking at apprenticeship opportunities. "I found both the Chelsea and TfL parts of the course seamless," he said, "they were integral to me getting the qualifications and get my card first time. I'm looking at entry level jobs to get me on side and, ultimately, an apprenticeship in a particular craft."

Martin Burrows, employability tutor for the Chelsea Foundation, said: "The Chelsea CSCS project in partnership with TfL has proved to be a very successful and positive venture. We are helping to equip future construction workers with the knowledge, qualifications and, most importantly, the CSCS card – all needed to survive and flourish in the industry. The knowledge that we are making a difference to people's lives in such difficult times brings great satisfaction to what we do."



Case Study: Mentoring Circles with Abellio and Morson

We collaborated with our suppliers Abellio, Morson, the Department for Work & Pensions (DWP), and employability organisation Maximus to deliver online mentoring circles sessions for unemployed candidates.

Abellio introduced their bus driver apprenticeship opportunities to interested candidates, providing them with details of their recruitment process and answering candidates' questions. Two sessions were held, the first in October 2020 and another in March 2021, with each session attracting more than 50 candidates.

A total of 40 candidates went on to apply for apprenticeship opportunity and eight have now started work because of this initiative.

Morson, a previous winner of Best Apprenticeship Scheme at the TfL Supplier Awards, wanted to attract more track operatives to their organisation which provides London Underground with key track maintenance work. The sessions gave interested candidates with an overview of the role, including a short film, as well as an extensive question and answer session. More than 150 individuals attended the two sessions and 11 people have now started work as a result.

Participant viewpoint: Sabrina Catalyst

Sabrina joined our Catalyst pre-employment programme with our supplier Lanes Group in 2019 to broaden her understanding of the industry and network with professionals who could guide her towards her dream career. As a young person who didn't know anyone that worked in the construction industry and had limited knowledge of apprenticeships, Sabrina says "I wasn't very sure whether civil engineering was what I wanted to do. I struggled because I didn't have a network of people who could support me or guide me towards what I wanted to achieve."

"I was actively looking to gain some work experience and insight into what being a civil engineer is like, and came across the TfL pre-employment programme. I really enjoyed the programme as it was well organised and very insightful. The programme allowed me to meet new people that were looking for employment as well as professionals from the construction industry. It was such a great experience."

Sabrina has broken down many barriers to get her apprenticeship and thinks that more women should be inspired to work in the industry. "The greatest misconception is that women can't work in construction or can't be engineers. This is one of the reasons that also pushed me to go for this role. Things are not going to change if there isn't a desire and confidence for more women to join the industry!"

Sabrina's line Manager at J Murphy & Son's, Sean Burke, is full of praise for Sabrina and her work ethic. He says, "Sabrina has shown a keen attitude towards broadening her knowledge of the industry, has proven her great communication skills during the pandemic and has a good personality – she looks to be going down a path where she will have a successful career in any department she decides to work in."



Participant viewpoint: David Steps into Work

David is a former student who completed the Steps into Work programme in December 2015. When he arrived, he was shy and lacked confidence, especially in dealing with customers face-to-face, due to a previous negative experience on a different training programme.

Throughout Steps into work, David gained lots of confidence in his own ability and took part in a customer service assistant placement at King's Cross station. This rebuilt his confidence in face-to-face customer interaction, helping him realise he was actually very good at providing customer services and enjoyed solving queries, feeling that his intimate knowledge of the transport network was especially appreciated and helpful.

David is now employed with us full-time, having progressed from our Lost Property Office to become a customer service assistant on London Underground as a direct result of being on the programme. As well as providing valuable opportunities for participants,

we benefit by increasing the number of staff who are neurodivergent to help improve our understanding of the needs of customers with these conditions.

Steps into work has continued to go from strength to strength, with the number of students increasing from 12 students a year in 2018 to 24 students in September 2019.



75%

of students achieved paid employment of more than 16 hours a week within 12 months of completing Steps into Work between 2016-2019



Routes back to work

Supporting people with significant work experience, but that have been out of work for a period of time or lack work experience in the UK



There are many reasons why people may have been away from the workplace for a significant period of time or do not have UK experience in their profession.

These programmes are designed to help people build confidence and use their existing transferable skills in new opportunities.

What we will provide:

- Support and upskilling through our Mayor's Construction Academy hub to people who have previously worked in the construction sector, or those in other sectors that are looking for an opportunity in construction
- A 12-week employability programme to help people gain confidence and refresh their skills to transition back to work
- Catalyst, a four- to six-week programme with participating suppliers for those with significant work experience but that have been out of work for a period of time, or those who lack UK work experience, committing guaranteeing interviews or assessments for candidates that successfully complete the programme



Mayor's Construction Academy Programme

Our Mayor's Construction Academy hub provides ways back into work for people who have previously worked in the industry but require upskilling and support to return, as well as training for people who have worked in other sectors who are long-term unemployed.

Programmes vary in length depending on the needs of the individual, and consist of an introduction or reintroduction to the construction industry, as well as health and safety qualifications and upskilling in a particular construction skill. We work closely with construction employers and training organisations to ensure the training is employer- and demand-led, with opportunities for employment available on successful completion of the programme.

"I learnt a lot about myself and the opportunities available to women in the construction and engineering sector"

Catalyst participant



Employability Programme

Our 12-week employability programme supports those who are further away from being work ready, helping them undertake training and providing work experience.



Catalyst Programme

This four- to six-week programme is delivered in partnership with key suppliers, charities and employability organisations, and provides a route into sustained employment and apprenticeships for underrepresented groups through pre-employment training and work experience placements.

All our Routes back to work programmes are externally funded, with the employability organisations and us providing active support to the candidates before, during and after the programme. Each programme consists of a pre-employment training programme of up to two weeks, covering both general employability skills and specific technical skills relevant to suppliers' opportunities, and is delivered by a learning provider. This is followed by a two-week work placement with one of the participating suppliers.

Candidates are also offered the opportunity of an appointment with Smart Works or Suited & Booted, two organisations that provide smart clothing and interview training free of charge.

Participating suppliers commit to offering guaranteed interviews or assessments for candidates that successfully complete the programme.

Case Study: Mayor's Construction Academy Keltbray

We recognise the challenges faced by people who have been out of work for a long time, and have embedded a focus on mental health across our training programmes. We have run a successful pilot with the training arm of Keltbray, a construction engineering specialist, to provide resilience and mental health training to more than 900 participants to date. This training provides them with tools and techniques to manage potentially stressful situations to enable a smoother transition back into work.

"The programme has made a real difference in my life, I was unemployed for quite a while and hit a lot of dead ends with employment agencies and others. This was a direct route where I got to meet with employers – it felt real, unlike other courses I'd seen."

– Long-term unemployed participant who progressed to an opportunity at TfL's Blackhorse View housing development

Case Study: Catalyst Women with drive

Women with drive is a two-week employment programme run by our Supplier Skills Team, bus company Go-Ahead and The College of Haringey, Enfield and North East London, which provided 18 candidates with customer service and employability training. Participants gained valuable driving experience at the bus operator's Northumberland Park and Camberwell garages, and were supported by Go-Ahead to complete their bus driver apprenticeship application. They also had appointments with Smart Works, a charitable organisation that provides interview preparation and high-quality clothes for unemployed women and those on low incomes. At the end of the programme, 15 candidates went on to have an interview and assessment. Of those, four gained their Passenger Carrying Vehicles licence and started their passenger transport driver – bus (level 2) apprenticeship.

"The work skills course enabled me to brush-up on my employability potential and generally enhanced my confidence with seeking new work opportunities"

Catalyst participant



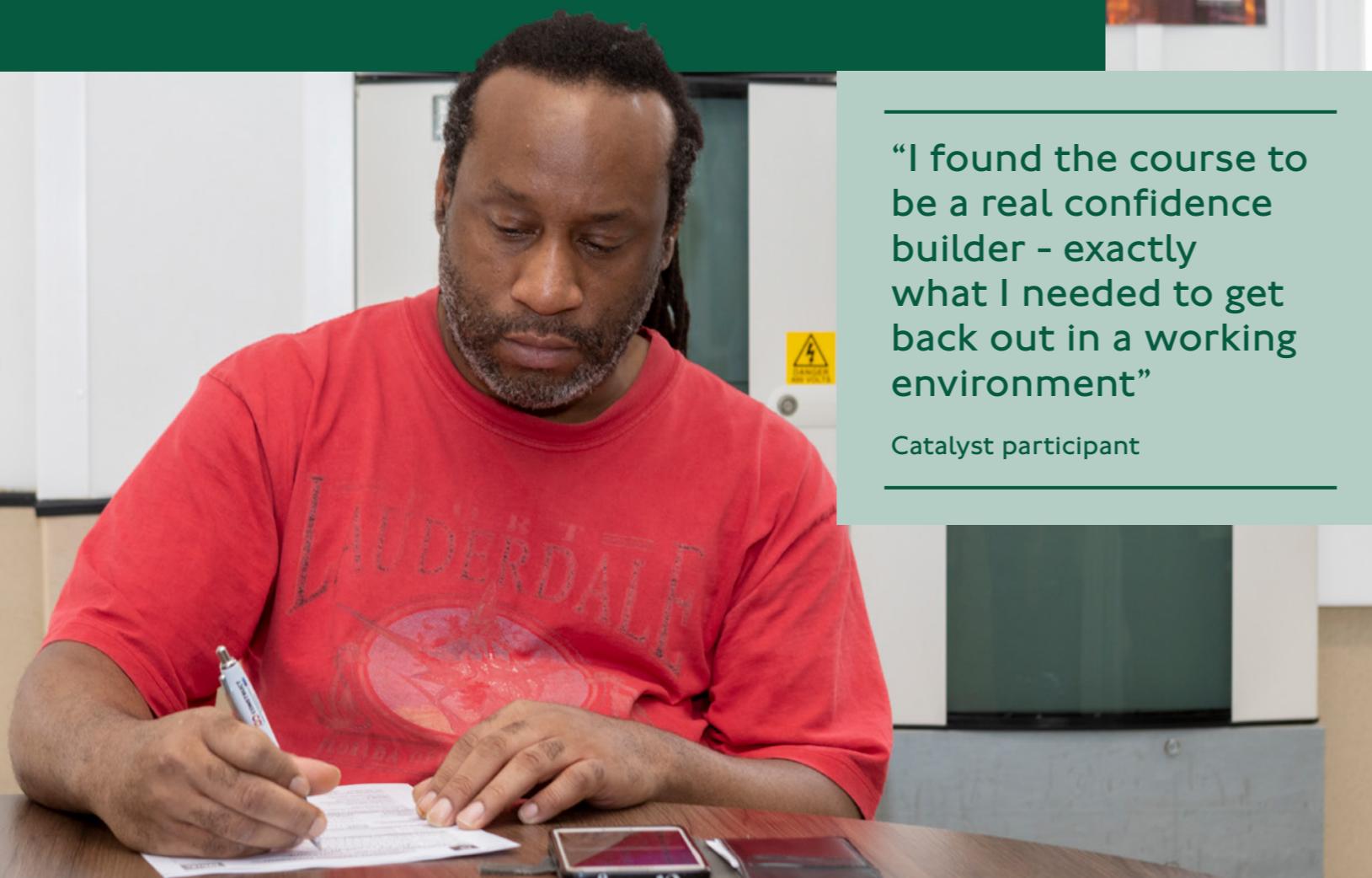
Case Study: Catalyst Get into Transport

Transport bodies joined forces on a pre-employment initiative to help people from under-represented and disadvantaged communities access job opportunities in their supply chains. The programme consisted of two weeks of employability training and two weeks of practical work experience. It brought together the Strategic Transport Apprenticeship Taskforce Social Mobility working group, TfL, HS2, Heathrow Airport and The National Skills Academy for Rail (NSAR). Our Supplier Skills Team coordinated the initiative, using their experience and network of referral partners and training providers.

Employers offering placements included Morgan Sindall (for the Barking Riverside extension), MTR Elizabeth line, Mace

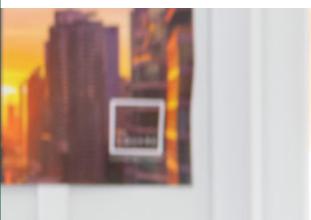
Dragados, Align and WSP, as well as Heathrow Express and NSAR.

Employers gave insight into roles that focus on engineering, administration, customer services, marketing and the environment. Those who completed the programme, and were interested in employers' available vacancies, were guaranteed interviews or assessments. Of the 12 people who finished the course, six have since secured jobs. One participant was lucky enough to find a role with an immediate start during the initiative's training phase. Candidates also had appointments with charities Smart Works and Suited & Booted, which support unemployed people and those on low incomes by providing quality clothes and interview preparation.



"I found the course to be a real confidence builder - exactly what I needed to get back out in a working environment"

Catalyst participant



Case Study: Build East Queen Elizabeth Olympic Park

We have been working closely with the London Legacy Development Corporation (LLDC) on construction and built environment-related employment and skills programmes for some years now. Paolo Nistri, LLDC's head of socio-economic regeneration, explains: "Our successful partnership has seen the delivery of a purpose-built construction training centre at Queen Elizabeth Olympic Park, a joint commission to appoint a lead provider to deliver training programmes to under-represented groups. It provides a platform for developing interventions that will address current and future skills gaps in the sector, from green skills to digital construction and specialist trades."

The partnership has benefited from collaborative working by sharing resources, with a member of TfL's Construction Skills Team working part time with LLDC and the contractors at Queen Elizabeth Olympic Park. LLDC's strategic input helps align industry needs and operational delivery across London. Working together has enabled us to offer a wider range of job and training support for east London residents. In addition, our collaboration has enabled us to respond quickly and efficiently to supply chain needs and requests around employment training and skills.

"It's been fantastic working across operational boundaries on LLDC construction projects," says Ashik Miah, TfL and LLDC construction skills manager. "Mace, the main contractor, and their sub-contractors have engaged with the communities across the four growth boroughs – Newham, Tower Hamlets, Hackney and Waltham Forest – and included TfL's employment and training expertise for local people into the project in Queen Elizabeth Olympic Park."

Case study: Catalyst Women into Transportation and Engineering

Our Women into Transportation and Engineering pre-employment programme was created to encourage women returning to work in the transportation and construction industry, by giving them some vital industry work experience.

The programme was a collaboration with key suppliers and partners, including Siemens, Glenman, Cleshar and Riverlinx CJV, with support partners Women into Construction, College of North East London and Smart Works. Participants were helped to gain confidence, enabling them to overcome a variety of professional and practical barriers to work.

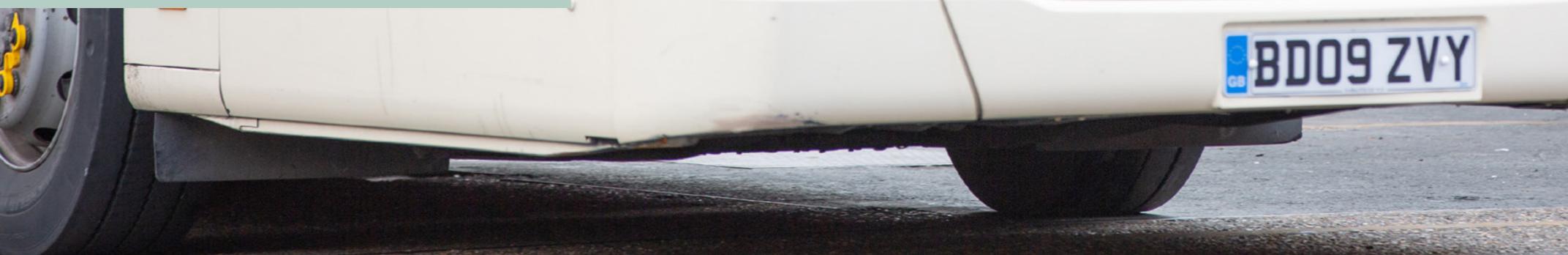
Smart Works provided participants with a bespoke dressing consultation and a one-to-one coaching session with an expert interview coach. This support helped boost participants' confidence, allowing them to focus on demonstrating their potential while enhancing their skills and experience during their work placements. Candidates who were able to secure permanent positions return to Smart Works for a second dressing consultation and receive a capsule working wardrobe to last until their first pay cheque.

Our partners, Women into Construction, acted as the main contact for all the women in the group and delivered overall support, especially with childcare and travel.

A total of 17 women were selected to take part, with 14 completing the programme. Of these, seven have now secured paid employment in roles ranging from quantity surveyors to track operatives, and two more are awaiting arranged interviews with Women in Construction continuing to support all of the participants

"The programme allowed me to prepare for the workplace environment and develop my pre-existing skills"

Catalyst participant



Partner viewpoint: Barratt London Mayor's Construction Academy hub

Working with us has improved Barratt's understanding of local needs and ability to respond according to our skills needs on the Blackhorse Road construction site. By working together, we are able to provide real jobs and placement opportunities, with some great candidates coming through the programme. Our cross-London approach means Barratt is now considering potential opportunities for people across the capital at all their sites. The training provided, in conjunction with TfL's Mayor's Construction Academy hub, is aimed at skills gaps in the industry, and has helped meet some immediate training needs on site.

Our partnership is helping deliver jobs, upskilling and training for residents, and supports the delivery of local authority commitments, including section 106 and CIL agreements. Our support has enabled

Barratt London to increase delivery of apprenticeships and local jobs, including pastoral care before and after the programme.

Tia, a resident and programme participant recognised the impact of working on a local development. "I'm going to be on a £200m site in my local area and I can always look on this and say I am part of that – that's huge!" she said. Tia also recognised the wider social impact of her work; "As a Black woman I can say that I am elevating my own local community which is so important right now. It's been really hard during the pandemic. I left my role in recruitment in May and I had just got my CSCS card so it was difficult to find a placement after that, during lockdown. But by using my initiative, and with thanks to Ash, TfL's construction skills manager, things are all falling into place."



1,000+

people have been trained for work in the built environment through our partnership with The Skills Centre

Partner viewpoint: The Skills Centre Mayor's Construction Academy hub

Working together with TfL enabled The Skills Centre, a community-focused training and apprenticeships provider, to deliver even more diverse training. The collaboration provided a greater understanding of what the construction industry needs and wants, with The Skills Centre able to respond effectively. The partnership has resulted in the south London apprenticeship hubs to grow and attract more learners with more than 1,000 people benefiting and being trained for work in the built environment.

"Our partnership on the London skills agenda, on both the strategic and operational side, is providing a huge impact to London residents and local employers," says Jon Howlin, The Skills Centre's chief executive officer. "Our joint intent is to support local residents into good sustainable work in the construction sector. TfL provides high value, including a direct pipeline to construction work, attracting residents from diverse backgrounds while tutors and learners are given support with advice and guidance. The collaborative partnership had a significant impact, with thousands of residents being trained and upskilled, and many progressing to good work and apprenticeships in the construction sector. We look forward to expanding our programmes to specialise in the delivery of green construction skills and acting as a leader in this area for the sector. Construction companies can make a huge contribution to improving the environment and our partnership supports them in this vital task."



Starting work

Supporting individual aspirations and future skills needs through high-quality, inclusive graduate internship and apprenticeship programmes



Our graduate, internship and apprenticeship programmes support the Mayor and Government's priorities to increase investment in training and job creation to support a sustainable economic recovery.

This investment enables us to increase the diversity of our workforce, helping the industry to represent and better serve our communities. This is critical to creating and retaining critical skills for a 21st century transport network and will help drive social mobility through our supply chain, in London and nationally.

What we provide:

- Graduate, apprentice and internship opportunities, including green, digital, engineering, data and business skills
- Apprenticeships in our supply chain as part of our approach to responsible procurement
- Wider access to and an improved diversity of intakes to be representative of the city we serve, while supporting our industry to do the same
- Inclusive programmes that support participants to thrive and progress to sustained employment
- Apprenticeship Levy transfers to SMEs which support green skills development and economic recovery



Graduates and Emerging Leaders Programme

Our graduate programmes in technical and business functions support the development of skills that are critical to the future of our organisation and industry.

Our Emerging Leaders programme provides graduates and apprentices with the opportunity to progress to a challenging leadership role.



Internships, summer placements and Year in industry

Programme

Our summer placements and 'Year in industry' internships provide a valuable opportunity to gain insights and experience with a chance of progressing to one of our graduate schemes. Our Stuart Ross Communications Internship provides a targeted opportunity to address the historical lack of Black, Asian and ethnic minority representation in the communications sector, including public relations, marketing and public affairs.



Apprenticeships Programme

Our apprenticeships provide a diverse range of training and development opportunities, from level 2 to 7, and are open to all age groups across our organisation. These opportunities also help us to cultivate the key skills that are critical to the future of our organisation and industry, combining on and off the job learning while progressing to employment.



45%

of our **graduate** hires in 2021 were people from Black, Asian or minority ethnic backgrounds, an increase from 27% in 2018



33%

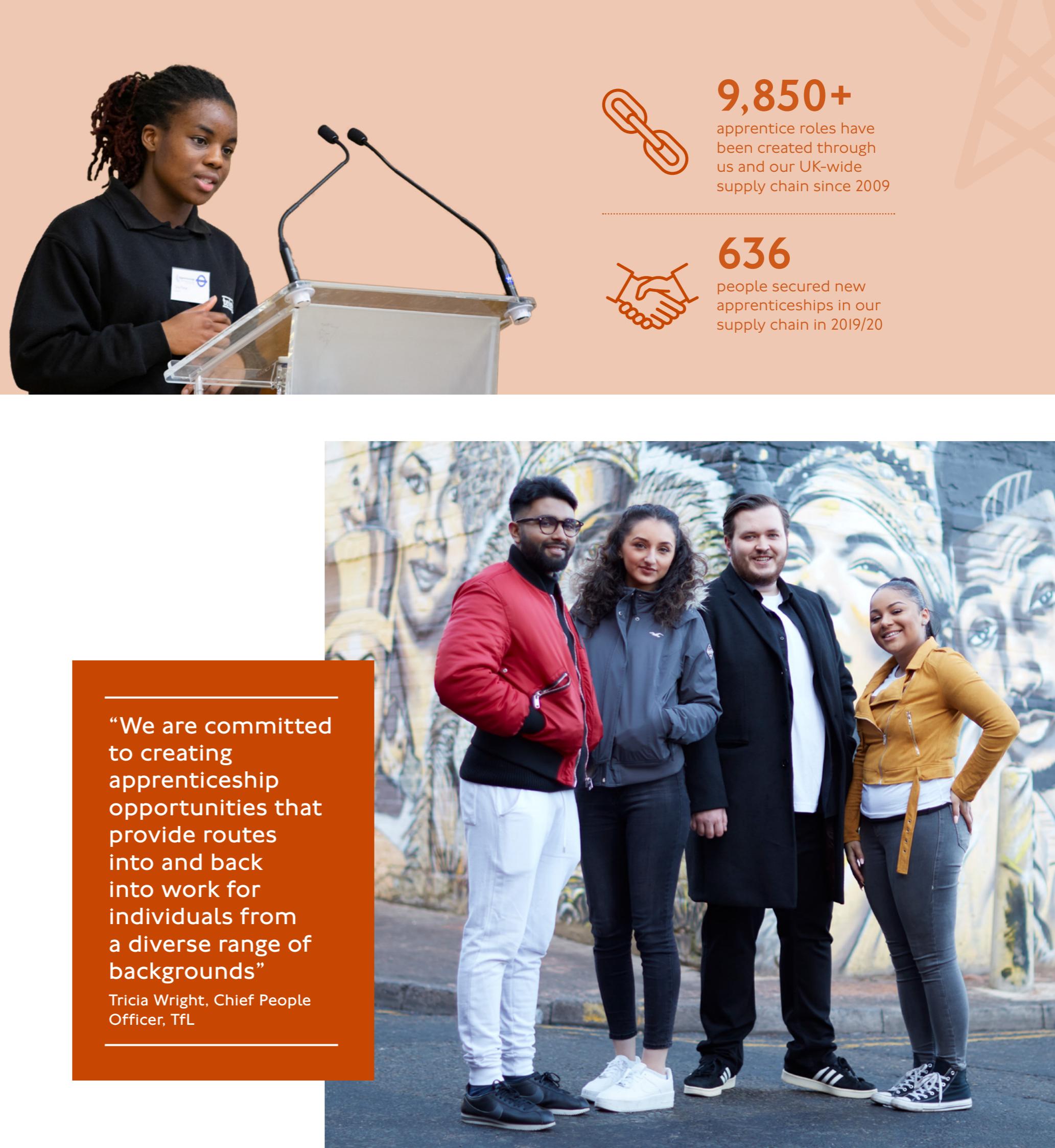
of our **apprentice** hires in 2021 were women, an increase from 20% in 2018

Case Study: increasing the number and representation of women in apprenticeships

In 2018, the representation of women in our apprenticeships continued to be poor. While we had been making gradual improvements, reaching 20 per cent by 2018, we were still not seeing a significant volume of applications from women. Traditional perceptions of our industry meant that it was not seen as a favoured career route for women.

Recognising that our apprenticeship website needed to be more inclusive to engage and appeal to women, we undertook market research to find out what we should include. Our website now consists of authentic content from real apprentices, including quotes and testimonials, alongside bold and vibrant photography where women apprentices are shown to represent engineering and technical roles. In addition, the website includes educational content, for parents and teachers as well as support features to help apprentices choose between university and apprenticeships.

In 2019, the website redesign contributed to an overall increase of women onto our apprenticeship schemes, increasing from 20 per cent in 2018 to 37 per cent. This increased further to 39.5 per cent in 2020. Changing the apprenticeship website also resulted in an increase in engagement and the pages became the second most popular across all TfL sites, with 8,000 unique users per month. A total of 75 per cent of people who visited the site clicked on the content, confirming it to be unique, engaging and encouraging. The website redesign won a silver award for Best Employer Brand Management (Public Sector) and a bronze award for Best Diversity Brand in the Employer Brand Management Awards 2020.



"We are committed to creating apprenticeship opportunities that provide routes into and back into work for individuals from a diverse range of backgrounds"

Tricia Wright, Chief People Officer, TfL

Participant viewpoints

Some of our previous participants share their thoughts and reveal the highlights of their experience on our programmes

Rashmika

A Stuart Ross Communications Intern in 2021 and now employed by TfL in a communications role

“The internship has enabled me to interact with lots of different people within and outside the organisation, working in one of the busiest and top in-house press offices in London. I’ve had the opportunity to work on high profile projects and was given real responsibility from day one. The scheme has emphasised the important role communication teams play in delivering TfL’s key messages to its stakeholders.”

Nina

TfL Apprentice currently working on the Elizabeth line

“I’ve always had an interest in rail and a job at TfL was always something I’d considered. I enjoy practical, hands-on work and my role with maintenance and fault technicians on the Elizabeth line provides me with a way to learn that I enjoy.

I want to gain all the competencies to be a full technician and apply for more senior positions in this field, eventually becoming a principal or senior technician. I encourage anyone who applies to go for any opportunity that arises – make the most of your placements and gather as much knowledge as you can.”

Kieran

Third year General Management Apprentice

“Apprenticeships are a great way to get professional experience while still learning. You get to see different areas of the business that you didn’t even know existed.

I’d advise anyone applying to have an open mind. You’re going to be doing things you’ve never done before – things that are completely new to you – but you’re working with experts in their field. You’ll come across lots of new and interesting challenges so it’s good to be adaptable.”

Chloe

Finance Graduate

“The Finance Graduate Scheme has enabled me to interact with a broad range of stakeholders and rotate around different areas of the organisation, from London Underground to Technology & Data, and gain an accounting qualification. I’ve had a lot of responsibility during my placements, which can range from being a finance business partner to a corporate finance analyst.”

How to get involved

Taking part

To participate in any of our programmes or refer your students or clients, please visit tfl.gov.uk/everyones-future-counts or contact us directly at everyonesfuturecounts@tfl.gov.uk

Partnering with us

As a company wanting to support us please visit tfl.gov.uk/everyones-future-counts or contact us directly at everyonesfuturecounts@tfl.gov.uk

Programme summary

Programme	Audience
Built Environment Schools Outreach Programme	<ul style="list-style-type: none">• People aged 11-18
Enjoyment to Employment, at London Transport Museum	<ul style="list-style-type: none">• Learning as a family: children aged 0-12• Schools: children aged 3-14
Young people mentors	<ul style="list-style-type: none">• Children in primary schools• Pupils in secondary schools• Students in sixth form or college
Young people volunteers	<ul style="list-style-type: none">• Children in primary schools• Pupils in secondary schools• Students in sixth form or college
<ul style="list-style-type: none">• Careers and skills workshops and events, in schools and the community• Work experience (virtual and in person)• T-Level industry placements	<ul style="list-style-type: none">• Pupils in secondary schools• Students in sixth form or college
Schools Challenge: Innovate TfL	<ul style="list-style-type: none">• Students in sixth form and college students
Route into Work, four-day employability support programme	<ul style="list-style-type: none">• People aged 16-24 who are not in education
Catalyst, four-to six-week employability programme	<ul style="list-style-type: none">• Adults facing barriers into employment• People with little to no work experience• People with significant work experience, looking to return to work after a significant period of time away from work• People who require UK-based work experience
Construction Skills training, various lengths	<ul style="list-style-type: none">• Adults facing barriers into employment• People with little to no work experience• People with significant work experience and looking to return to work after a significant period of time away from work• People who require UK-based work experience
Employability, 12-week employability programme	<ul style="list-style-type: none">• Adults facing barriers into employment• People with little to no work experience• People with significant work experience and looking to return to work after a significant period of time away from work• People who require UK-based work experience

Measuring our success

We want to measure the impact of our programmes and use their key performance indicators to help further target the opportunities we provide, adapting these as and when required.

Key performance indicators

Pathway	Outcome	Target
Education to work	Volunteer Mentors	150 by 2024
	Participants experience increased confidence in their employability	80%
	Participants are from under-represented groups or target groups, or from a socio-economically disadvantaged background	60%
Ways into work + Routes back to work	Successful completion of programme and qualifications	80%
	Participants are in paid employment (at least 16 hours per week) within six months of leaving the programme (monitored for up to 12 months)	50%
	Participants who start paid employment, continue their employment for at least six months after starting (monitored for up to 12 months)	60%
Starting Work	Participants experience increased confidence in their employability	80%
	Participants are from under-represented or target groups, or from a socio-economically disadvantaged background	60%
	Yearly increase in the number of apprenticeship and paid work placement opportunities being offered to women, those from Black, Asian and minority ethnic backgrounds and individuals with disabilities until the figures are representative of London's economically active population.	5% per year until representative of London's economically active population.*

* In 2019 these figures were: women 46%, people from Black, Asian and minority ethnic backgrounds 36% and disabled people 12%

Thank you to all our suppliers, partners and supporters

Many organisations and individuals work with us to make sure that everyone's future counts, in addition to those valued partners mentioned specifically in this document.



The
Earls Court
Development
Company

grainger plc



telent
talent with technology

THALES

london transport
museum **friends**



SIEMENS

With thanks to:

Barratt London
Cleshar
Costain
Earls Court Development Company
Grainger
Kusuma Trust

Royal Commission Exhibition of 1851
telent
Thales
London Transport Museum
Mastercard
Siemens

About TfL

Part of the Greater London Authority family led by Mayor of London Sadiq Khan, we are the integrated transport authority responsible for delivering the Mayor's aims for transport.

We have a key role in shaping what life is like in London, helping to realise the Mayor's vision for a 'City for All Londoners' and helping to create a safer, fairer, greener, healthier and more prosperous city. The Mayor's Transport Strategy sets a target for 80 per cent of all journeys to be made by walking, cycling or using public transport by 2041. To make this a reality, we prioritise sustainability, health and the quality of people's experience in everything we do.

We run most of London's public transport services, including the London Underground, London Buses, the DLR, London Overground, TfL Rail, London Trams, London River Services, London Dial-a-Ride, Victoria Coach Station, Santander Cycles and the Emirates Air Line. The quality and accessibility of these services is fundamental to Londoners' quality of life. By improving and expanding public transport and making more stations step

free, we can make people's lives easier and increase the appeal of sustainable travel over private car use.

We manage the city's red route strategic roads and, through collaboration with the London boroughs, we are helping to shape the character of all London's streets. These are the places where Londoners travel, work, shop and socialise. Making them places for people to walk, cycle and spend time will reduce car dependency, improve air quality, revitalise town centres, boost businesses and connect communities. As part of this, the Ultra Low Emission Zone scheme and more environmentally friendly bus fleets are helping to tackle London's toxic air.

During the coronavirus pandemic we have taken a huge range of measures to ensure the safety of the public. This includes enhanced cleaning using hospital-grade cleaning substances that kill viruses and bacteria on contact, alongside regular cleaning of touch points, such as poles and doors, and introducing more than 1,000 hand sanitiser points across the public transport network.

Working with London's boroughs we have also introduced Streetspace for London, a temporary infrastructure programme providing wider pavements and cycle lanes so people can walk and cycle safely and maintain social distancing.

At the same time, we are constructing many of London's most significant infrastructure projects, using transport to unlock much needed economic growth. We are working with partners on major projects like the extension of the Northern line to Battersea, Barking Riverside and the Bank station upgrade.

Working with Government, we are in the final phases of completing the Elizabeth line which, when open, will add 10 per cent to central London's rail capacity. Supporting the delivery of high-density, mixed-use developments that are planned around active and sustainable travel will ensure that London's growth is good growth. We also use our own land to provide thousands of new affordable homes and our own supply chain creates tens of thousands of jobs and apprenticeships across the country.

We are committed to being an employer that is fully representative of the community we serve, where everyone can realise their potential. Our aim is to be a fully inclusive employer, valuing and celebrating the diversity of our workforce to improve services for all Londoners.

We are constantly working to improve the city for everyone. This means using data and technology to make services intuitive and easy to use and doing all we can to make streets and transport services accessible to all. We reinvest every penny of our income to continually improve transport networks for the people who use them every day. None of this would be possible without the support of boroughs, communities and other partners who we work with to improve our services.

By working together, we can create a better city as London recovers from the pandemic and moves forward.

© Transport for London

March 2022

tfl.gov.uk

HR22_001