



Case Study

BT is one of the world's leading providers of communication solutions, operating in over 170 countries. Their vision is to be dedicated to helping customers thrive in a changing world.

BT's Apprenticeship Programme has been running since 1996, delivering 11 different Apprenticeships across the business. In a recession it is important to keep training people for the future so that the organisation is ready and waiting to compete when things start to pick up.

Offering Apprenticeships to existing staff, keen to retrain in new skill areas, demonstrates BT's commitment to the capabilities of their existing staff.

"Apprenticeships are an integral part of our plans going forward. It is essential that we embrace age diversity to enable innovation and customer solutions for all."

Alex Wilson Group HR Director (2010)

Bridging skills gaps

Apprenticeships help BT bridge the skills gaps they face as technologies change. They enable BT to grow the skills they'll need to maintain and improve levels of service in the future.

BT sees its Apprenticeship Programme as a career start for individuals joining their business. It is also a structured development route to their wider workforce as they retrain people to meet their customers' needs.

Return on investment

BT recruits bright, keen and talented individuals with a mindset of wanting to challenge things and make a difference to how the company works. They bring new ideas and a fresh outlook.

To maximize their impact on the business, BT strongly encourages them to network – with each other, with development managers and many others at all levels. Apprentices continue to be good for the business bottom line because they increase:

Bringing it all together

- **Productivity** – 7.5% higher among apprentices compared with non-apprentices
- **Profitability** – BT's annual net profit per apprentice is £1,300 when compared to adult recruitment.

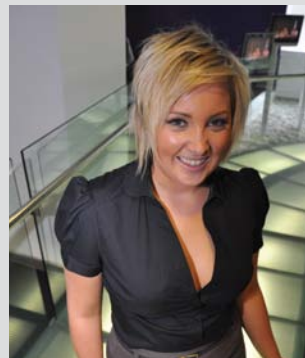
Retention

The BT Apprenticeship Programme offers a diverse range of career opportunities, with guaranteed continued employment on completion of the scheme.

BT has 88.24% achievement and 90.39% retention rates across their Apprenticeship Programmes.

BT's 'Skills Escalator' approach enables its apprentices to progress their career aspirations. They believe that offering continued support and opportunities builds the loyalty and the improvements in retention that they are seeing.

It's a great way to learn and gain experience while getting paid for it too! You learn a wide range of skills that you would never learn in a college or university without even realising it – things like how to interact with people.



Laura Johnson
BT Apprentice

I gained a lot of new skills and continue to grow professionally.

Without these skills I wouldn't be able to run the projects that I work on.