

ASK Webinar: How to impress in the apprenticeship application process

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Helen Twomey:

Hi everyone. Welcome to our webinar today, 'How to Impress in the apprenticeship application process', which is something we get asked about a huge amount. So we've got some brilliant speakers today, hopefully going to share, share some of their insights and experiences. So just waiting, a couple, a few people joining us but I really want to get going. I'm not going to wait for long.

So yeah, how to impress in the apprenticeship application process for today's ASK webinar brought to you by CEC and funded by the Department for Education and delivered by us here at Amazing Apprenticeships. So a bit of housekeeping first of all. My name is Helen Twomey and I'm the Schools and Resources Manager at Amazing Apprenticeships.

Today's session is in webinar function so we can't see you or hear you and the webinar is being recorded so we can send you the recording and slides afterwards. So if you're registered for it, you will get the recording and slides whether you, whether you've attended or not. And if you, like I say the webinar is in, it's in webinar function so we can't see or hear you but we doesn't mean we don't want to hear from you, so you should be able to, if you hover over the black bar on your screen you should be able to see the Q&A box. So that is where you can drop any questions in there for me or for our fantastic panellists. We will try and get to as many as we can. Some of them you may find answers to in the mailing anyway because we're going to put lots of links in. So if you have something you wanted that someone's mentioned, you should find that in the mailing afterwards anyway. But we will try and answer as many as we can and if we can't we will come back to you if we need to. So thank you so much for joining us.

So moving on, just want to do a really quick poll because we are talking about impressing in the application process today, and I'm sure some of you have got some specific parts of that if you've already been through the process or you've supported anyone through the process, you have already perhaps thinking about which bits are trickiest. So we'd love to know so we can kind of have a little think about how we weave some of that in, perhaps how we are sort of support you in some of that. So hopefully the poll has come up for you. So what do you think is the most challenging part? Is it sort of tailoring CVs or covering letters? We do know that fewer employers than used to are asking for CVs and covering letters. Now I'm going to ask one of our speakers in a bit if he, what he does. Application forms, again, some of those are now online. It's not what I filled in when I was applying for jobs. Video assessments, we definitely hear that those are, can be more challenging. Online tests, online interviews or assessment days or in-person interviews. I was talking to someone whose son really struggled with the online video assessments. I think as soon as he had an in- person one, he got the role, he got the apprenticeship role. So I think it depends on, depends on the person, doesn't it?

So looking at this, I'm going to end the poll. Oh people are still voting, I don't like to end it when people are still voting, but we've got, I'm going to probably end it now just to get a bit of a snapshot. Okay, so don't worry if you didn't answer. But, yeah, if everyone can, oh share the results, if everyone can see that. Okay, so, yeah, tailoring CVs and covering letters, it can be a tricky one. Video assessments, assessment days in person. They're quite a big spread there. Online tests, the lowest, definitely. So that's, yeah, a good, a good spread. So hopefully, actually everything, we're going to talk about everything today, so that will hopefully, hopefully cover all of those things. But any particular questions, like I say, please do you know, put in the put in the Q&A.

Right, so moving on. Today's session then. My poll's gone, isn't it? No one can see the poll. It's gone, isn't it? Yes, good, I just had a little moment. Did I actually close it or have I just moved it to the side. So today's session, application process, what it could include, we're going to hear from some expert voices, employer and apprentice experts, to talk about their experience and their insights and then also putting some questions to them. So that's what we always want to make sure we get as many questions in as we can.

So moving on quickly then, we are hoping that you've joined us with some apprenticeship knowledge. We're not here to tell you today what apprenticeships are. If you want to find out more about the nuts and bolts of apprenticeships, there's lots of information on our website. You can watch back on previous webinars at amazingapprenticeships.com/workshops-webinars/ So we're not here to talk to you today kind of about what they are, but we are here to talk to you about the application process.

So just as a really quick overview here on the screen. So searching, registering, sometimes they'll require you to register maybe, applying, being shortlisted. Lots of different types of assessments and interviews that we mentioned already, and then hopefully a job offer. So the process could look like this. Some parts may not be included, some parts, there may be extra parts added. But roughly, this is what we might see. We've just added that in. 'Please consider sharing support needs with the employer'. I will, you know, ask our fantastic employers we've got here with us today about this. But we're hearing more and more from employers, if you're, if you or someone you're supporting onto an apprenticeship has got some additional needs that they may, that they may need support with during the application process. Employers are telling us they want to hear from those, you know, hear that as early as possible so that they can give the best possible support. So we popped that in because we just keep hearing it from employers at the moment. In terms of those parts of the assessment and interview process. These are some of the things that, you know, we might see. Job adverts, you're going to be looking at those, but using them when you're, when you are writing your CV and covering letter, if the employer requires those. Application forms, like I said, I don't think it looks, they look so much like that anymore. Like when I, when I was applying for jobs, when you had to, you know, fill something in. But they still exist quite often and they may be online now, more than, more than on paper. Video assessments, physical tests are in, you know, in fantastic apprenticeship employers like the British Army, they sometimes may require a physical test. We've left that one in. Online assessments, online interviews, assessment days, in-person interviews. Sometimes you might have an experience day that could be before you start or it could be before you apply.

So lots and lots of different parts of the apprenticeship application process that we're going to talk about today. If you want to find out more about each of those we've got a guide called 'Your step-by-step guide to applying for an apprenticeship' which you can download and again, all of it, you'll get the slides at the end and we'll put a link for that guide in as well. So really, just a quick mention of the things that you might feature because I really want to hand over to our brilliant speakers.

So oh, I think I've lost my slide where I had your introductory photo. Huge apologies for that. I had some nice photos of our two guests. We've got with us today Dan Navarrete from KPMG who works in the recruitment of apprentices, and he'll tell you a bit more about that in a second. We've also got Tanmai Penukonda, who is a current apprentice and has got an absolutely brilliant apprenticeship story that she's going to share with us. I'm going to hand over first to Dan now just to talk a little bit about apprenticeships at KPMG and their application process and what you can do to stand out. Thank you, Dan.

Dan Navarrete:

Yeah, thanks, Helen. And yeah, hello everyone. As Helen said, my name is Dan, I work for KPMG. I'm assistant manager in our student recruitment team. So hopefully in a good position to be able to give you some advice

and answer some questions. But yeah, if you just want to jump onto the next slide, please, Helen.

So I thought I would start by giving a quick overview of what type of apprenticeships we actually offer at KPMG. As Helen said, we're not going to get too deep into the detail of any of this just because it is all on our careers website. You can go and digest it all in your own time. There's a lot of information to take in when it comes to each of these different types. But in essence, our apprenticeship offer mirrors the areas of work that we do as a firm. So KPMG is a professional services firm. We work in audit, we work in tax and law, we work in technology, we work in business services. We also work in other areas as well that maybe aren't sort of represented on the screen. But yeah, you can see here that we have a variety of options when it comes to the types of apprenticeships that you can take and I would encourage you to go on to our careers website after this and kind of look at job descriptions in a little bit more depth. But yeah, do you mind jumping onto the next slide? That'd be great.

So, in terms of our application process, this is the same whether you're an apprentice or a graduate, actually. And it's sort of fairly sort of extensive, I would say, but it's pretty normal I would say, for the industry, particularly within the sort of big four, which KPMG is one of. So you start with your application, you, you make a decision as to what you want to do. You decide on the job that you want to apply for, that can take as long as or as little time based on how much research you need to do into that area. You then do two online tests that are going to ask you sort of video assessments, if you will. They're going to ask you and put you in situations that you will come across when working at KPMG. And we're essentially looking for you to respond and let us know what you would do in certain types of situations, you're going to be presented with different types of questions, different scenarios. You're going to need to type responses, record responses. All of it is to give you an idea of what we do, but also to see how you think and feel about certain things.

And then we do what's known as Launch Pad. Other places might call it an assessment centre. This is in person for KPMG now, we've returned to in person from online for obvious reasons. And this is where you're going to spend half a day doing various types of assessments. You're going to do group discussions, you're going to do interviews, you're going to meet members of the firm who again are going to let you know what KPMG is all about. So it sort of works in both ways. This is when we really decide on whether you are made a job offer or not. But it is also supposed to be a part of the decision making for you, so you get to find out more about us. So this is our application process in a nutshell, I suppose. And then, yeah, if you want to jump to the next slide.

This is what we're looking for. And this is probably the most important slide. And I would urge you all, if you are interested, to apply for KPMG, to sort of, again, go to our website, look for our strengths pages and really go into a bit more detail as to what each of these mean. But what this is essentially saying is that we want you to demonstrate potential to us. We understand as apprentices, you maybe don't have the professional experience to, say, come in and hit the ground running as an auditor or working in tax, for example. It's not expected that you would have any professional experience in that way. So we are assessing you based on your potential and you show us your potential through demonstrating these strengths. So if I just take career motivation as one, which is incredibly important, but they are all as important as each other. Do you understand what you're applying to? Do you know what you want to be doing in sort of 18 to 24, maybe even five kind of years. How much do you understand the area of business that you're going into? How much do you know about the location that you're applying to? KPMG in London is maybe quite a different prospect to KPMG in Aberdeen, for example. So the application process is looking for you to demonstrate all of these things, whether it be through online tests that I've talked about, through group discussion at Launch Pad or an interview. The better you can do at demonstrating to us that you have all of these 11 key strengths, the better you will do during the application process. But yeah, I'm sure we'll come back to this slide at some point. But yeah, next slide, if you wouldn't mind.

And then just top tips, because I suppose that's what this is all about, is giving you all the information you need to be able to make successful applications. And if I just run through these, I think tip one is obviously to make sure that you are applying for the right thing. Make sure you've done your research and that the application really speaks to you. You're applying for the right thing to begin with. Allow sufficient time and attention for the application. Do as many practice tests as you can. We have practice tests on our website. Tip three is about research. Making sure KPMG is the right place for you. That sort of fits into that career motivation. Do you really understand what you're applying for? Tip four is all about the strengths and understanding how it is we are assessing you. Tip five is about being specific. So you can only apply for one thing with KPMG. So we want you to really know that that is the right thing that you're applying to. And then tip six, which seems kind of obvious, I suppose, but it's important to say be yourself. We are looking for a diverse group of minds at KPMG. We're a firm of like 19,000 people. We don't want everyone to be the same. So just be yourself and hopefully, you know, the two things will align and, you know, you will sync perfectly with the firm. But we really don't want you to pre-empt or second guess what we want of you. We just want you to be yourself. And also make sure you apply early. That's another thing that I think is really, really crucial when you're dealing with firms that are as big as ours. And I don't mean, I don't say this to sort of intimidate anyone, but we get something in the region of 50,000 applications a year for our roles. So being, you know, waiting or sitting on an application for a couple of weeks might mean you just simply don't have the opportunity. So applying early is another real top tip for me. And then I think that might be the last of my slides, is it? Or is there another one?

Helen Twomey:

Yeah. Thank you Dan. It's so interesting to see and I know that this is just KPMG's but it's absolutely packed with brilliant tips and lots of firms follow that similar process, don't they, and have the same sort of structures and advice. So thank you Dan. We're going to come back to you because I've got some questions and we've definitely got questions from people who have joined us. I'd love to introduce Tanmai now who is the other side of it. So we've got Dan on the recruitment side telling us his insights and we've got Tanmai who is on the apprentice side who's going to if you don't mind Tanmai, just kind of introduce us, tell us a little bit about your apprenticeship journey and then I'm going to come back to both of you to pick your brains a bit, if that's okay.

Tanmai Penukonda:

Yeah. So hi all. I'm Tanmai and it's a real pleasure to, pleasure to be here and share a bit about my journey and I think a lot of you or your kids may be at a stage where you're thinking about your next steps, whether to go to university, get an apprenticeship or another school leaver opportunity. I was in a very similar stage just when I finished my A-levels. But I, when I did that I knew university was, wasn't the right fit for me. I know it works for many people but for various reasons I decided that it wasn't. I wanted something more hands on something that would allow me to gain experience and learning and that's when I came across the apprenticeship opportunity at Heathrow Airport through their shared apprenticeship scheme.

And that's when I joined as a level 3 Business Administration apprentice where I had the opportunity to work on day-to-day projects at the airport. And it allowed me to work with their infrastructure partners and they are the ones who gave me my first taste into the working life and that's where I got, I started in document controlling, cost control, learning operations administration within Heathrow engineering. It was such a varied experience but from just working on paperwork and spreadsheets to drawings of the blueprint of the airport, to dealing with the logistics of learning programmes for the engineers, both airside and landside.

But after completing this apprenticeship I realised that I didn't want to spend my whole career in one place or one industry and I wanted to explore different working environments and that's, that curiosity was what led me to my next chapter in my journey. That is when I found out about IBM's Futures year internship programme. That's a gap year internship scheme that helps you step into the world of technology and

consulting. It was an incredible year for me. I got a deep understanding of how projects run, how to collaborate with teams across different regions from different backgrounds. And I've even built friendships that are still strong today. And I also realised how fast paced and ever evolving the world of technology is and I wanted to be a part of it. And by the end of that year I knew IBM was the right place for me. It's a company where you can move across different roles and industries and different clients and this flexibility was what really excited me.

And I transitioned into the Junior Management Consultant level four pathway, apprenticeship pathway at IBM. And it's where I really started to grow not just in skills but confidence also. I had immense support from my colleagues, mentors, built a great network of people I could really rely on and learn from. I was working with clients, solving real problems and continuously learning on the job. And that's the beauty for apprenticeships right you're earning, learning, building your career all at the same time. And coming from a non-technical background I found myself and working for a tech company. I found myself asking a lot of questions about, about technology. And that curiosity grew and I began thinking maybe I should take this further. Dive deeper into the technical side of things and that was a bold decision.

But now I'm start, I've just started my third apprenticeship as a level six degree Digital and Technology Solutions degree apprentice at IBM. And what this means is that I work for IBM on client projects four days a week and that's 80% of the apprenticeship and one day studying, attending lectures, completing assignments, which is 20% of the apprenticeship. It was only six months ago that I started and I'm really excited to continue learning especially in the area where I initially didn't think I even belonged. If you asked me a few years ago like five, six years ago, I would have said technology is a huge no for me. But here I am eager to dive into the technical side, ask questions and find my own answers without bombarding a lot of people with questions hopefully through the degree. Its funny how just a simple curiosity can lead you into unexpected places.

But if there's one thing that I hope you take away from this is that apprenticeship pathways are just amazing opportunities. They allow you to gain practical experience and qualifications, build a strong network and also be financially independent. It's a journey where you can learn as you go and for me it's been a path full of growth and exciting opportunities. And when you think of apprenticeships, you don't have to necessarily start as a degree apprentice. There are various levels from level three, level four, five and then on to six. You can, if you're not sure, you don't have to just straight jump, you know, jump straight into a level six. You can take it slow, do a level three, navigate, explore, level four again. And that's exactly what I did. I had no idea what I wanted to do when I left school. But now I'm, I'm as sure as I've ever been that I wanted, want to take my career into technology and consulting and work on public sector clients.

So yeah, I hope that gives you some insight into what's possible with apprenticeships. But yeah, if you have any questions about my journey, about apprenticeships, I'm more than happy to answer them or if you want to reach out to me on LinkedIn also, I'm available there. Thank you so much.

Helen Twomey:

Thank you so much Tanmai. What a journey and what a brilliant use of the apprenticeship, of apprenticeships to really progress your career and find out what's really worked for you. And I love that message about it not just being, you don't have to go from A-levels, T Levels, BTECs, into a degree apprenticeship. There's these brilliant ways in.

So getting to applying and what can we do, what can we tell people right now about how to impress in the application process? Dan, can I come to you and just say, when you start, well, at whatever point in the application process, what really stands out for you, perhaps when people first apply or later on, what's made

you go, wow, that we want them?

Dan Navarrete:

I think it comes back to research and really understanding what they're applying to. Again I'm going to go back to the strengths a lot and I apologise, I'm going to repeat myself an awful lot. But I was just reflecting on that because I felt like it was a question that was going to be asked. So I think that, you know, you used to, and I say used to, you still do this to some extent. You tailor a CV or you tailor a cover letter to a job, right? That was quite a normal thing for someone to do. You wouldn't send the same cover letter out to the same employers. And I think because it's online and because it's an online assessment, I think you, it would be easy to assume that people are all looking for the same things. You wouldn't want to approach the same application, or you wouldn't want to approach all applications in the same way, is what I'm saying. IBM will have their own set of criteria they're looking for people to demonstrate. KPMG does. You know, if you apply for a big bank or whatever, really understand what it is that the employer is looking for from you. And even if it's not tailoring a CV, you tailor your answers. You tailor the way you do your research, you tailor the way you answer a video question, something like that.

So I think for me it's research and someone that really understands what it is that I am looking for them to portray. Because in all honesty, I think when you're dealing with a firm that's the size of KPMG, you don't get tonnes of actual personal contact until the very late stages where you can sit down in front of a senior manager or a partner or someone and really impress them with your interview answers or your performance in a group discussion. Until you get to that point, it's difficult to impress. But you, but the way you do that is by doing things quickly, applying early and like I say, really understanding how it is that we are assessing you, which will, you know, it might not impress us in the earlier stages because it's, you know, you're not actually doing it to someone but it will get you through quickly, which is sort of what you want, I would say. So I hope that answers your question. When you get to those later stages when you are actually sat down in front of someone and you have the opportunity to actually impress with what you're saying. Yeah so I think it comes down to understanding what we do, which is what I've said, but also nailing kind of interview technique and yeah, and sort of being collaborative in those moments where you have an opportunity to really connect with other people.

Helen Twomey:

That's an interesting one because we get this sometimes in terms of research, what, Tanmai, can I bring you in as well? What do you research? What looks good or what did you research Tanmai, when you were applying for different apprenticeships, what kind of things did you look for? Because it's not just, oh, the company was founded in whenever, is it? It's more than that. What did you do?

Tanmai Penukonda:

So when I applied for IBM, I focused more on the values that IBM had. It's not just about the first front two pages of the website, right? It's about the report, the projects that they're involved in, the values, their approach to innovation. And what I also did was go into the initiatives, the give back initiatives that IBM were involved in and I found something in common that I could relate to personally and I mentioned, I spoke about that one thing that connected their initiatives to my values and why that excited me to join their company. And I think that that was really helpful for me to, you know, sort of navigate this question in the interview as well.

Helen Twomey:

Yeah brilliant. And obviously Dan, you shared earlier those values of KPMG. So digging around then, not just, not just taking the first couple, like you say, the first couple of pages, but, and would you say looking around on things like social media that like you say, the charities, perhaps they support the campaign, the articles about,

about the business or that, is that all the kind of thing?

Tanmai Penukonda:

Yeah, absolutely. And I, I, I've had quite a few apprentice or future applicants reach out to me on LinkedIn, get in touch with other IBMers inside the company and you know, get to know more about the, the company from the, the employer's perspective as well. I think that's a great way to get to know about something that's not available on the internet.

Helen Twomey:

Good to know. Dan, would you, would you, I see you nodding. Would you back that?

Dan Navarrete:

Yeah, completely. You know, there, there are corporate websites, there are careers websites that will give you all of the sort of bare bones of what you need in terms of job descriptions and, you know, what audit is, for example. But I feel like LinkedIn has become the place and to some extent I think TikTok, there are like an awful lot of like career influencers out there that will sort of share what they're doing on a daily basis. To give you that, we talk about commercial awareness as like a skill that you learn when you're in the firm as a way to sort of develop your own knowledge to help your clients. But if you can develop your own commercial awareness of what KPMG is, for example, what ABM, IBM is, for example, then you're sort of going to give yourself that advantage before. So yeah, LinkedIn, TikTok, all these sorts of places anywhere where you can feel like you're getting a little bit more information than just, you know, we're a big four company, we work in accountancy because, you know, like you say, that's sort of the type of information you should get from the first paragraph of our website. So digging a bit deeper.

Helen Twomey:

Yes, yeah, and I guess that could be true for those smaller companies as well because whilst we know that you can get brilliant financial opportunities in big companies like yours, there are others perhaps, who don't necessarily have that huge website and reach, but they will be sharing stuff on their social media perhaps, or on their website, wherever, on their LinkedIn about, about what they're doing. So even if it's not a big company, it's still, it's still there, isn't it? Everyone, Everyone pretty much is doing those things now. So a bit further down, down the process. Sorry, I'm still on your. I'm still on your slide. A bit further on down the process then, say at the assessment centre. Dan, what would you say? What stands out for you at your assessment centres?

Dan Navarrete:

Well the assessment centre is twofold for KPMG. So like I said earlier, you sit down, you do a group. Well, you do two assessed elements, you do a group discussion, which is where yourself and maybe two or three other candidates are going to sit around a table and you're going to work together. And then, you know, you're going to be set a brief, you're going to have to work and present that brief back to some assessors who are going to be watching on and then you're going to do an interview. So I think in terms of impressing in that moment, it's about being, it's about living the KPMG values, or maybe living is too strong a word, but like, really showing us that you understand those values. So being really collaborative and open and honest and being yourself. I guess it does come back a little bit to understanding what we're looking of you and then trying to sort of action them as best you can. But, yeah, really understanding what you are applying to so you can impress your assessors with your knowledge of, you know, what, what the actual programme looks like in 18 months, or the quality, the professional qualification that you're going on to do. Really impressing to them that you know what you are getting yourself into.

The majority of the opportunities we have at KPMG are what's known as higher level qualifications. So you're sort of working towards a level seven, like a master's level degree, which means they're sort of five years in length. So it is quite a commitment, I would say. So it's not something you can go into lightly. So again, it comes back to those top tips and it comes back to the strengths. It's understanding what they are and really impressing people by demonstrating them. I think it's, yeah, I think, I think that's kind of, yeah, that's the best advice I can give, really. It's, it's referring back to, yeah, understanding how we are assessing you.

Helen Twomey:

We're already at 4pm. I can't believe it. I'm going to just go a couple of minutes longer because I don't, I want to ask a couple more things, so apologies. Are you both okay to stay for a couple more minutes?

Dan Navarrete:

Yeah. I've got the time, don't worry about it.

Helen Twomey:

Anyone else? Sorry, if you've got somewhere to be. This is all recorded but I feel like I don't want to just cut, cut us off now, but just a couple more minutes. Tanmai, is there anything that you feel that you did that made you stand out in those, if you were in an assessment centre or in an interview thing, is there anything that they said afterwards? Oh, we loved it. That you did that or anything like that?

Tanmai Penukonda:

So my assessment centre was again, there were two different sections to it. One was a group assessment and then one was a presentation that we pre-prepared before the interview day and presented it to one manager and then followed by an interview. I think one thing that group assessments helped me with was just trying to involve everyone. Not just, you know, trying to beat them in the competition, but it's actually how do I work with them, showing them that, you know, that I am a collaborative person, I am a people's person. It's the interpersonal skills. End of the day, everyone are humans, right? It's the employers, they think that would I like to work with this person on a daily basis, right? I think it's the interpersonal skills that you need to really, you know, show off on during the assessment day and you know, just make sure you're inclusive of everyone, respectful, approachable and just authentic. You don't have to pretend to be someone you're not, you know, because it won't last long. Just, just be authentic is what I would say.

Helen Twomey:

Brilliant. Thank you. I feel like I'm gonna, I am gonna move us on and end the Q&A now, but I do feel like I want to come back to you both with, with some questions that maybe we can put together into for the post-webinar mailing maybe, or perhaps for our magazine, which I'll come to because I just think you've both got so many good ideas, but I don't want to keep you forever. Could be here all day!

So two places that you can actually, one place that you can find out much more about IBM, where Tanmai works and all. Tanmai. I keep saying Tanmai. Tanmai. And also KPMG is Amazing Apprenticeships' Meet the Employer page. Both KPMG and IBM have got profiles on here and you can go on and you can find out absolutely loads of information. It's all submitted by the companies themselves. So it's all about their application processes, what they like to see, what impresses them, all of that. So have a look here. Lots of other employers on there as well, of course.

Bit about support from ASK. If you're working in a school or college and you would like some support from ASK, you hear me say this every month, if you come every month. So it's all on there for you. So visit the Careers and Enterprise Company website and again, you'll get these slides so you'll be able to find it if you

need to. Other support is available on the Amazing Apprenticeships website, the National Skills for Careers site.

Vacancy Snapshot is something you can sign up to where we have lots of vacancies, which is free to sign up, emailed out to you each month. And that is all there for you. Choices magazine, I mentioned a minute ago, now I'm thinking I'm going to have an article with, featuring Dan and Tanmai and all their top tips, is a monthly magazine that we produce on behalf of the DfE and the CEC, which is packed with information. It is, it is for parents and carers, but it absolutely is for everyone. So if you're not a parent or carer, you can still absolutely sign up and receive it. It's completely free and it comes every month and it's, yeah, brilliant. Just lots and lots of information about apprenticeships and technical education. You can also catch up on past editions.

And the last slide is, I'm putting in because it's just got loads of information if you're interested in some of what Dan was talking about, the KPMG apprenticeship. So you'll have this slide now when you receive the mailing and the recording. We will also, like I said in the mailing, link to a few other things that might be useful. I wish we had more time because I feel like, honestly, I could ask you so many more questions. I'm definitely going to have to follow this up with an article or something. So thank you both so much for that, that snapshot, it's absolutely fascinating and I definitely, definitely want to hear more.

So I'm going to say goodbye now. Thank you so much for both taking part and thank you so much for joining us.

Tanmai Penukonda:

Thank you so much for having us here.

Dan Navarrete:

Thank you so much.

Helen Twomey:

Not at all. Thank you, everyone. Thank you for joining and, well, look out for the mailing.