



# A view from the top. CEOs, CFOs, C-Suite on early careers

IN PARTNERSHIP WITH

Institute of  
Student  
Employers

**ise.**

blackbridge

**Cappfinity**



IN PARTNERSHIP WITH

Institute of Student Employers **ise.** blackbridge **Cappfinity**

#BNews24  
@\_GroupGTI



# Today's agenda

Welcome

Simon Rogers - CCO, GTI

Economic overview

Declan Curry, Economics journalist and broadcaster

C-Suite navigation and relationship variance, ISE peer knowledge exchange and future of early careers analysis

Joan Moore, ISE Chair and Head of Early Talent

Recruitment at Accenture

The C-Suite Spot – featuring expert Early Careers practitioners with their top tips

Keshia Thompson, Blackbridge Communications

Panel:

Anouska Ramsay, CPO at LPGS Central, ex-Santander UK HRD Culture & Capability and ex-Capgemini VP for Talent

Paul Livingston, Chief Executive UK & NATO at Lockheed Martin





# The importance of early careers to our economy and society

# 1,200 early careers professionals April 2024



## Investing in the next generation

**Ideas and skills**

**EDI**

**Empathy with  
customers**

**Future leaders**

**Brand and ESG**

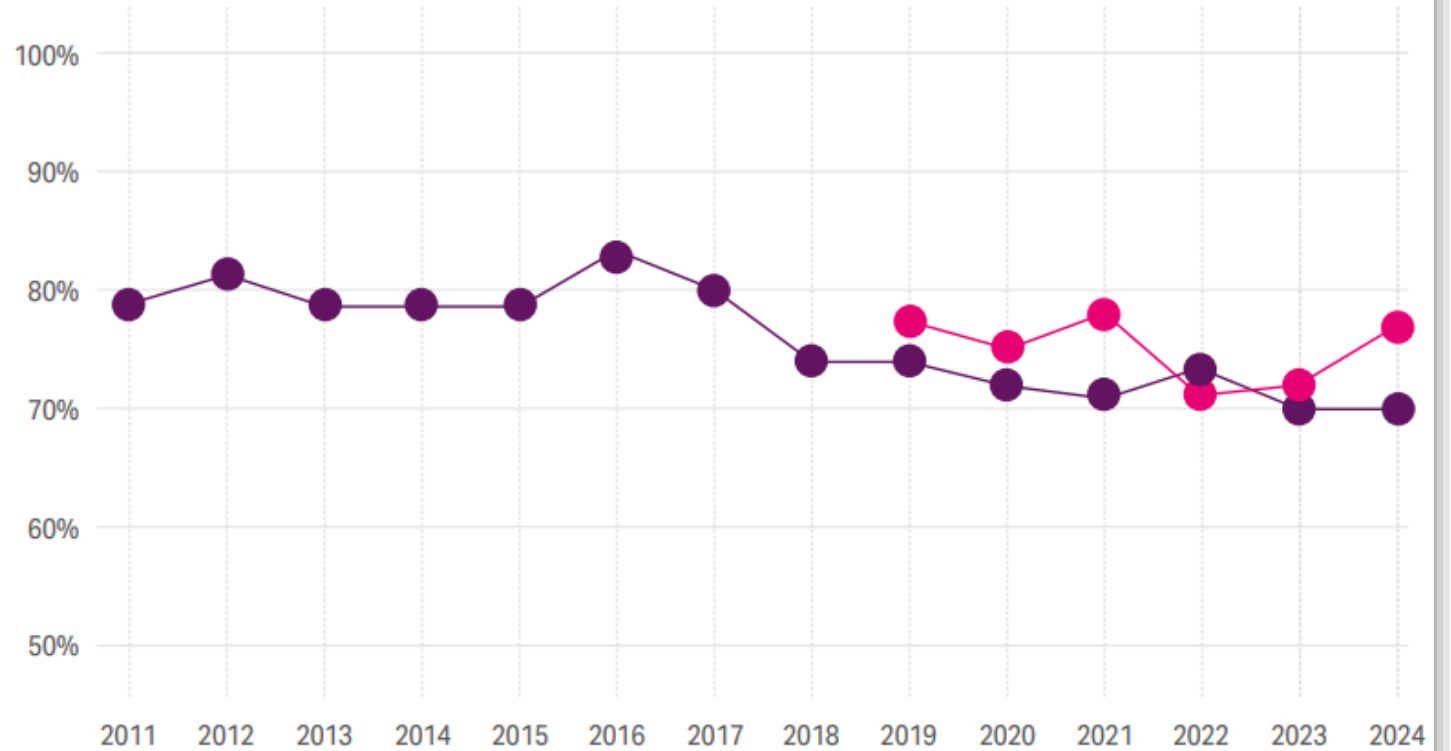
**Apprenticeship  
Levy, other**

# Has the C-Suite reduced its interest in the next generation?



# ROI : Graduate tenure has reduced School leaver is flat

Figure 7.4  
Proportion of the cohort retained at three years from 2011 to 2024



**Graduates**

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
79%	81%	79%	79%	79%	83%	80%	74%	74%	72%	71%	72%	70%	70%

**School and college leavers**

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
								77%	75%	78%	71%	71%	77%



**AI can perform (some)  
entry level tasks**

## Off shoring some roles

Hello Simon,

The new budget presents new challenges for businesses.

With mandatory wage increases, increased worker entitlements, increased employer taxes, it is getting harder, not easier to build a great workforce to drive your business.

If UK staff are going to be more expensive, more entitled and want to work from home anyway. Why not hire staff in South Africa? >50% savings, equal or better education and experience & none of the hassle.

Worth a chat?

# How we're helping market leading employers

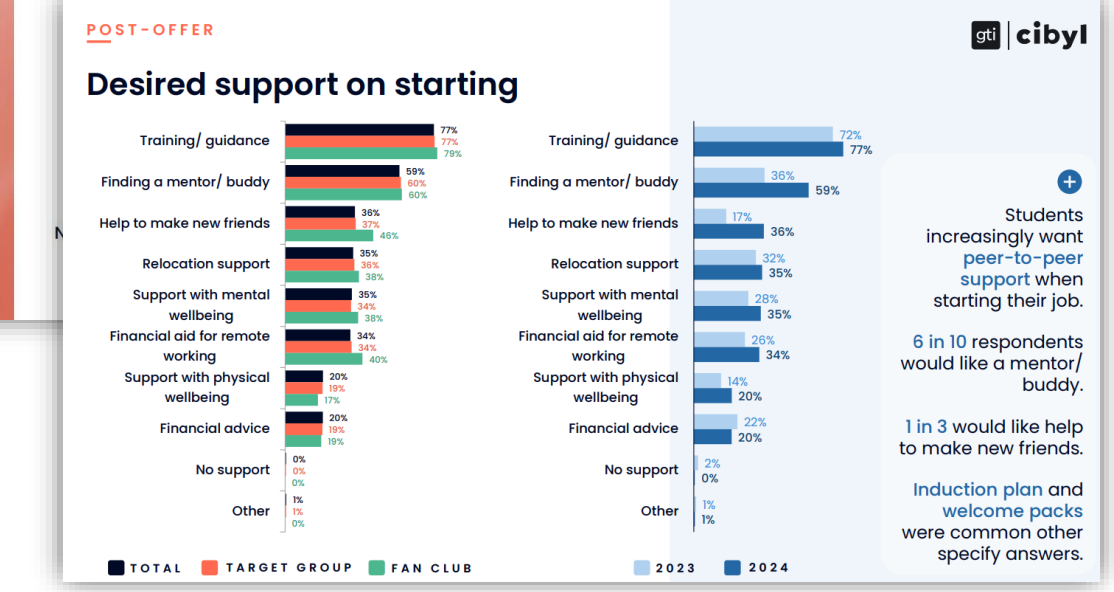
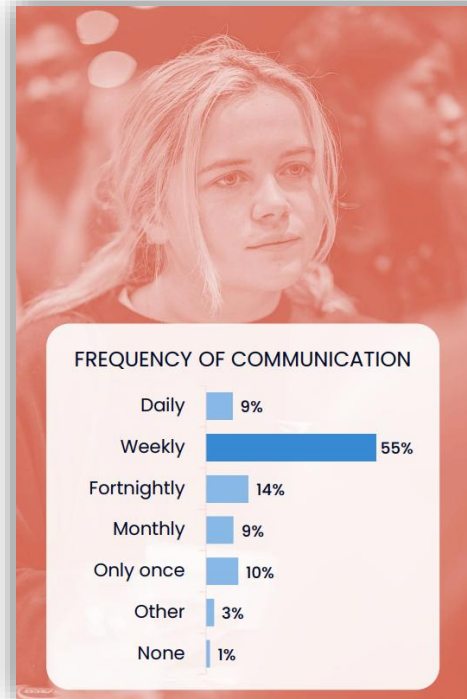


# Business cases for early careers & increasing retention

cibyl



UK Shared Prosperity Fund



# EDI, SoMo and ESG

## Highly targeted, high impact brand and hiring



### cibyl

#### Research and Data

Understand diverse and intersectional groups



#### Platform & jobs board network

Targetable by student data, EDI, interests & behaviour with target messages to bespoke audiences



#### targetjobs Hired & RPO

RPO and Recruitment agency for specific skills, locations and EDI groups.



#### Events

Events portfolio including industry and role-specific, EDI focused, and bespoke employer collaborations



#### GradSims

Demystifying to broaden interest  
Reducing drop-outs  
Self-selected motivated candidates



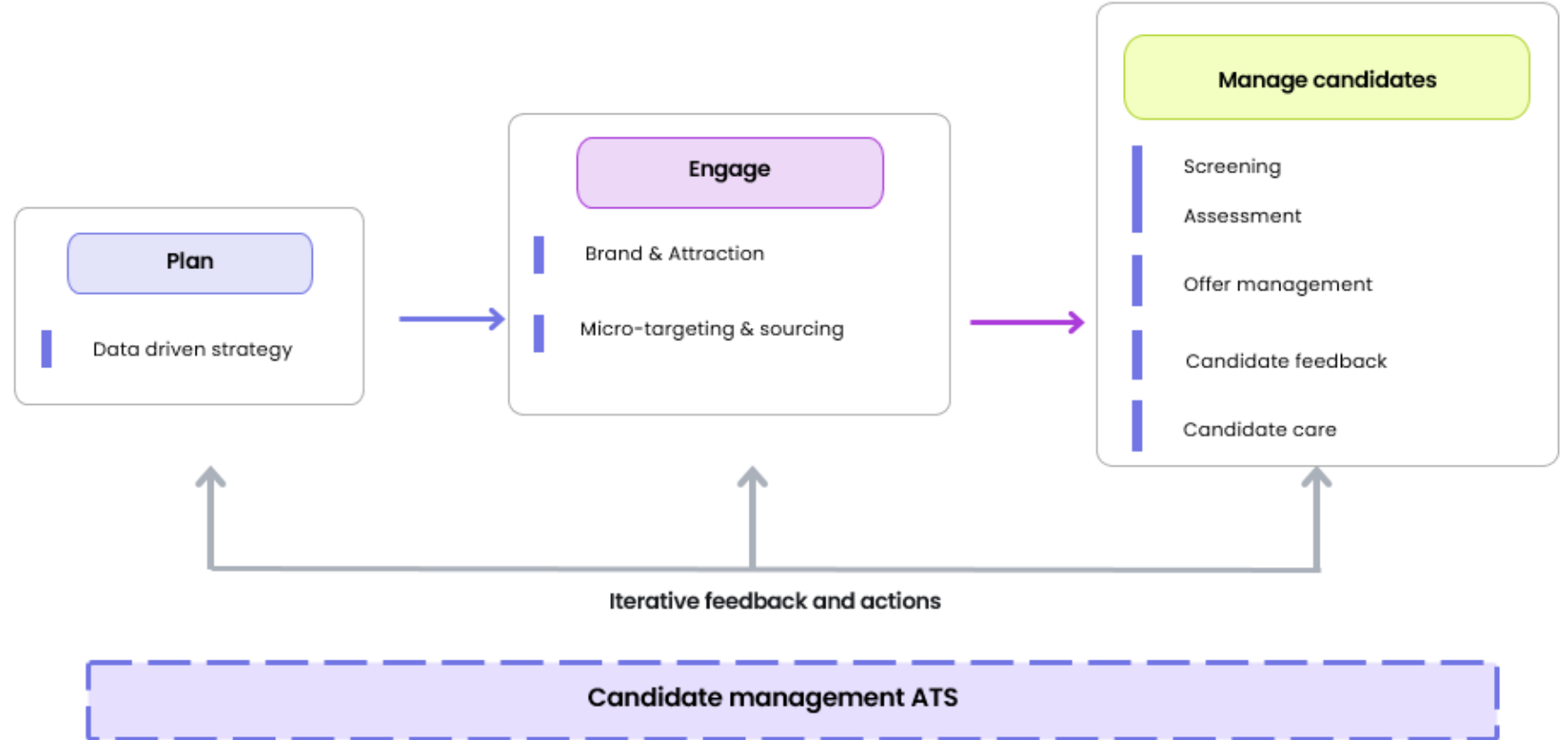
#### Campus

Brand Ambassadors  
Experiential Events  
Digital & Social Engagement

# Apprenticeship advice, tech and RPO



Shona Ford





Declan Curry, Economics journalist and broadcaster

# Economic overview



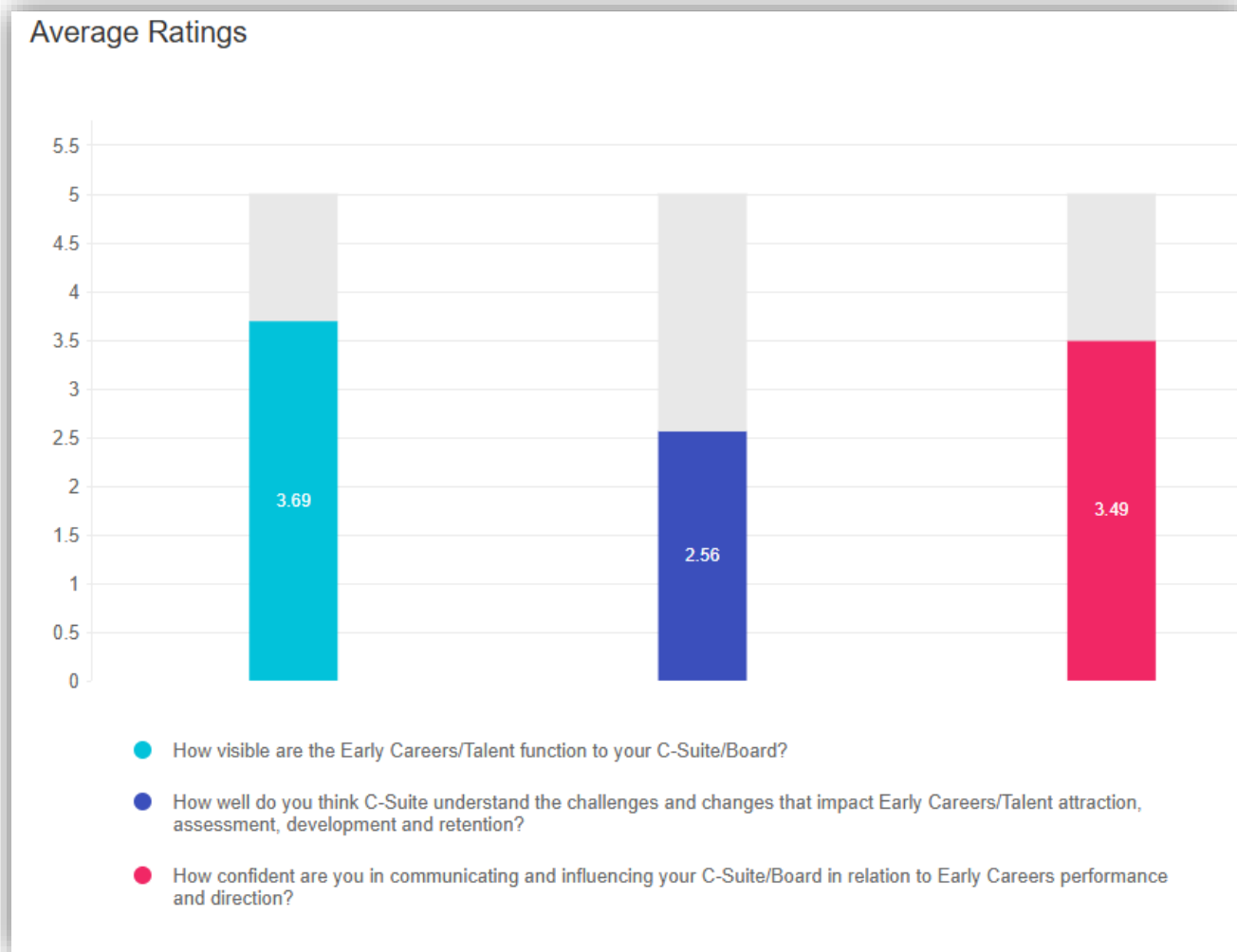


Joan Moore, ISE Chair and Head of Early Talent Recruitment at Accenture

# C-Suite navigation

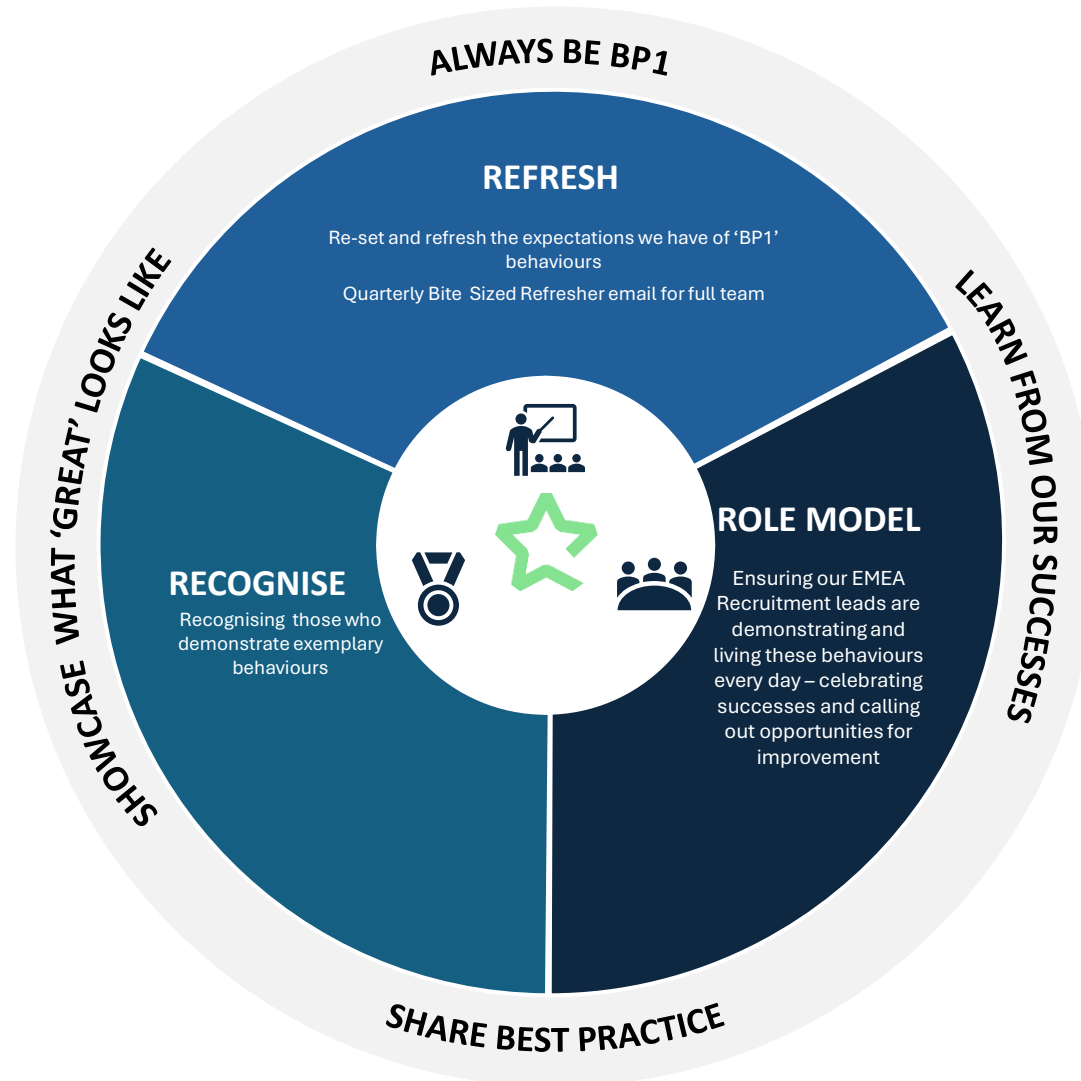
# Our C-Suite survey results are in...

# Navigating C-Suite relationships in Early Careers



- Respondents are mostly confident they can communicate EC issues to the C-suite and that they have a visible profile
- Less confident that the C-suite understand EC challenges

# Accenture Recruitment: BUSINESS PARTNER TRAINING



## BE BP1 Expected Behaviours:

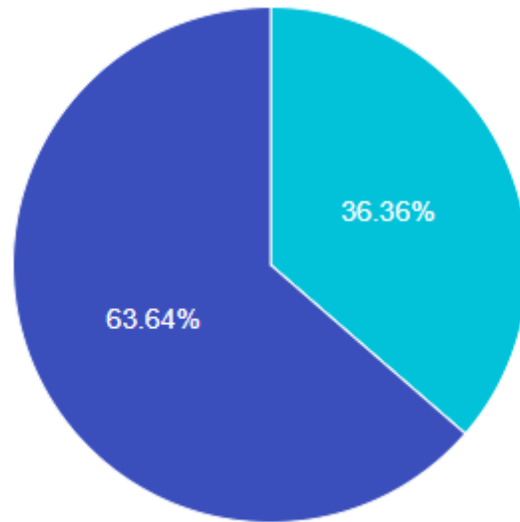
- Business Partnering
- Data-Led Storytelling – *where we have been, where we are, where we are heading*
- Influencing
- Communicating with Purpose
- Acting as a Trusted Advisor



# Navigating C-Suite relationships in Early Careers

In your current employer, do you feel Early Careers/Talent is deemed less important than Experienced Hiring and Executive Hiring?

Answered: 99 Skipped: 0



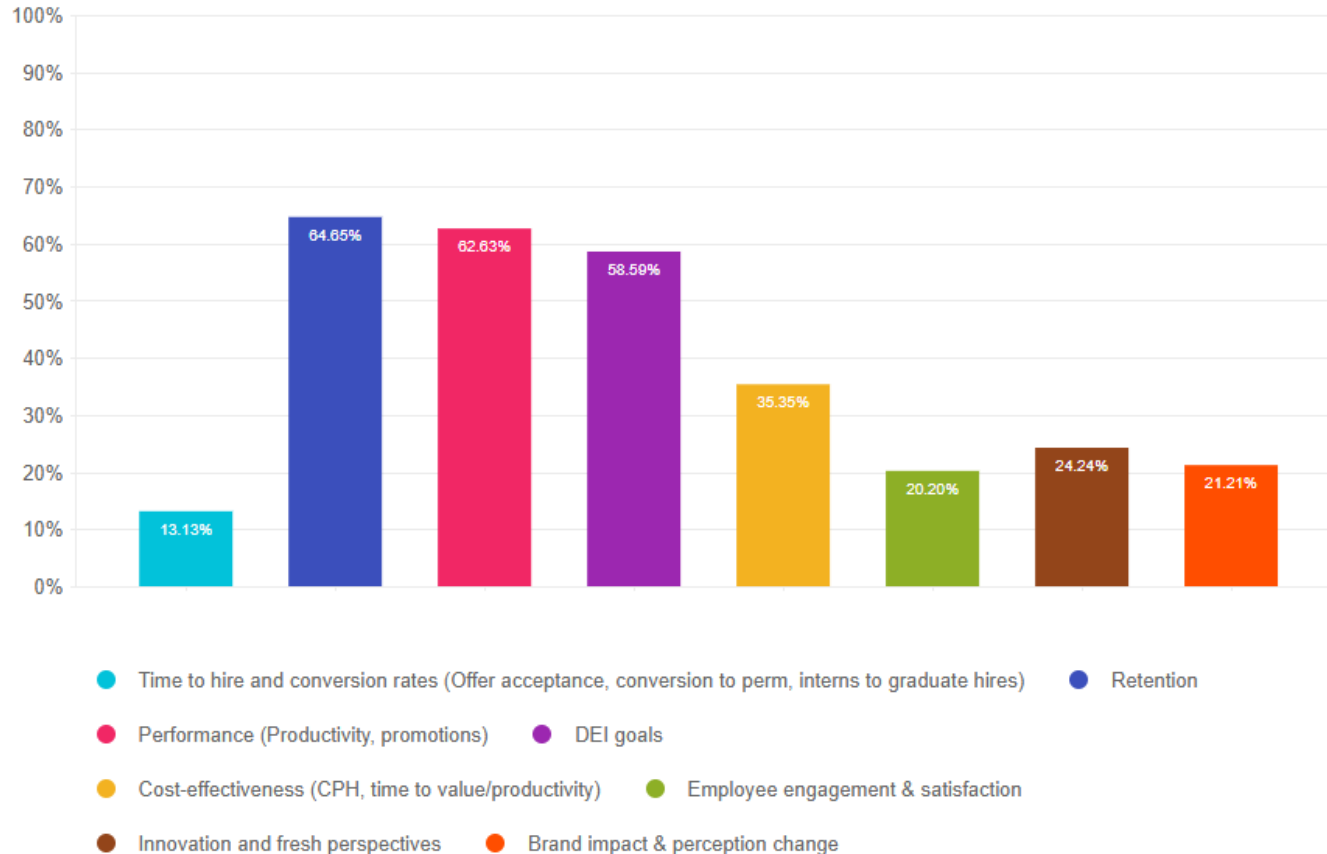
● Yes ● No

- Sometimes experienced hires (EH) take priority over EC hires in an organisation because EH budgets are larger and hires at a more senior level
- But for our audience over 60% this isn't the case - although our sample might be biased!

# Navigating C-Suite relationships in Early Careers

Which of these measures below are most important to C-Suite in measuring Early Careers success in your organisation? (Please select three)

Answered: 99 Skipped: 0



- **What matters most:** Retention and performance of hires followed closely by EDI goals
- **What matters less:** the operational factors that drive how EC strategy is implemented, although cost cannot be ignored



## Summary

- Engaging with the C-suite and getting them to support your EC strategy can be a challenge but this survey shows that **many EC teams have a productive relationship** with business leaders
- It's important to **focus on the issues that matter to them** and impact business performance: retention and performance of EC hires in the longer term
- **Tying EC to other strategic business objectives** such as EDI shouldn't be ignored
- **Think commercially** – it's important to link operational needs to business imperatives
- And finally, **see everyone as a future CEO!**





Keshia Thompson, Blackbridge Communications

# The C-Suite Spot

# Why, is it important?



An aerial photograph of a large, intricate maze made of green hedges. The maze is composed of many rectangular and square paths, creating a complex grid-like structure. In the center of the maze, there is a small, elevated wooden platform or observation deck. Several people are visible walking through the paths of the maze, providing a sense of scale. The overall scene is bright and green, suggesting a well-maintained garden or park setting.

Strategic alignment





Buy in & sponsorship



A group of four young adults (two men and two women) are sitting on a rooftop ledge, engaged in conversation. They are dressed in casual, trendy clothing. The man on the far left has red hair and is wearing a plaid shirt. The woman next to him has curly hair and is wearing a pink hoodie. The woman next to her has dark hair and is wearing a red floral shirt. The man on the far right has a beard and is wearing a red floral shirt. They are all holding drinks and appear to be enjoying their time together. The background shows a building with a stone wall and a window.

Attraction, retention & engagement





# Leadership & mentoring

## And, it works...



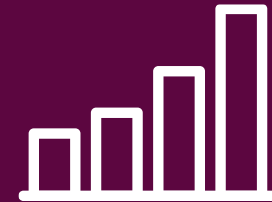
**40%**

more likely to be  
completed on time



**38%**

more likely to be  
completed on budget



**50%**

more likely to meet their  
original goals and  
business intent

# Advice from our experts





**accenture**

**Knight Frank** 



**C L I F F O R D**  
**C H A N C E**









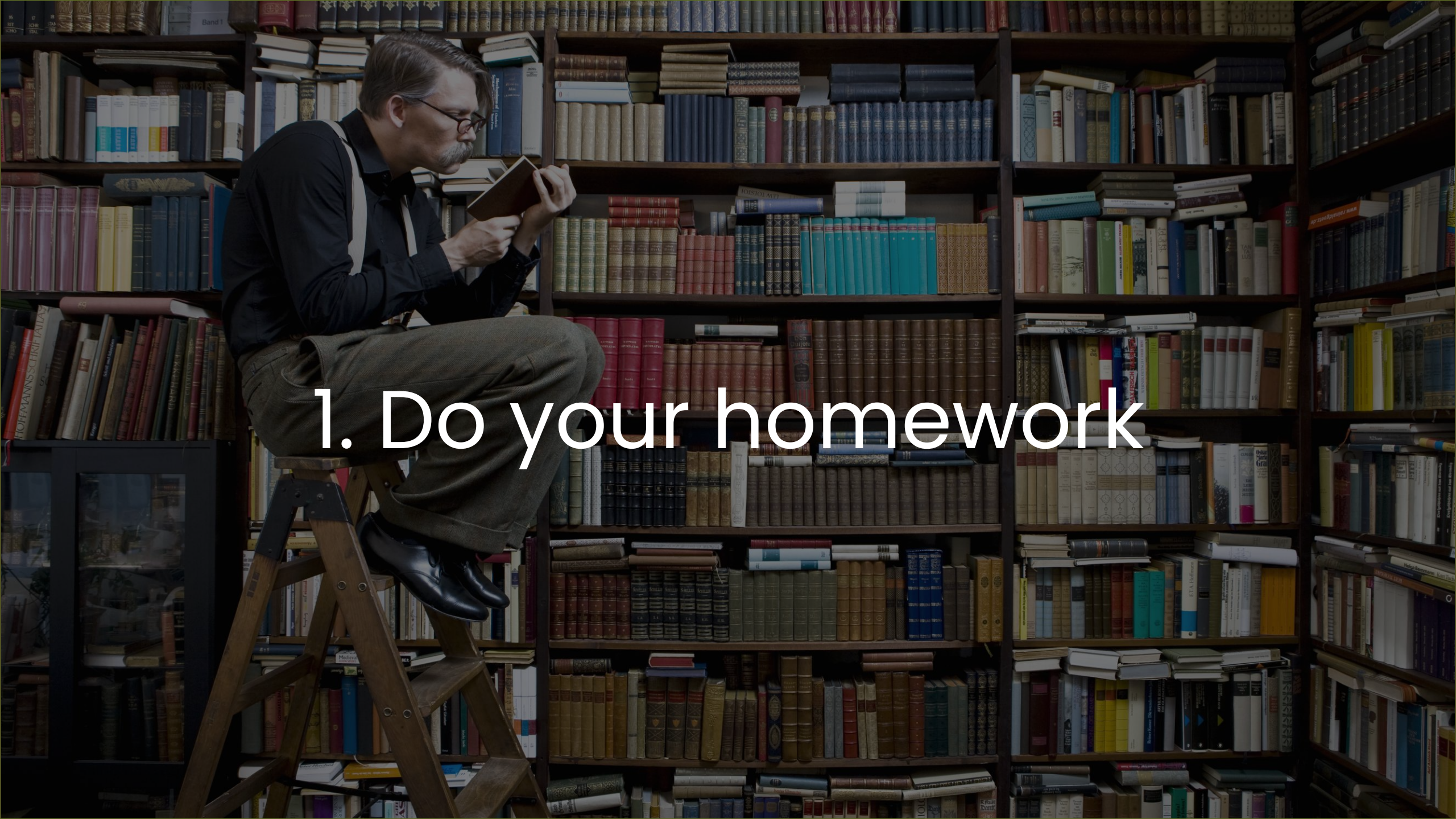






# What are our top five takeaways?





# 1. Do your homework



**Table 1. Types of business personalities**

Type	Characteristics	Things that tick them off	Ways to engage
<b>Driver</b> —likes logic and deep examination of systems	Determined, direct, analytic, pragmatic, aggressive; tends to focus on goals over feelings of others	Small talk, waiting, indecisiveness, self put-downs	Be brief; get to the point; be logical, clear, unemotional; recognize their achievements and leadership abilities
<b>Pioneer</b> —likes variety and possibilities with boundless energy to pursue them	Adventurous, creative, verbal, enthusiastic, novelty-seeking, independent	Structure, moderation, process, details, repetition, limits, moralizing	Explore their ideas; emphasize freedom and autonomy; present imaginative materials, more theory, fewer details
<b>Integrator</b> —likes to connect on a personal level and figure out how the pieces fit together	Big-picture thinkers, intuitive, supportive, empathic, consensus builders	Confrontation, aloofness, interruptions, aggressiveness	Listen actively; be friendly, authentic and personal; think contextually and long term; offer support; talk about people
<b>Guardian</b> – likes concrete reality; respects (often rules) social hierarchy	Conscientious, orderly, persistent, industrious, fond of rules and facts, cautious, socially networked	Excessive theorizing, intuitive statements like “I suspect” or “I feel”	Present concrete facts, proven principles, established practices; emphasize the right way to do things, make plans and stick to schedules



## 2. Start with your ask





3. Cut through



A person wearing a blue cap, a light blue long-sleeved shirt, and denim shorts is standing on a wooden A-frame ladder. They are positioned on a yellow fire hydrant, reaching up to paint a mural on a dark grey brick wall. The mural features large, stylized plants in shades of teal, green, and brown. The person is holding a paintbrush and a bucket. The scene is set outdoors, with a metal railing visible on the left side of the frame.

# 4. Bring to life





5. Keep them on the journey

# C-Suite panel



**Anouska Ramsay,**  
CPO at LPGS Central,  
ex-Santander UK  
HRD Culture &  
Capability and  
ex-Capgemini  
VP for Talent



**Paul Livingston,**  
Chief Executive UK  
& NATO at  
Lockheed Martin

The logo features the letters 'gti' in a lowercase, sans-serif font, enclosed within a white rounded square. To the right of this square, the word 'breakfast' is written in a bold, uppercase, sans-serif font, and the word 'news' is written below it in a lowercase, sans-serif font. The entire logo is white and centered on a background that transitions from dark purple on the left to bright pink on the right, with a pattern of small, semi-transparent circles of varying sizes.

**gti** breakfast  
news