

Event starting soon...

#BNews25



Simon Rogers  
CCO, GTI

Welcome

# The business case for early careers

HEADLINE PARTNERS



SUPPORTING PARTNERS

Institute of  
Student  
Employers



33



#BNews25  
@\_GroupGTI



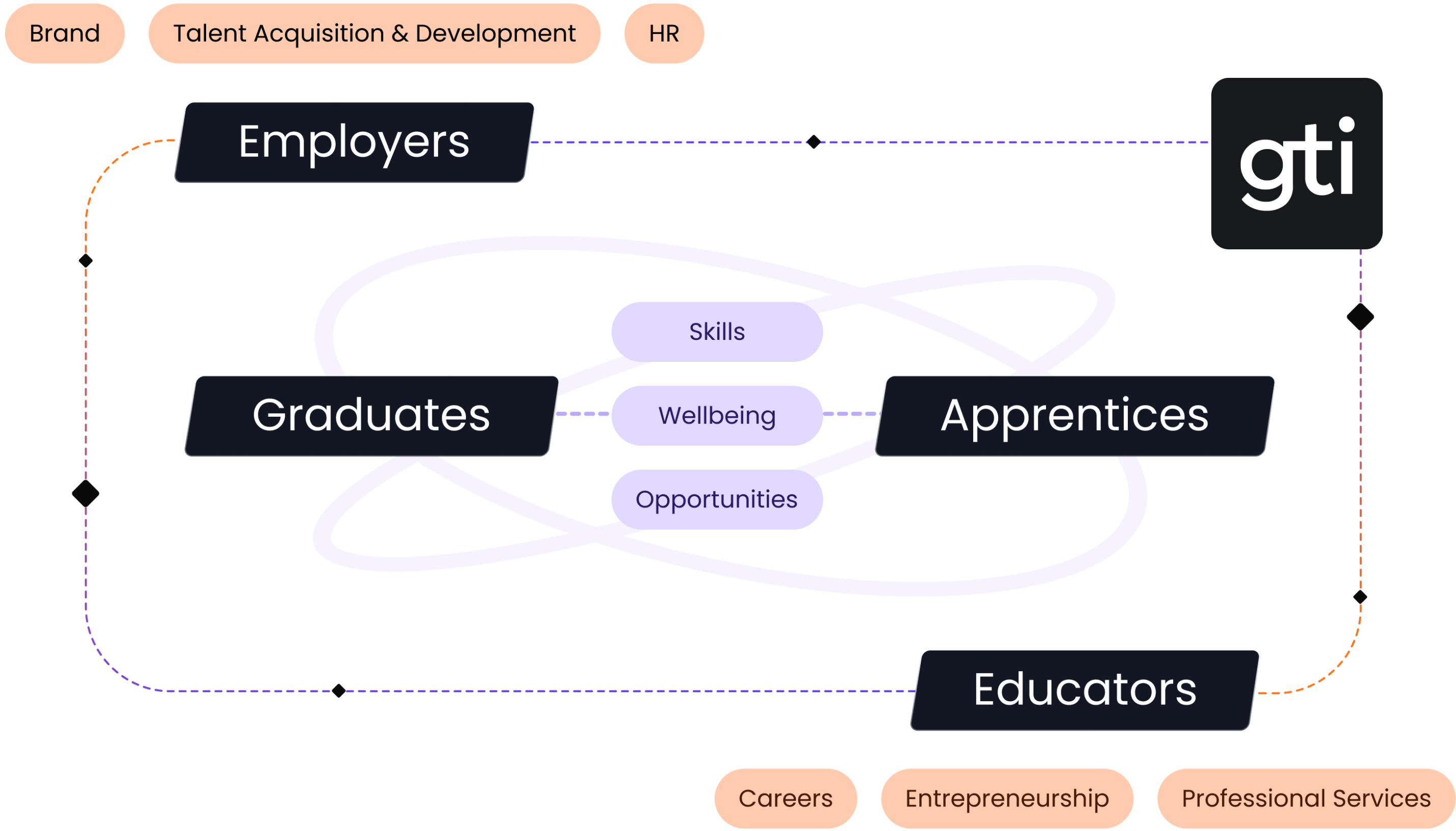
## HEADLINE PARTNER



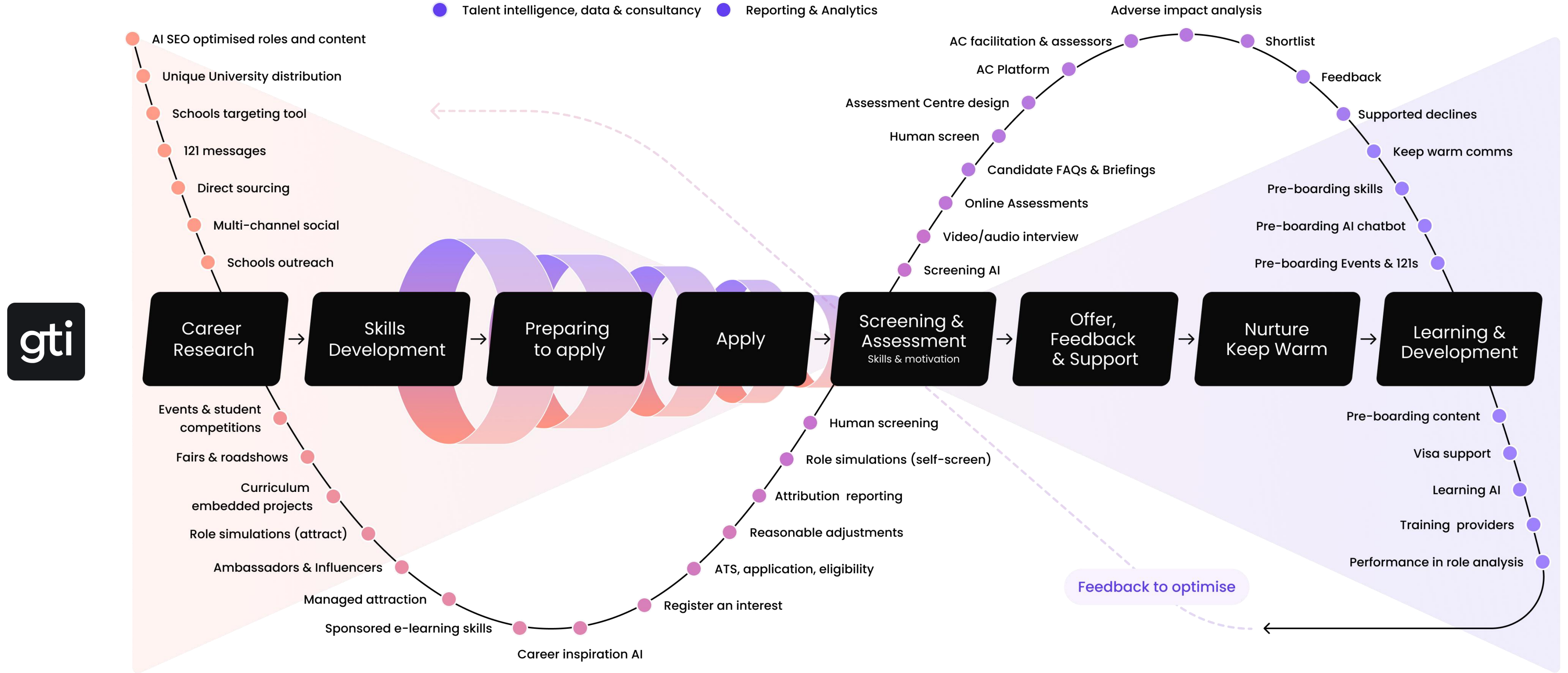
## SUPPORTING PARTNERS



The **perspectives** and **skills** of the  
**next generation** are a  
**competitive advantage** and  
critical to **sustainable growth**



● Talent intelligence, data & consultancy ● Reporting & Analytics



# Today's agenda

## Welcome

Simon Rogers, CCO, GTI

## Early Career Investment Levels Under Pressure

Anne-Marie Champion, Insights Manager, ISE

## The Early Advantage: Graduate and apprentice business impact

Simon Martin, CEO, GTI

## How do we know it's working? Measuring Early Careers campaigns

Ollie Joseph, Senior Consultant & Early Careers Strategist, Thirtythree

## Disruptive Talent Pathways: Rethinking Routes into Work

Emma O'Dell, Skills and Capability Planning Director, BPP

## Employer panel

Stephen Isherwood, Joint-CEO, ISE

Toni McKay-Lewis, Head of Talent Acquisition, Tesco

Marie Caliskan, Head of Talent Programmes, Tesco

Joan Moore, Global Early Careers Director, Sage



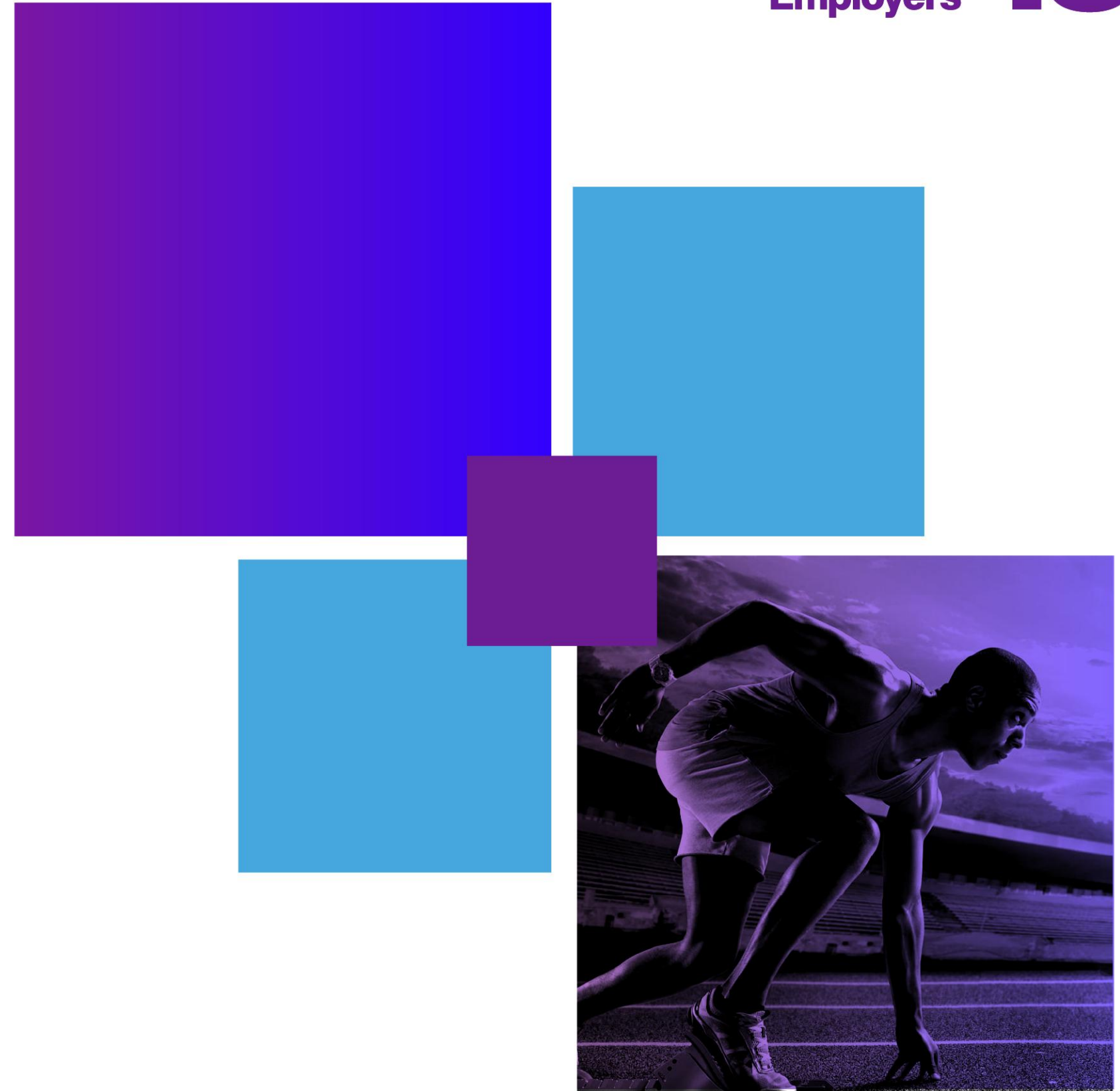


Anne-Marie Champion  
Insights Manager, ISE

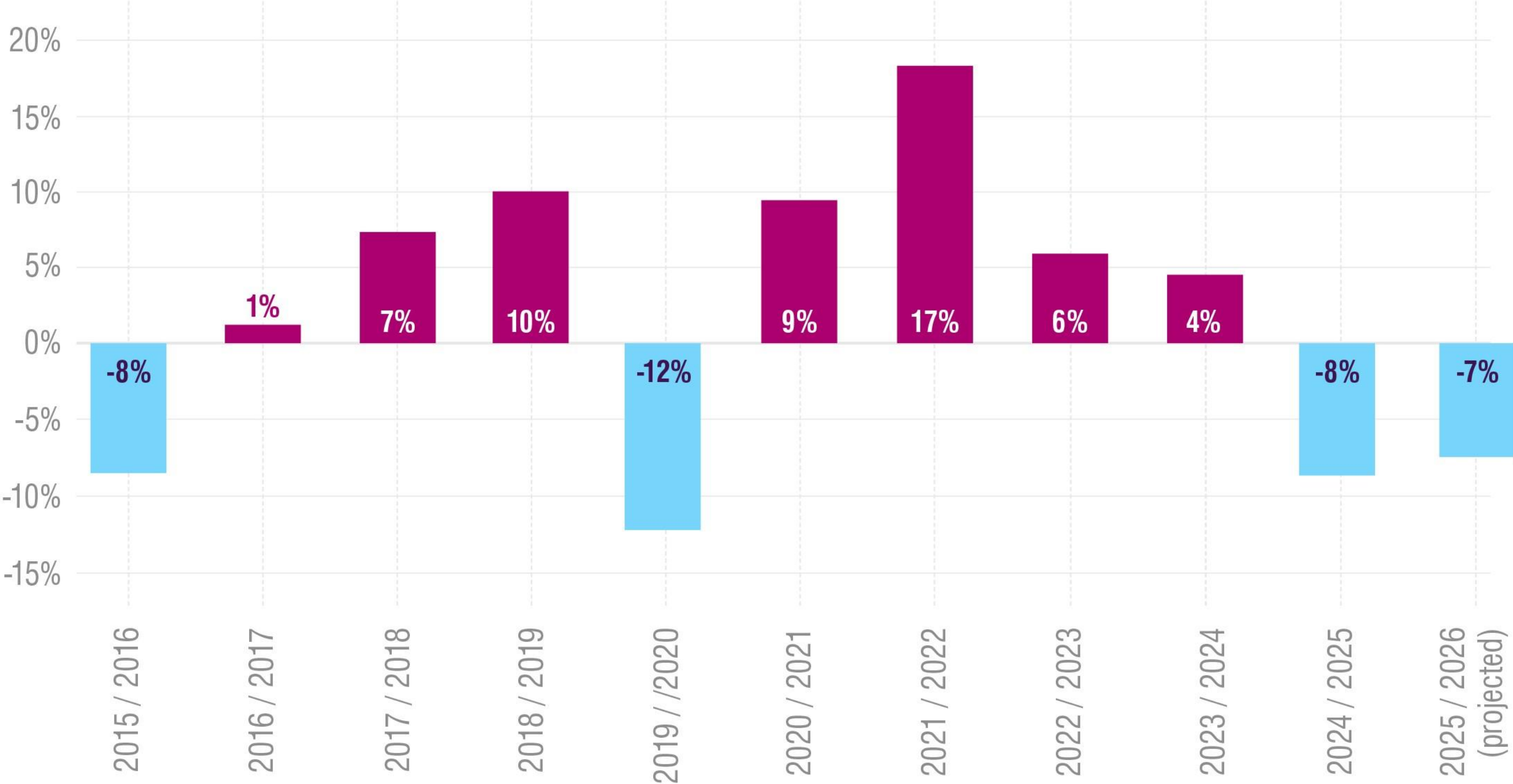
# Early Career Investment Levels Under Pressure

# Commitment to EC hiring

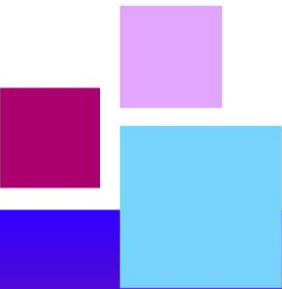
Trends, benchmarks and insights



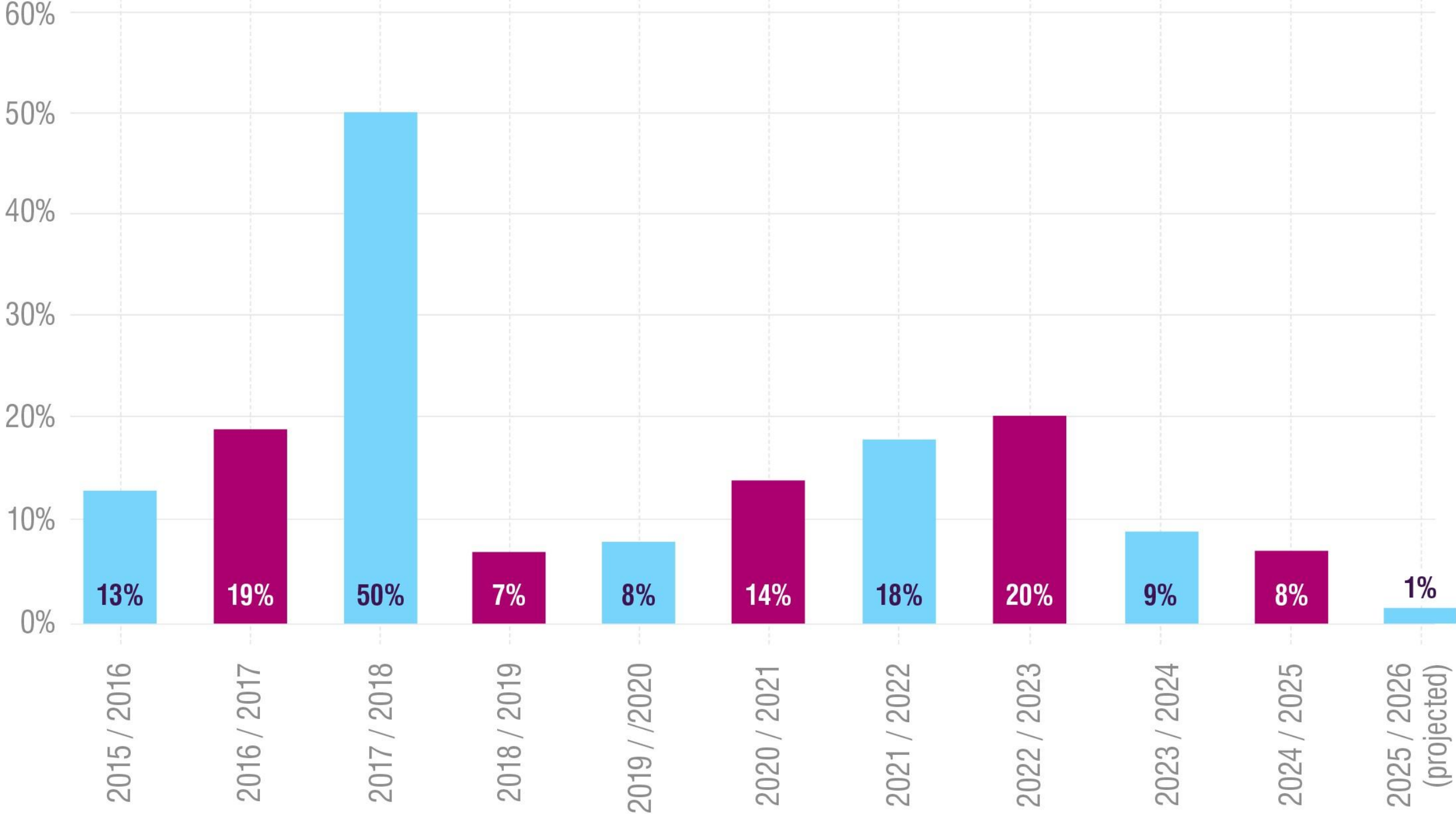
# Graduate vacancies



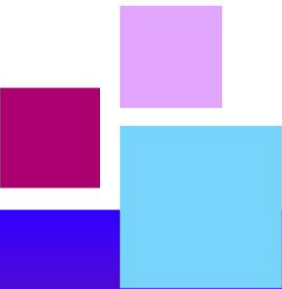
<sup>4</sup> Data from 2015/16 to 2023/24 is based on data published in previous ISE survey reports.



# School/college leaver vacancies

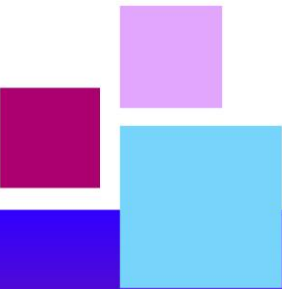
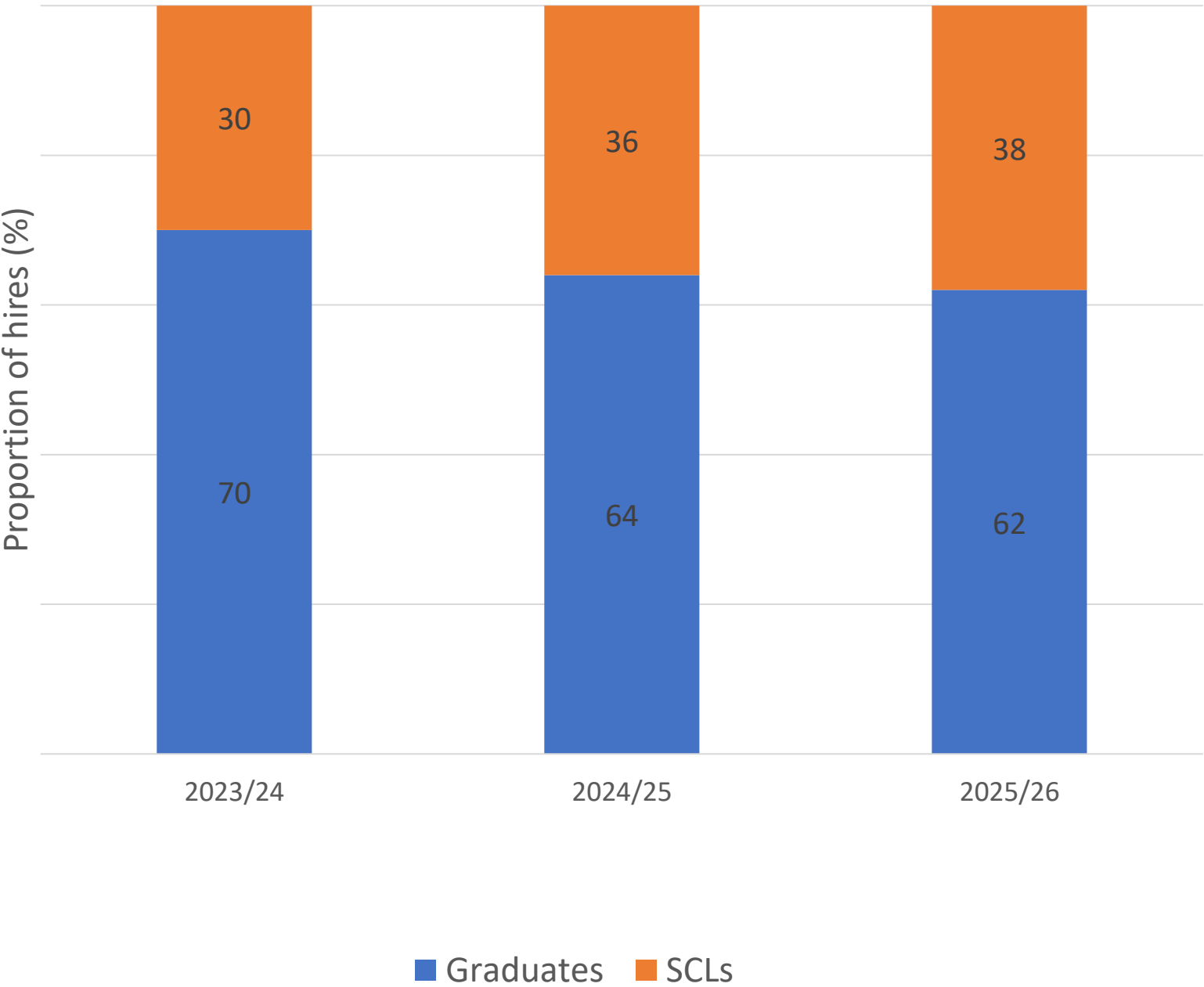


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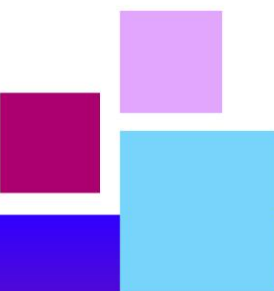
# Graduates or school/college leavers?

- 91% of employers recruited graduates, vs 66% for SCLs
- The ratio of graduate to SCL vacancies has shifted:
  - 2023/24 : 3.4:1
  - 2024/25 : 2.9:1
- **For those that hire both**, the ratio of graduates to SCLs has also shifted (chart):
  - 2023/24 : 2.3:1
  - 2024/25 : 1.8:1
  - 2025/26 (projected) : 1.6:1

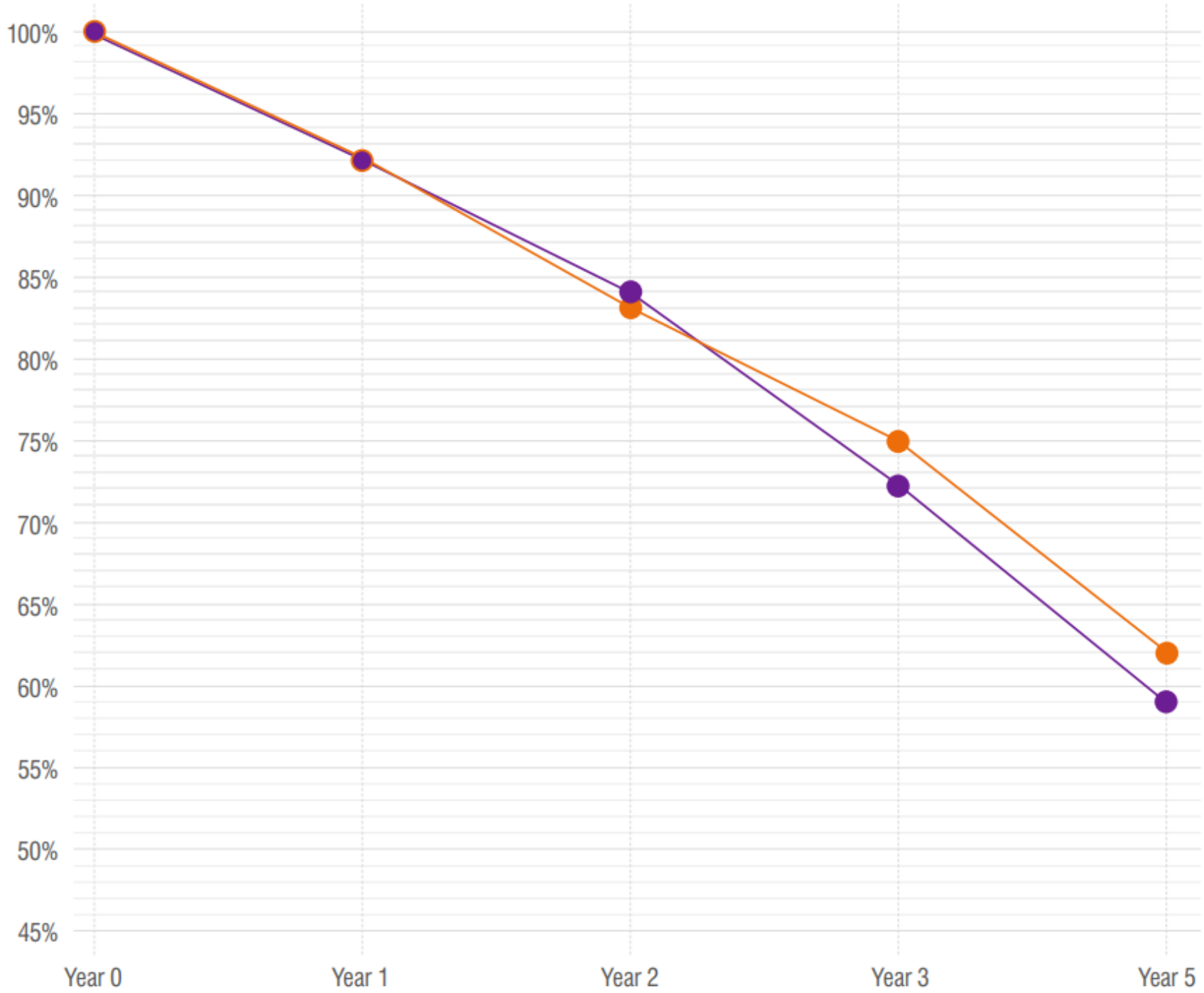


# Budgets are under pressure

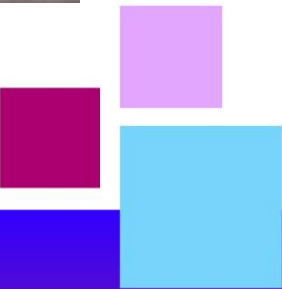
- 54% of employers kept their budget stable this year, but 21% of employers have reduced their budget
- The typical (median) cost per hire — covering graduates, school and college leavers, interns, and placement students — fell to £1,961, down from £2,158 last year.



# Retention rates for early career remain strong



	Year 0	Year 1	Year 2	Year 3	Year 5
<b>Graduates</b>	100%	92%	84%	72%	59%
<b>School and college leavers</b>	100%	92%	83%	75%	62%





Simon Martin  
CEO, GTI

# The Early Advantage: graduate and apprentice business impact

**“People & Culture is the new R&D”**

**“Strategic advisers to C-Suite ”**

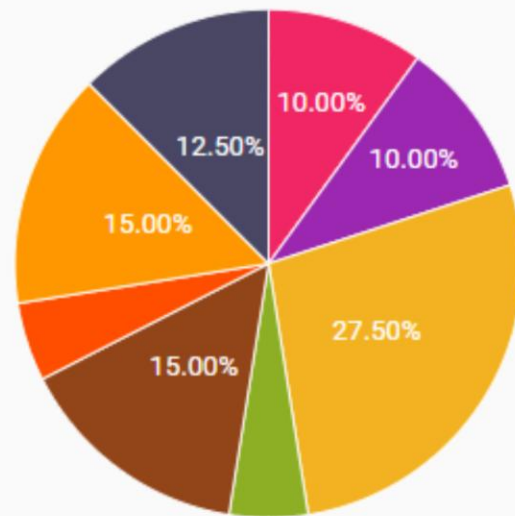
**“My main challenge is not pipelines or selection..its proving ROI in our programmes”**



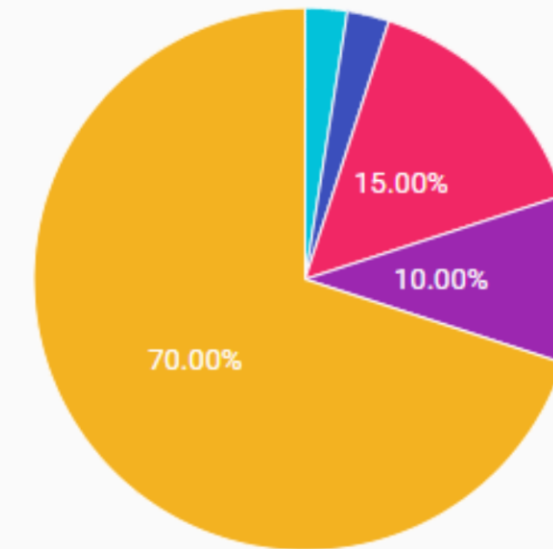
# 40+ responses – Early Careers ROI Survey

7 industries represented

70% large employers (>1,000)



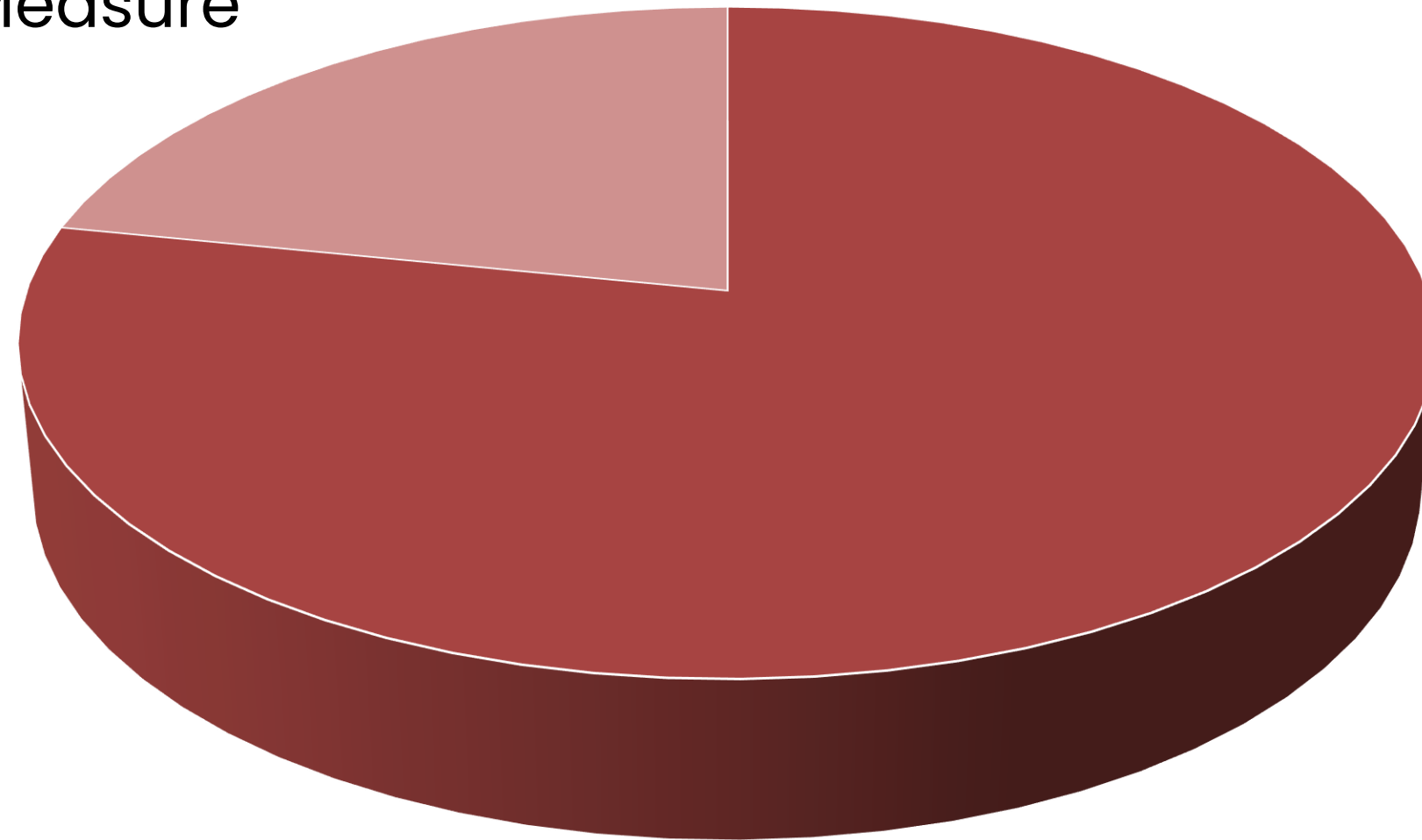
● Retail & FMCG   
 ● Energy & Utilities   
 ● Engineering   
 ● Charity & Public Sector  
● Accountancy & Professional Services   
 ● Healthcare & Pharma   
 ● Legal   
 ● Built Environment  
● Tech   
 ● Other (Please specify)



● 0-50 employees   
 ● 50-250 employees   
 ● 250-500 employees   
 ● 500-1,000 employees  
● 1,000+ employees

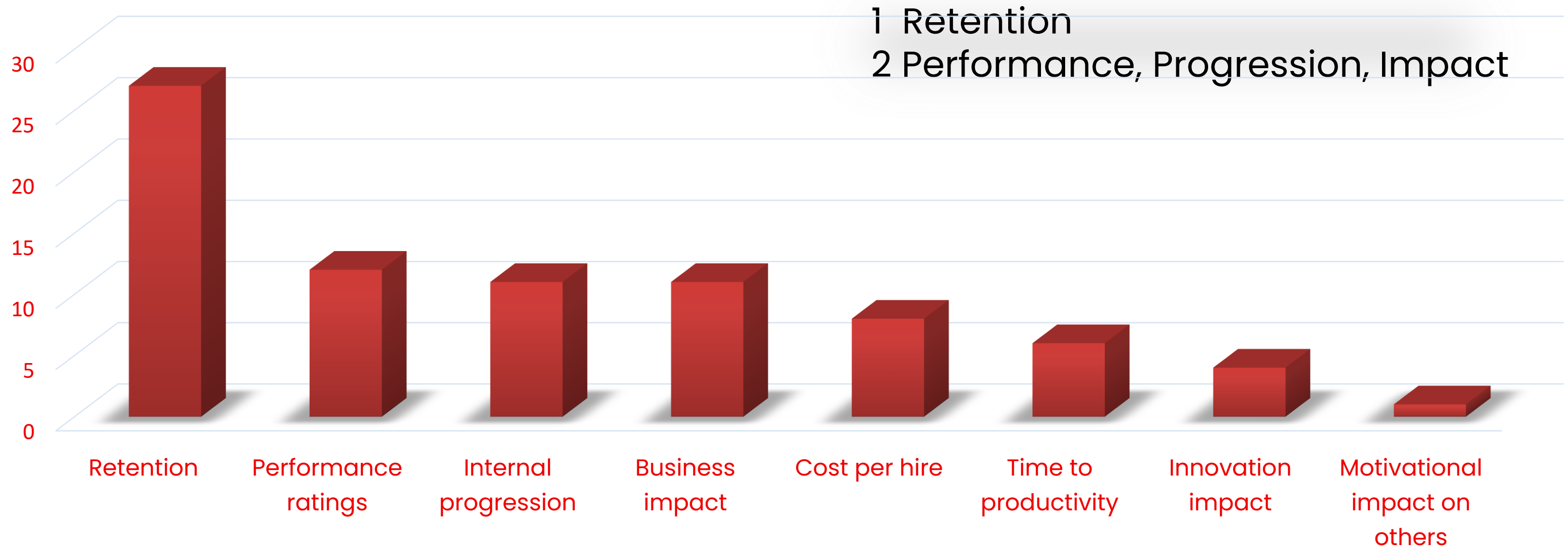
# Do you measure ROI?

24% Don't Measure



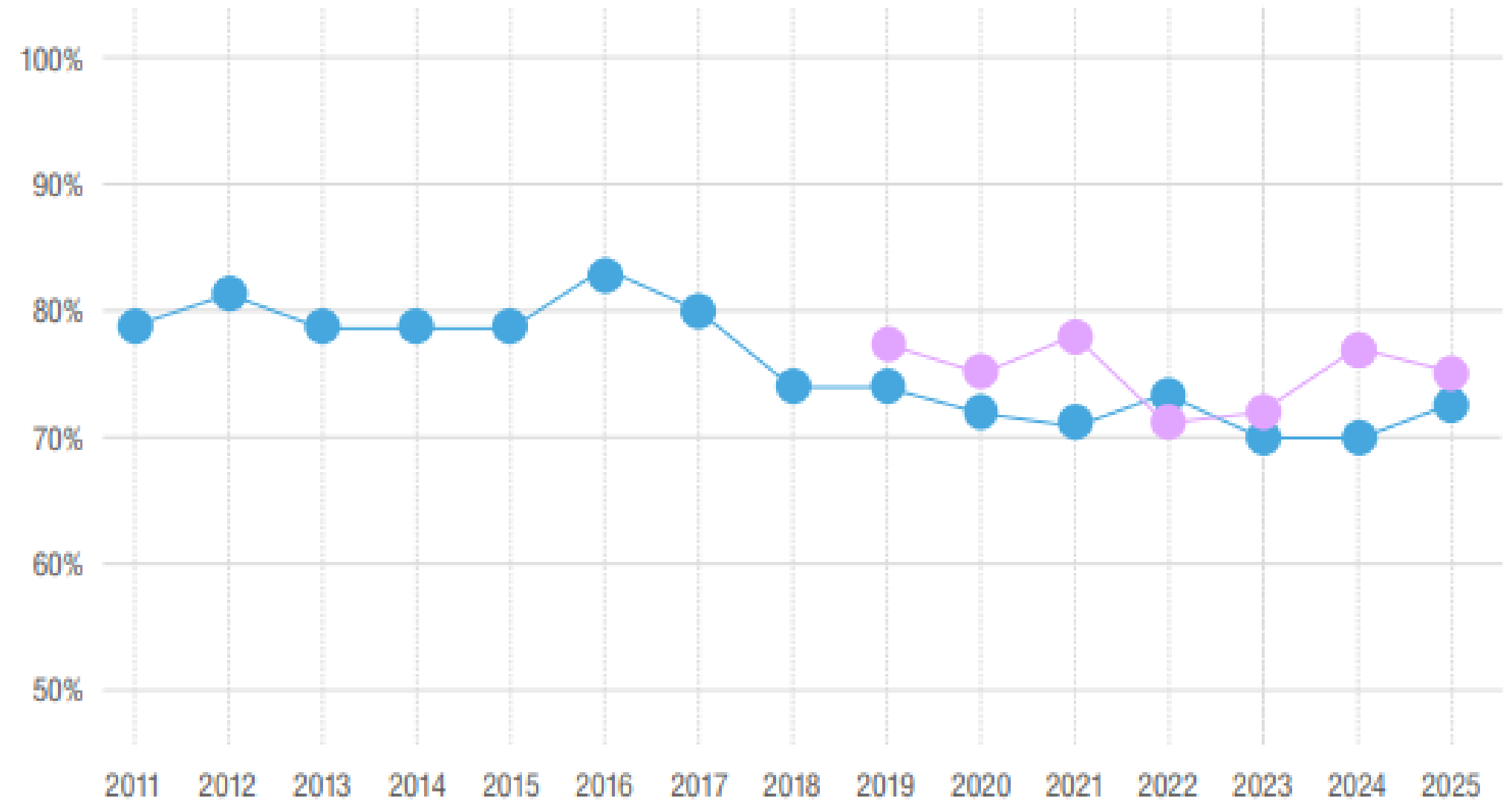
76% Measure

# How do you measure ROI?



# Retention (ISE 2025)

Figure 6.4  
Proportion of the cohort retained at three years from 2011 to 2025



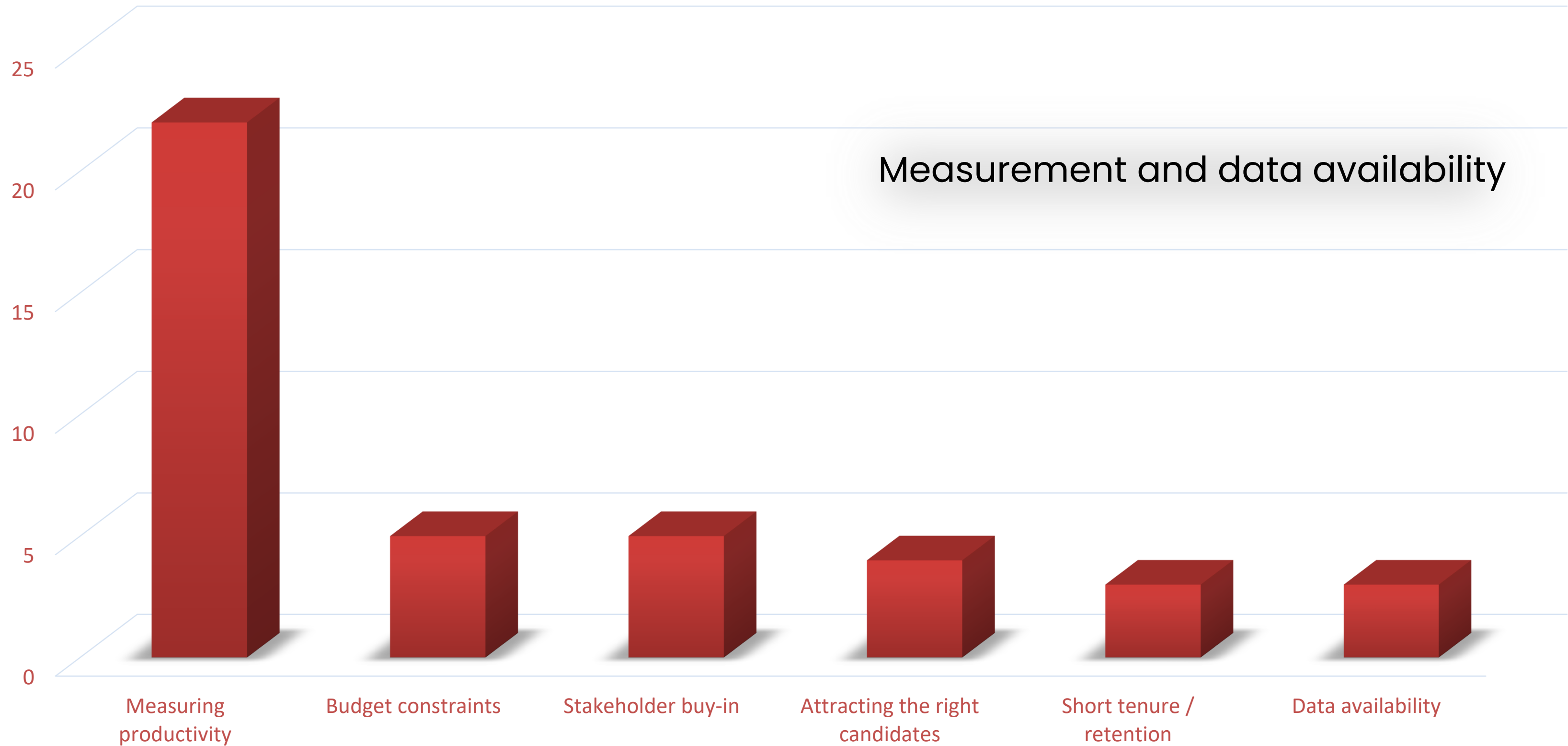
**Graduates**

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
79%	81%	79%	79%	79%	83%	80%	74%	74%	72%	71%	72%	70%	70%	72%

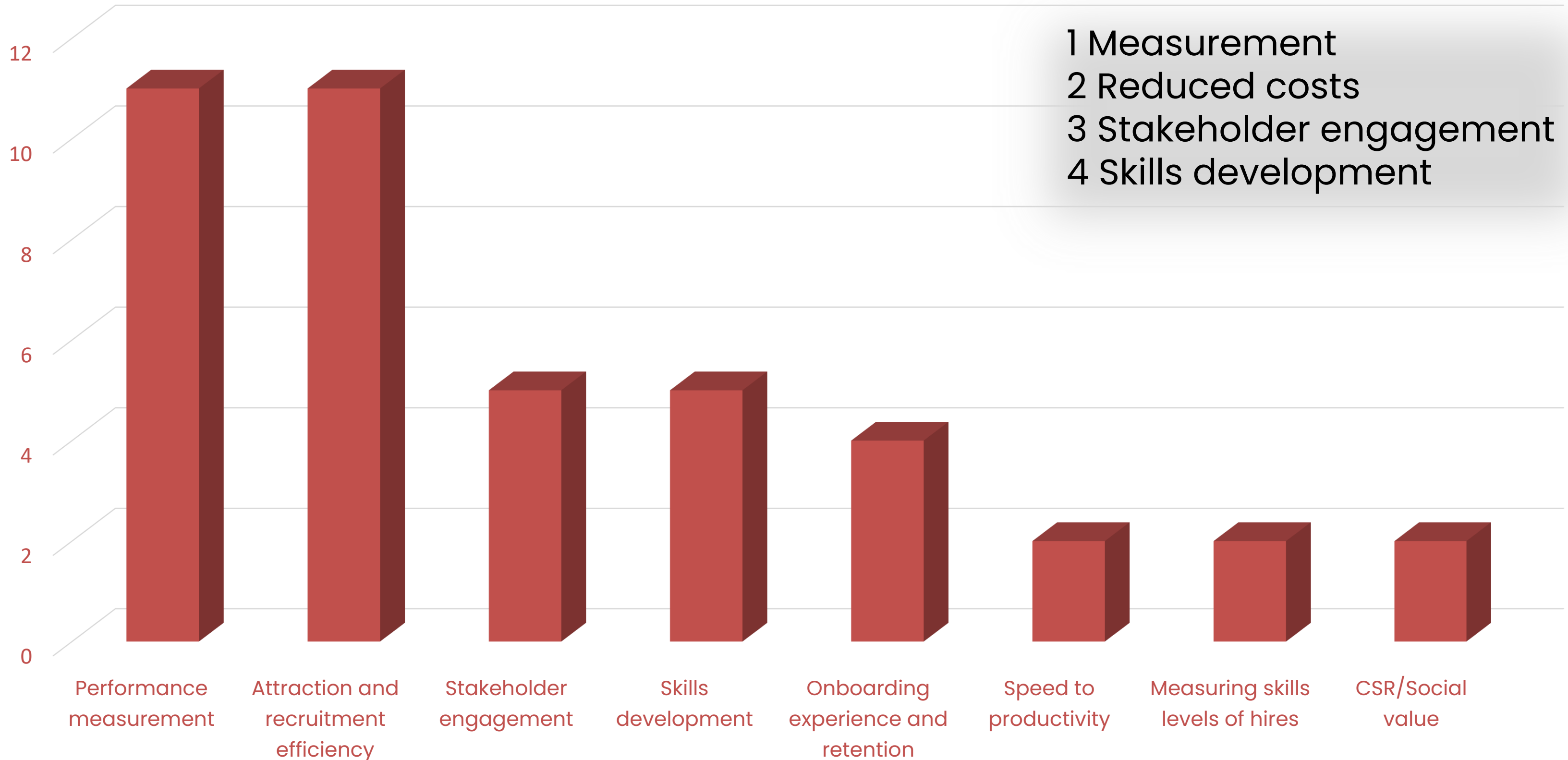
**School and college leavers**

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
								77%	75%	78%	71%	71%	77%	75%

# Challenges in demonstrating ROI



# What would increase ROI the most?



**GenZ, GenA impact  
Assessment in hiring  
L&D post hire  
Measurement of impact  
Internal progression**

# Making the case – engaging “up the line”

**Download whitepaper**



A view from the top

## Engaging the C-Suite in Early Careers

November 2024



MIT

The GenAI Divide  
**STATE OF AI IN  
BUSINESS 2025**

**MIT NANDA**

Aditya Challapally  
Chris Pease  
Ramesh Raskar  
Pradyumna Chari  
July 2025

# Leaders are reducing costs, hoping AI will backfill but...

95% of generative AI pilots deliver zero return on investment

40% of organisations have deployed AI tools

Only 5% integrated them into workflows at scale

# AI natives will support the pace of change

- No status quo to protect
- Energised to be seen as a solution
- High learning agility

gti | **cibyl** WEBINAR

## Students and AI

Experiences, attitudes and use

Tuesday 28 October  
10.00am - 11.00am



**“A high proportion of AI natives will confide in and delegate of their lives to AI”**

# Reverse mentoring



ISE WEBINAR, AUGUST 2025

# 77% employers agree “harder to assess skills”

gti | cibyl

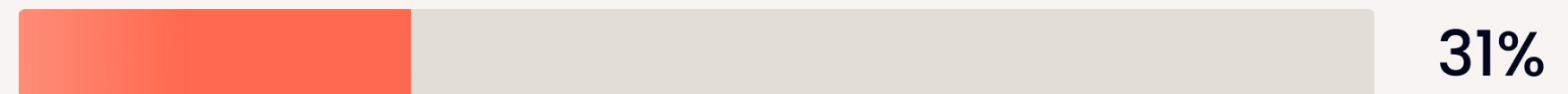


How do you think candidates' use of generative AI (before and during the recruitment process) will impact your hiring process?

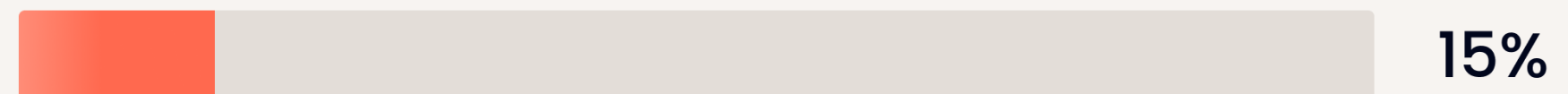
It will make it harder to assess genuine skills and qualifications



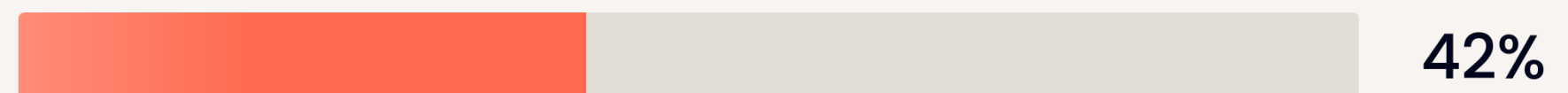
It will enhance the quality of candidate applications



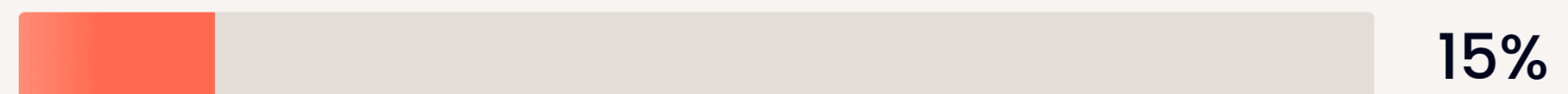
It will create a more level playing field for candidates



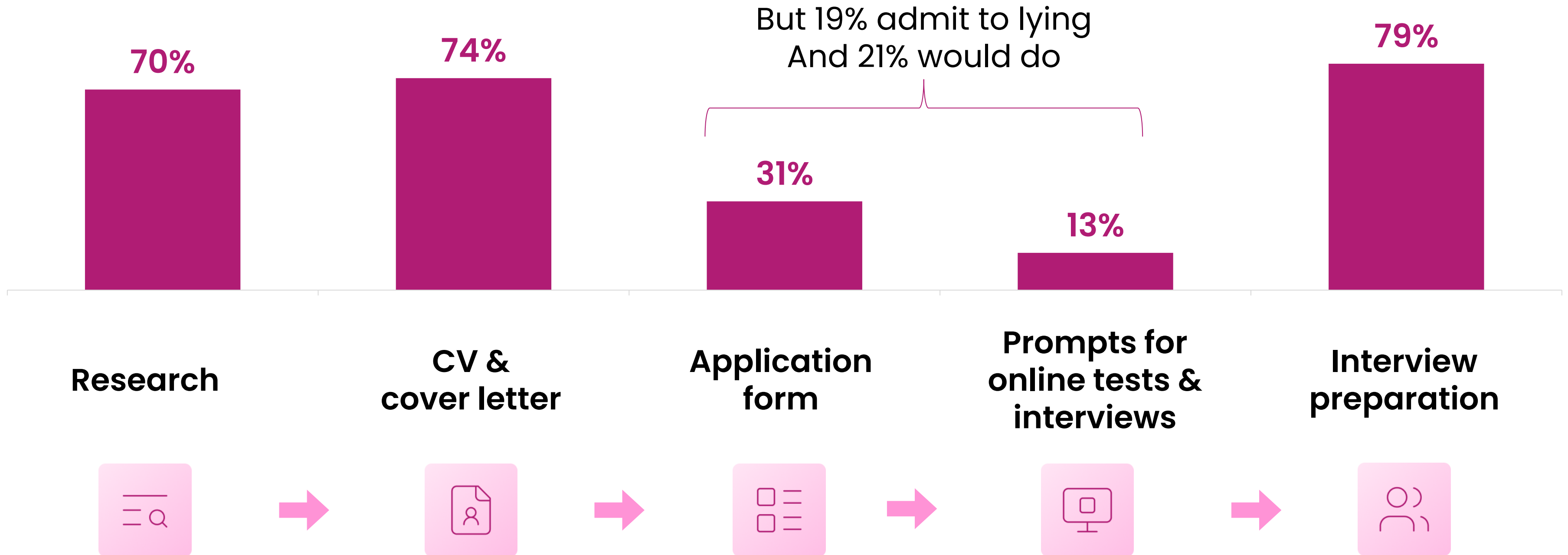
It will increase the need for stricter assessment methods



I'm not sure yet



# AI & I: The Student Voice





## Welcome, Sophie 🙌

Welcome to your Virtual Assessment Centre. We're excited to meet you and see you shine today.

Let's get going →

### Welcome to your Quantum Technologies assessment experience

Today, you'll take part in a series of activities designed to give you the opportunity to showcase your skills, problem-solving ability, and potential to shine in the future with Rob-Joyce.

Learn more

#### CULTURE

A one-to-one conversation where we'll learn more about you, your motivations, and how you approach challenges.

#### ANALYTICAL TASK

### Business exercise

A one-to-one conversation where we'll learn more about you, your motivations, and how you approach challenges.

#### TYPE OF ACTIVITIES

### What your day consists of

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#### TEAMWORK EXERCISE

### Group discussion

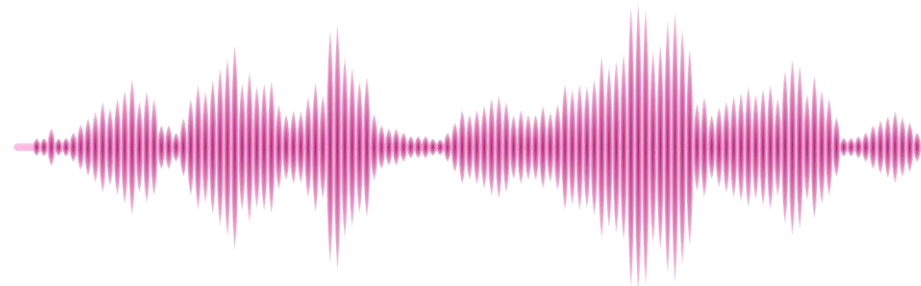
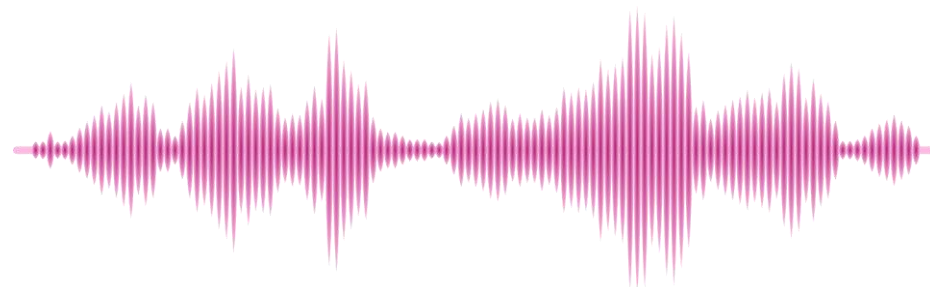
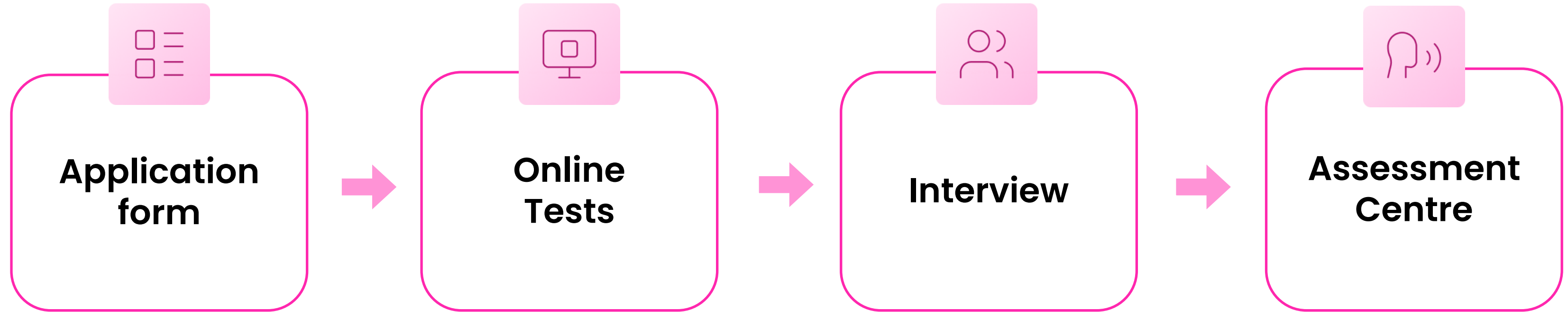
Collaborate with other candidates to explore a topic or challenge.

#### TIME PRESSURE

### Pressure project

You'll face a fast-paced task with a tight deadline to see how you think, prioritise, and perform under time pressure.

# Proctoring



# Skills self reflection

“Critical thinking”  
Excel!



## Digital and AI Skills

Deepen your knowledge

1 of 29

### Curiosity

Definition: The desire to know or learn something about a certain topic

Select the statement that's most relevant to you now

- I'm naturally curious and always want to understand the 'why' behind things. When I come across a new topic, I like to explore it in depth and connect it to what I already know.
- When something interests me, I actively look for resources whether that's reading, asking questions, or trying things out to build my understanding.
- I enjoy learning about new topics because it helps me see how I can apply that knowledge in practice, whether in my studies, projects, or problem-solving.
- When I want to learn more about a topic, I often engage with others discussing ideas or seeking different perspectives because I find that helps me deepen my knowledge.

Next

**Pinnacle Law Partners**

Profile | Opportunities | Placements | Events | Questions

**Pillar skills**

Home > Skills

Pillars Skills Profile | Pillars Skills Statements | **My Pillars Skills History** | Retake Pillars Skills Assessment

**Your skills history**

This page contains your completed assessments - you can compare your previous results by selecting from your assessment history, see areas where you have nailed it and those which could be improved.

Select assessment: Assessment 1 31/03/2025 | Select assessment: Assessment 2 31/03/2025

**View your progress**

Assessment 1 31/03/2025 | Assessment 2 31/03/2025

Skills and qualities: Personal, Relational, Analytical, Technical

Deepen your knowledge, Innovate and create, Make a social and global impact, Explore your values, Gain experience and networks, Plan your future: reflect and articulate

**Comparison per skill**

Deepen your knowledge

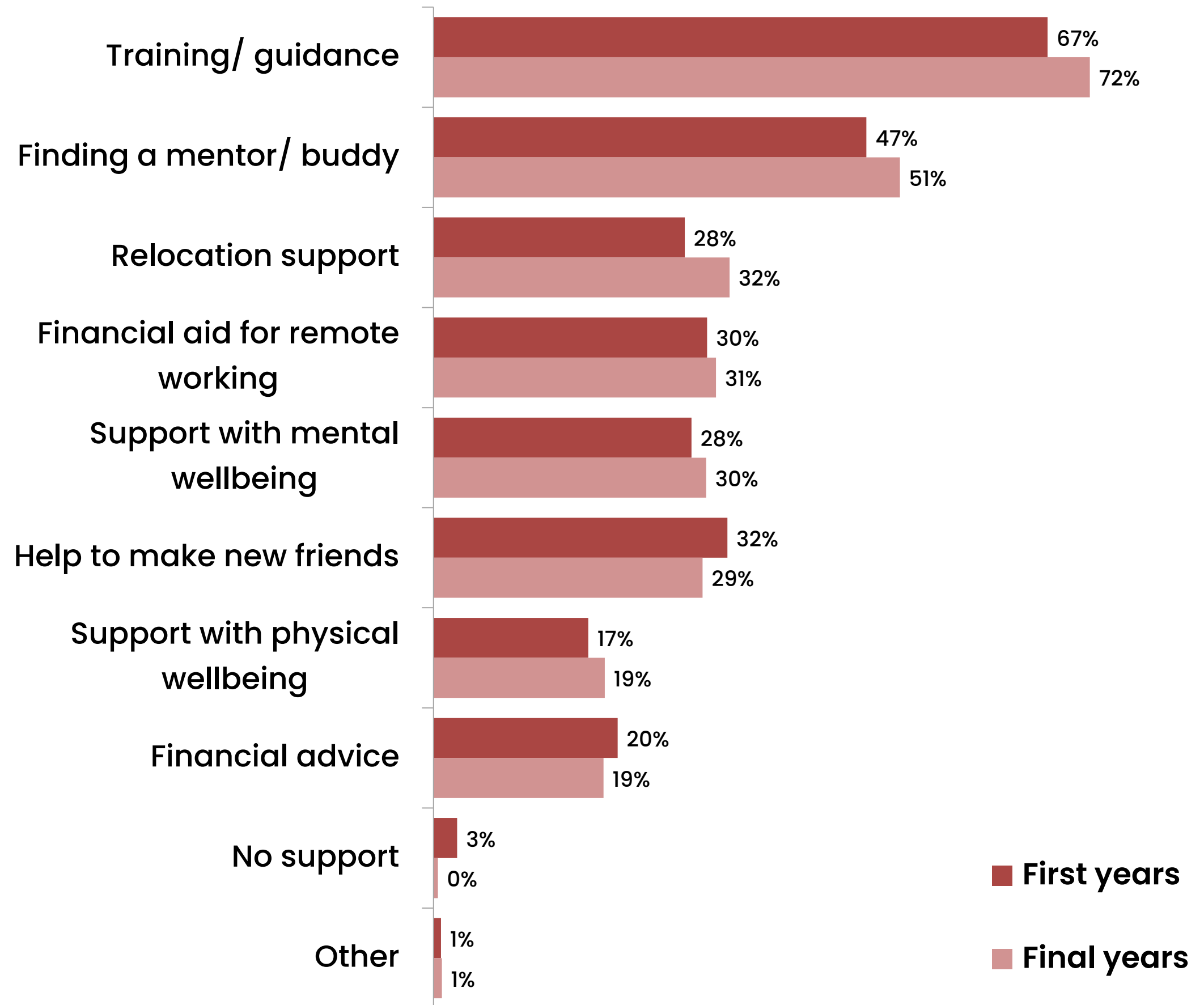
Assessment 1 31/03/2025: PROFICIENT

Assessment 2 31/03/2025

# Retention

What **university students** want post-hire

**cibyl**





# Retention

What **school leaver students** want post-hire

**cibyl**



# “Micro-Feedback” Moments

<b>Category</b>	<b>Traditional feedback</b>	<b>Micro-feedback</b>
 <p><b>Timing of feedback</b></p>	<p>Delayed often by days, weeks, or even months after the experience, such as email surveys or annual Net Promoter Score (NPS) reports.</p>	<p>Real-time capture of the moment, while the memory is fresh and emotions are still accurate.</p>
 <p><b>Length and effort</b></p>	<p>Long surveys with 5–10+ questions are high effort, leading to low participation, often limited to extreme cases (very happy or very angry).</p>	<p>Ultra-short, one or two questions at most. Takes seconds to complete, increasing participation and representing a broader audience.</p>

# Measurement of performance

Type	Activity	Manager
<b>Learning velocity</b>	Skills self-reflection	Manager validates
<b>Contribution check-in</b>	“How did your work this quarter contribute to the company’s mission or values?”	Managers validates with examples
<b>Innovation log</b>	Process tweak, automation, or idea that saved time/money	Department leader shares with team
<b>Stakeholder Experience</b>	“How have you found working with...”	Manager groups into themes



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# Identifying someone's skills



Microsoft Teams



Microsoft Graph

e.g. emails,  
documents,  
chats, meetings



39,000 skills



**A users  
Technical  
skills**

# WHAT IS THE RETENTION GAP?



**50% OF WOMEN IN  
TECH ROLES LEAVE  
BEFORE THEY ARE 35**

**52/100**

For every 100 men, only 52 women in technical roles are being promoted to manager. Women are being overlooked.

**48%**

Women volunteer to do "non-promotable" work +48% more often than men. They do a lot of important "glue work" that goes unrecognised.

**60%**

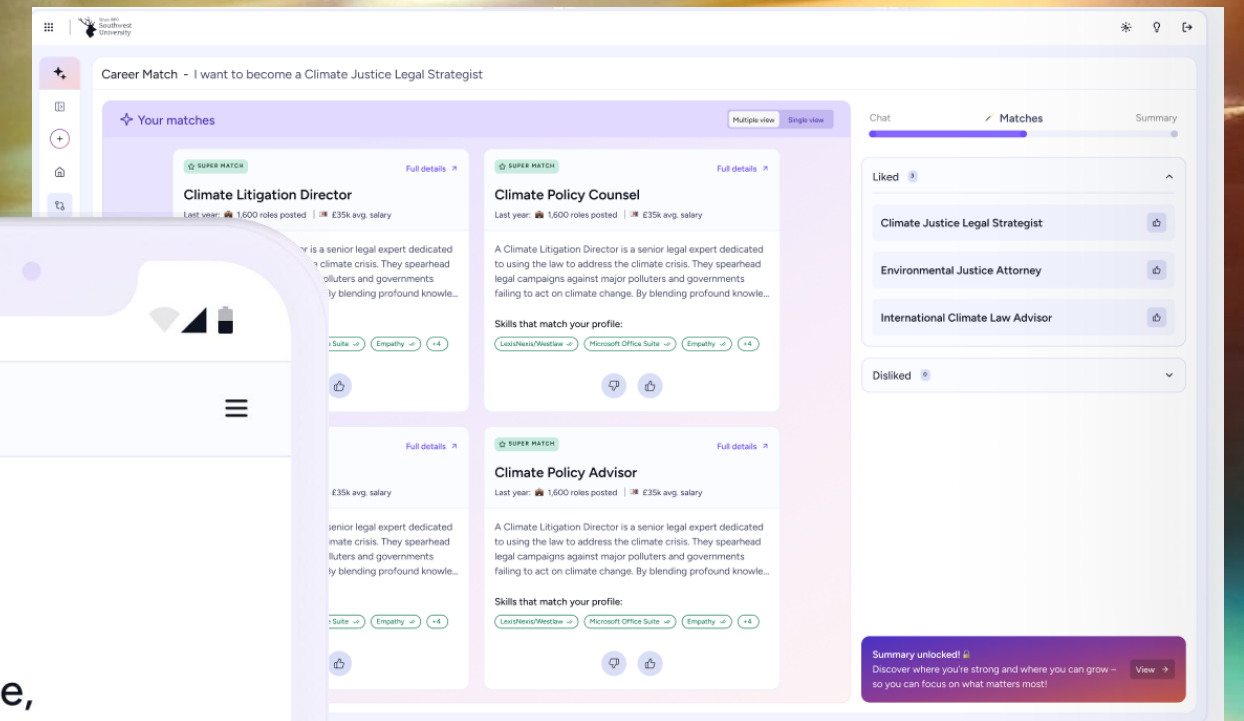
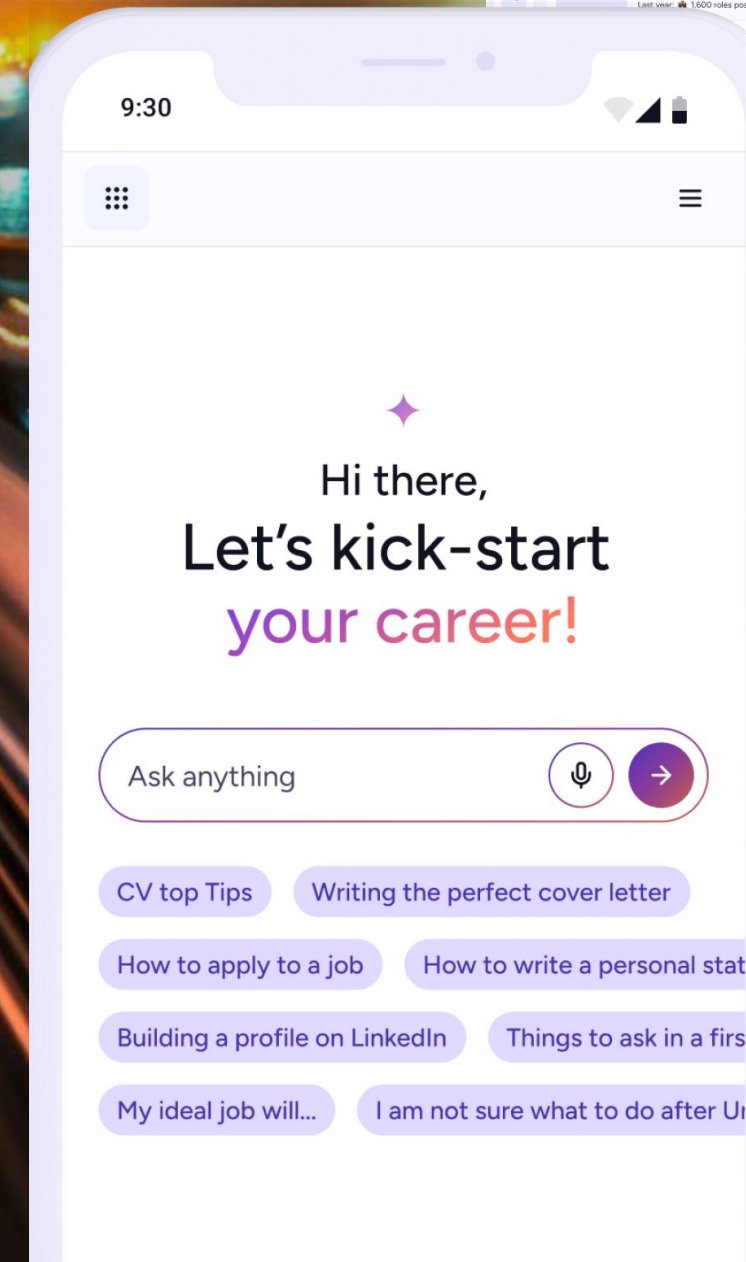
Have left roles due to no clear pathway or progression.

**81%**

Would have stayed in roles if they were given the opportunity to upskill.

# Fast Track vs. Roll Off

# Career chatbot





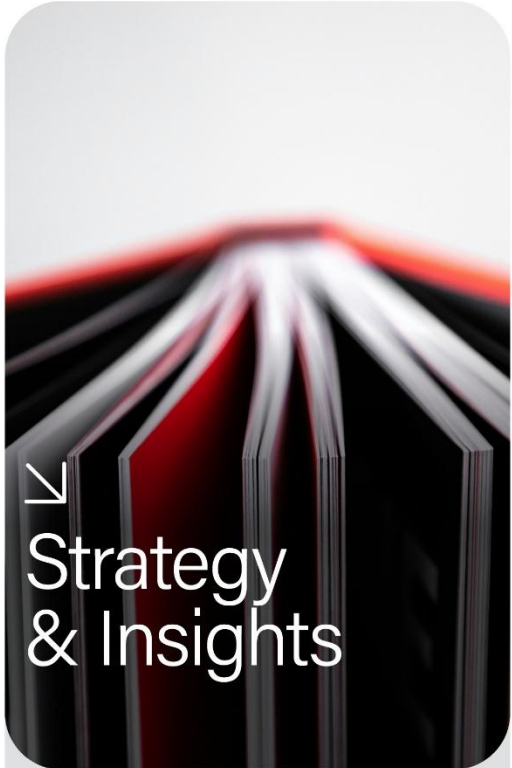
Ollie Joseph  
Senior Consultant & Early Careers Strategist,  
Thirtythree

# How do we know it's working? Measuring Early Careers campaigns

# How do we know it's working?

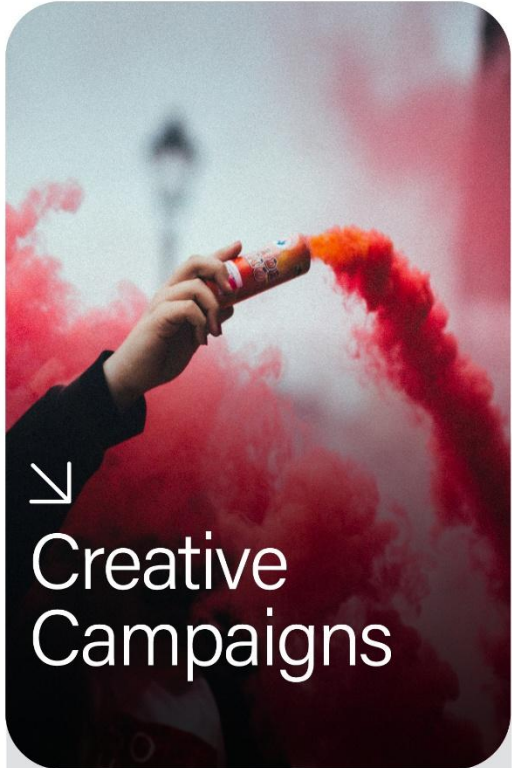
Measuring Early Careers Campaigns

# Who we are at ThirtyThree



Strategy & Insights

Brand Strategists, Researchers, Specialist Consultants



Creative Campaigns

Creative Conceptors, Art Directors, Copywriters



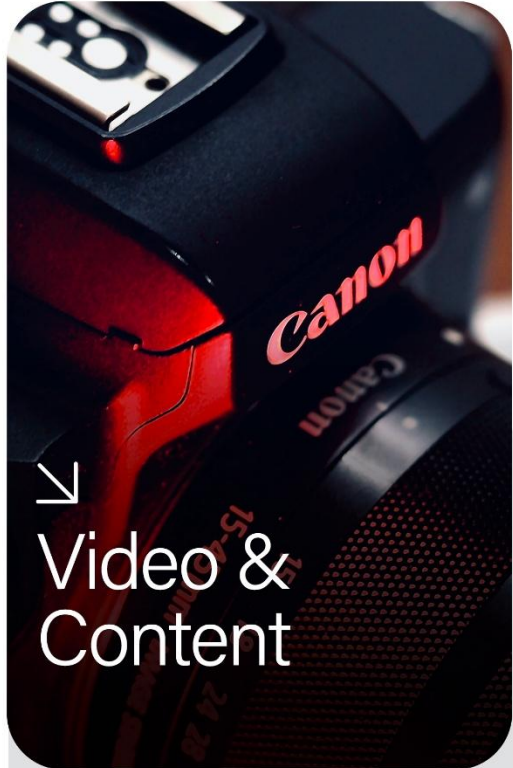
Digital Experiences

Digital Strategists, UX/UI Designers, Developers, SEO Experts



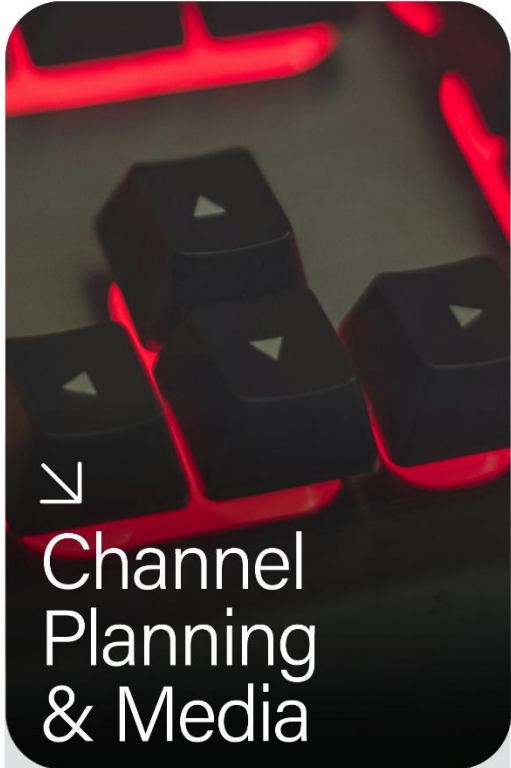
Social

Social Strategists, Content Creators, Community Managers



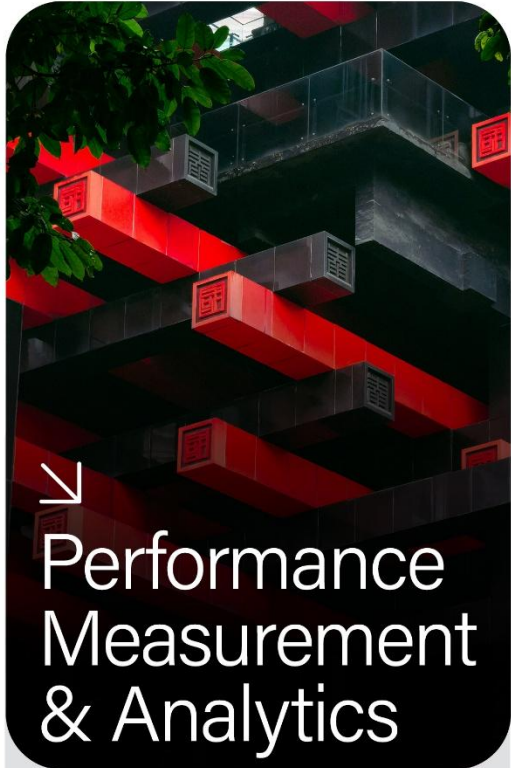
Video & Content

Producers, Directors, Editors, Motion Designers



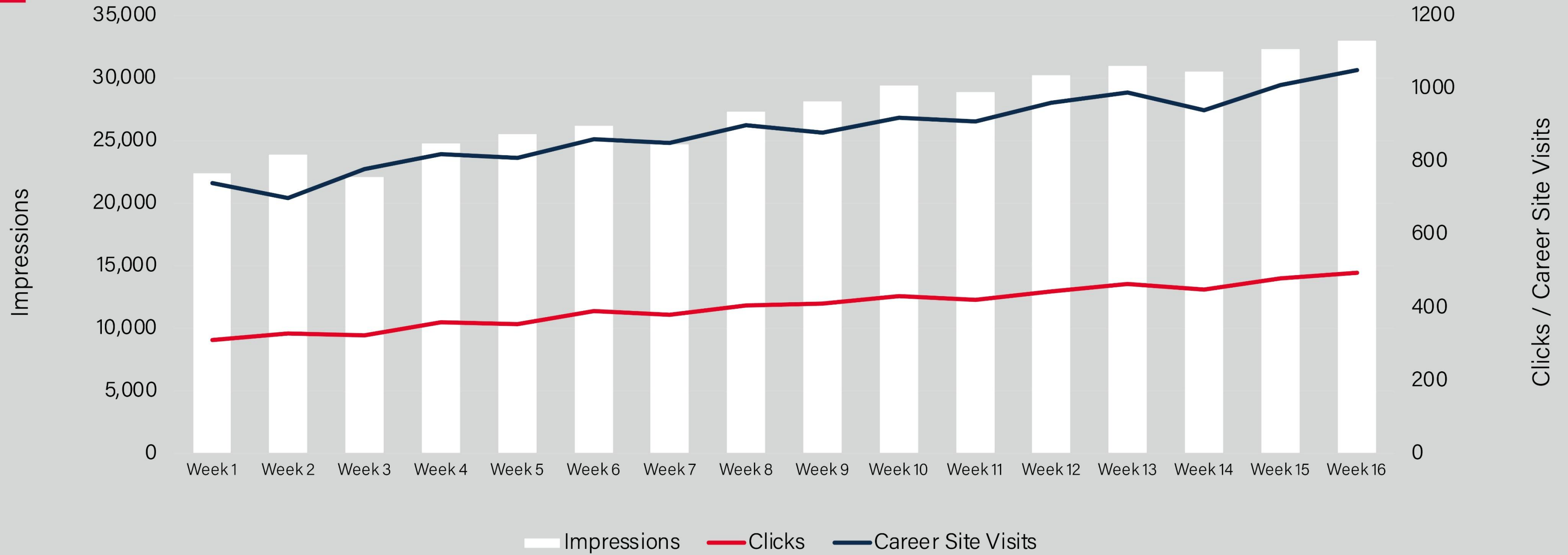
Channel Planning & Media

Media Strategists, Buyers, SEO Experts



Performance Measurement & Analytics

Campaign Analysts, Campaign Managers, Data Analysts



# The demand for proof

Does this mean success?

# The McNamara Fallacy

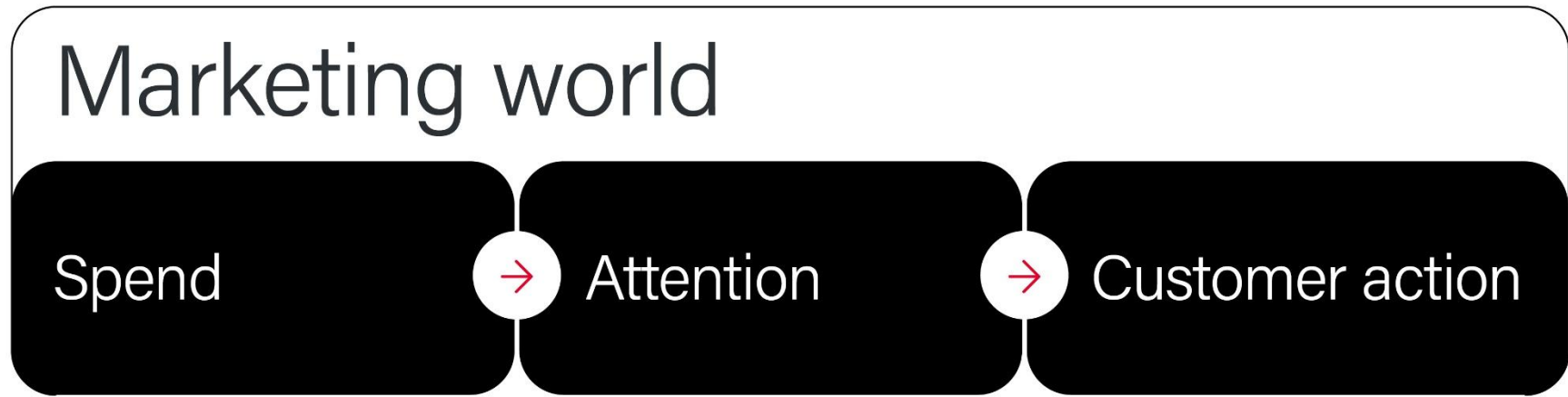
What we can  
measure easily

Clicks, views, event sign-ups,  
application volume

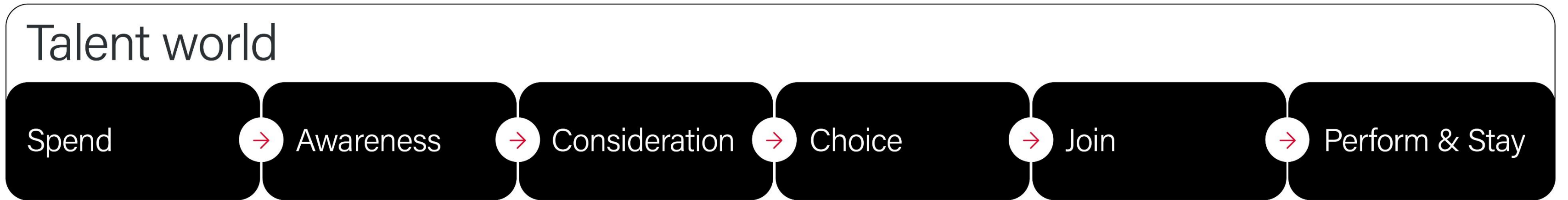
What actually  
matters

Applicant quality, offer  
acceptance, retention

# Some metrics only measure part of the story



(ROI = direct financial return)

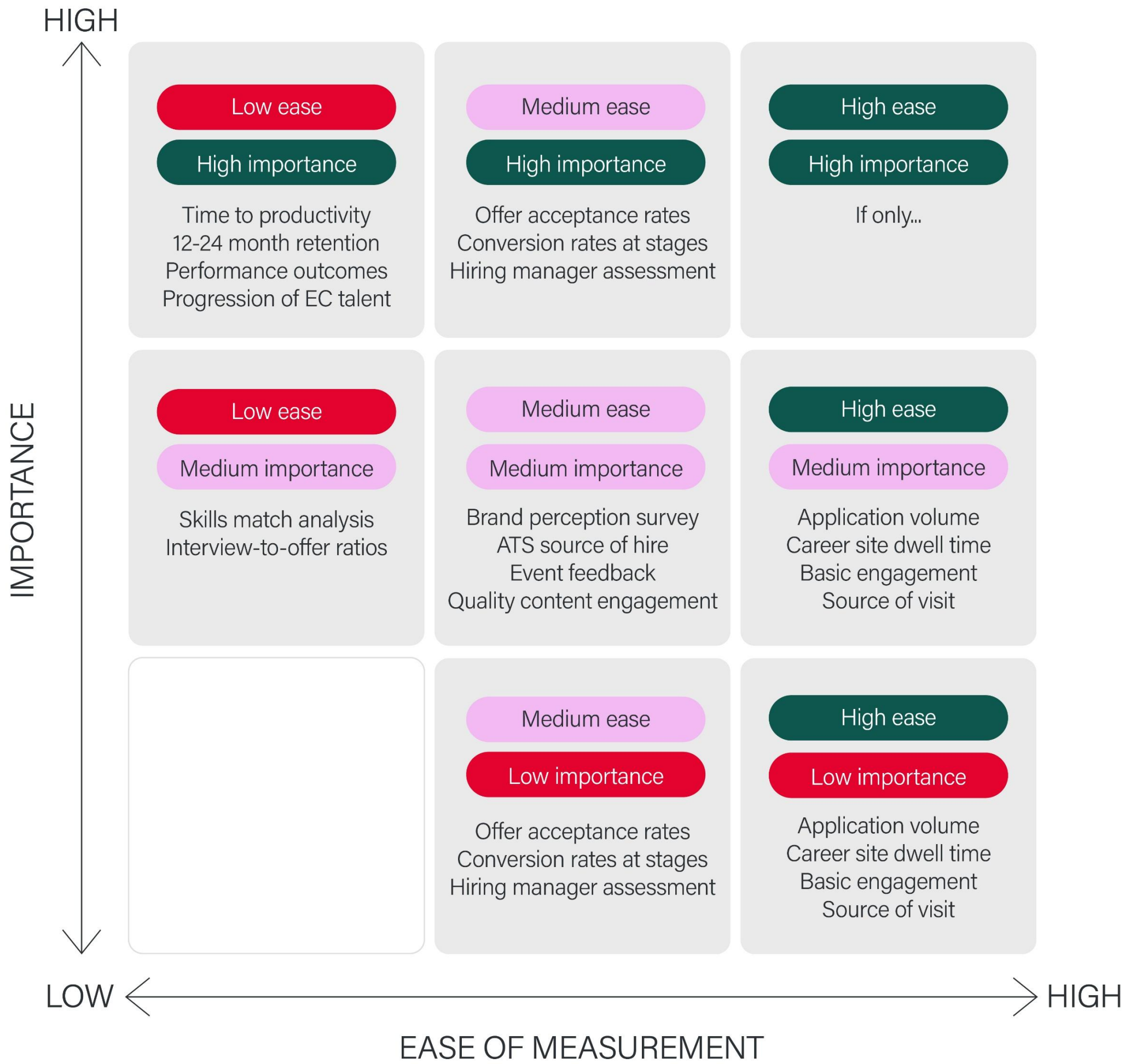


(ROI = productivity + retention over time)

What are we trying to measure?

- Awareness
- Attractiveness
- Preference

# Are we measuring what's easy, or what's important?





Economic and labour market changes



Competitor hiring and investment



Sector changes or disruption



Reputation and media attention

Results don't happen in isolation

# Where to start with better measurement

- **Define success up front**  
Be explicit about whether your activity is driving awareness, attractiveness or preference before choosing metrics.

# Where to start with **better** measurement

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Start from the ideal indicator of impact, then work out what you can realistically track as a proxy.

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Explain what else changed in the market or organisation that may have influenced performance.

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Link campaign activity to hiring and onboarding data wherever possible, even if it's imperfect.

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- **Interpret results, don't just report them**  
Explain what else changed in the market or organisation that may have influenced performance.
- **Connect what you can**  
Link campaign activity to hiring and onboarding data wherever possible, even if it's imperfect.
- **Take a longer view of impact**  
If the goal is better hires who perform and stay, don't judge success only by short-term volume metrics.



# Ollie Joseph

[ollie.joseph@thirtythree.co.uk](mailto:ollie.joseph@thirtythree.co.uk)



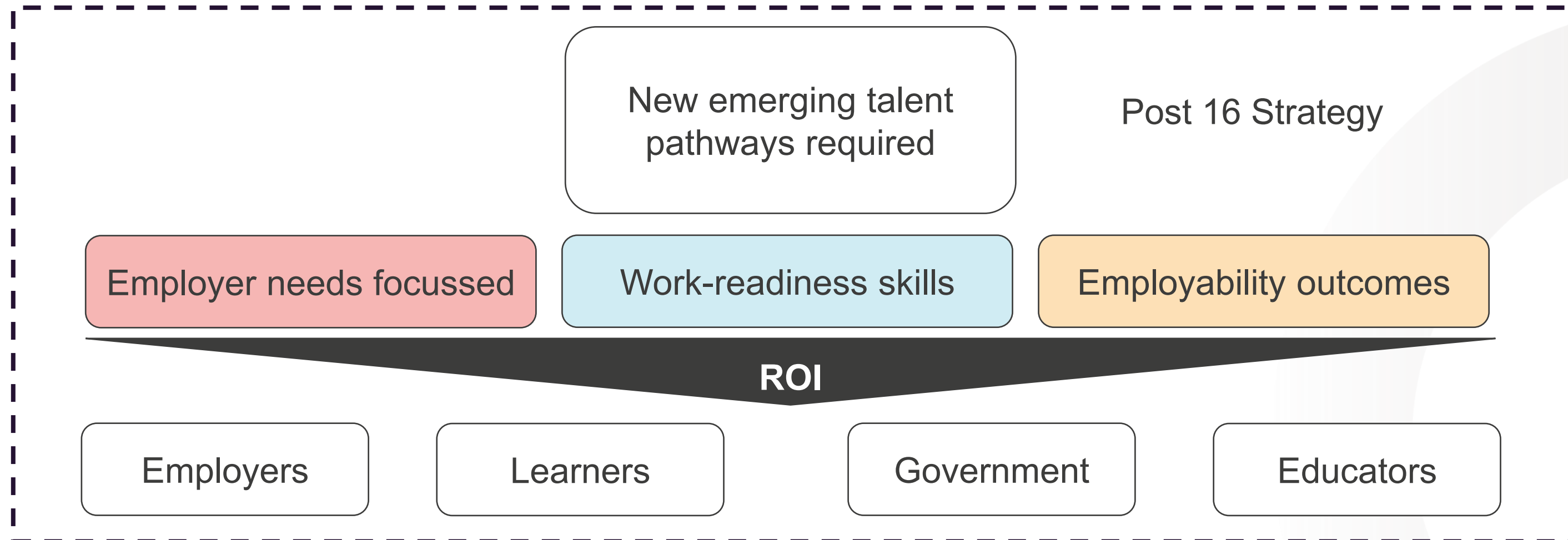
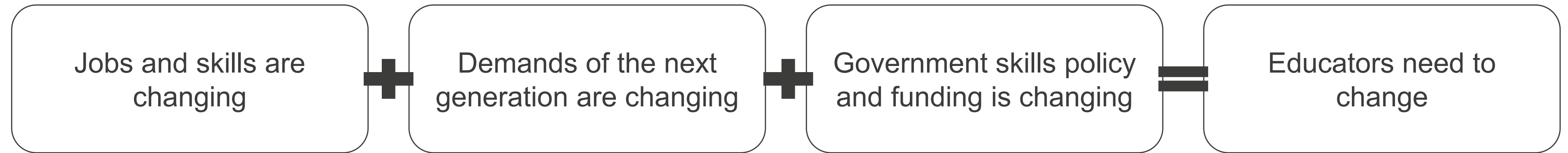
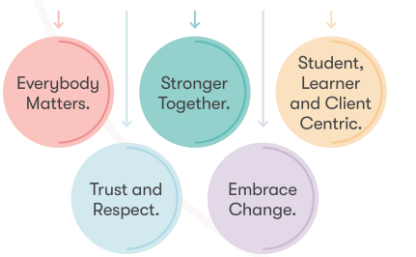
Emma O'Dell  
Skills and Capability Planning Director, BPP

# Disruptive Talent Pathways: Rethinking Routes into Work

# A world of disruption.

Traditional pathways are no longer fit the future.

Building Careers Through Education



# Government.

They want more young people into jobs through a variety of funded pathways.

Building Careers Through Education



c950,000 (16–24s) NEETs and rising: 18s (c110,000) demographic bulge and 19-25s on welfare (post covid)

New ambition: 67% into HE or apprenticeships by age 25

Focus on level 4/5 skills

Programmes for young people who don't follow traditional university route

Offer extended, interrupted or nonlinear education pathways

Employer needs focussed

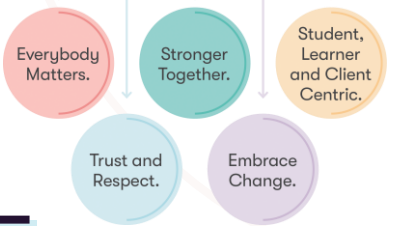
Work-readiness skills

Employability outcomes

# Employers.

Have an opportunity to recruit more school leavers who are work ready.

Building Careers  
Through Education



School leaver hiring growing year on year and gen Z making more applications

School leaver pipeline avoids employers 'sleepwalking into a leadership vacuum'

Hire young people with an emphasis on skills rather than overreliance on academics

Target or develop school leavers that have or build workplace readiness skills and work experience

Employer needs focussed

Work-readiness skills

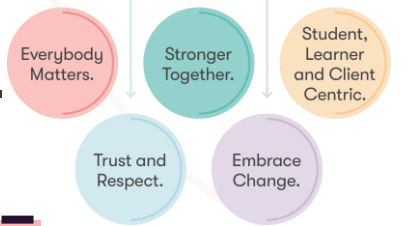
Employability outcomes



# Gen Z.

Want employer focussed programmes that provide transferrable skills and nonlinear career pathways.

Building Careers Through Education



Gen Z are disrupting and reshaping the workplace

Want pathways that provide higher future employability outcomes

Looking for programmes that are skills-based, pragmatic, hands-on

Seeking opportunities for mentorship, progression pathways and fungibility

Employer needs focussed

Work-readiness skills

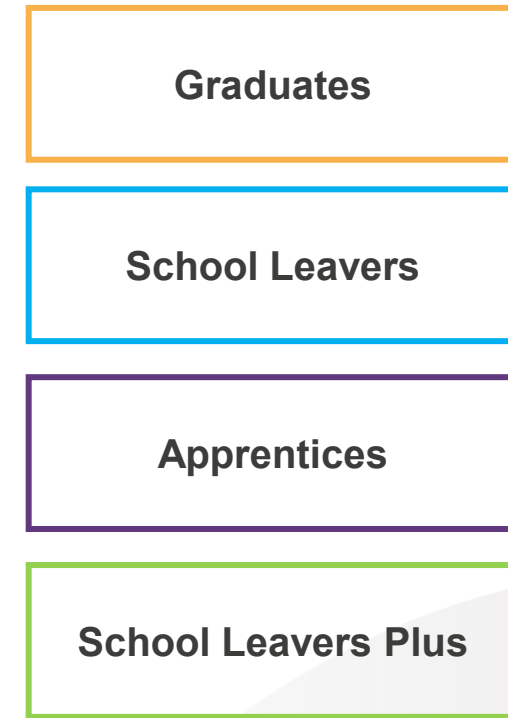
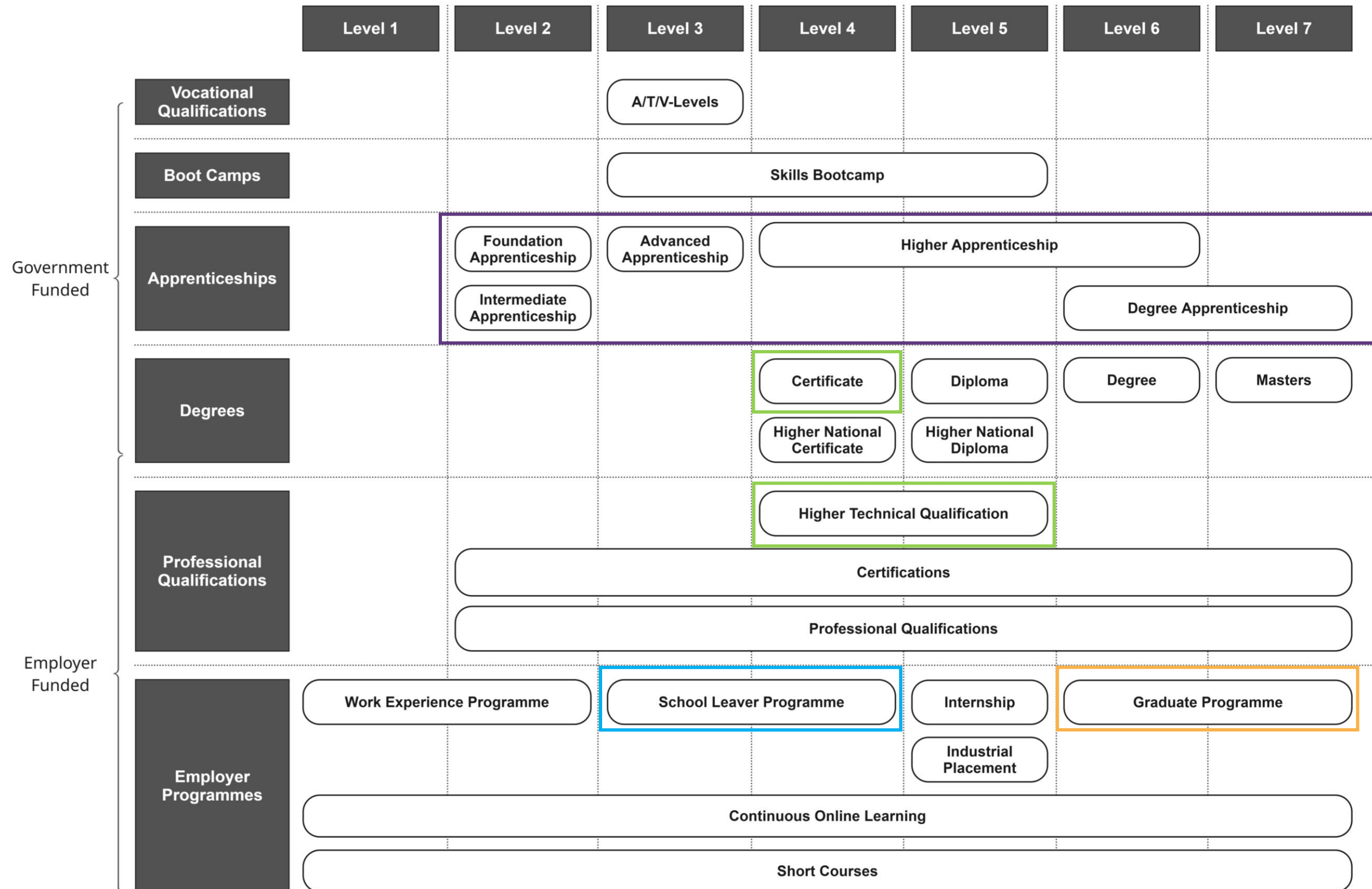
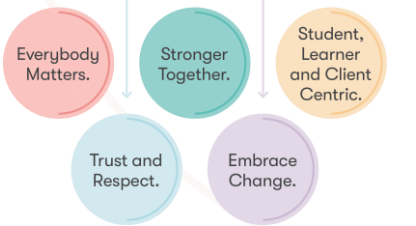
Employability outcomes



# Educators.

Can lead the change by co-designing 'School Leaver Plus' programmes with employers, for Gen Z, that can be funded by government.

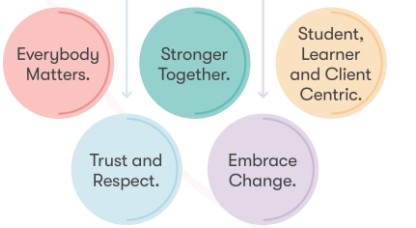
Building Careers Through Education



# CertHEs and HTQs.

Two flexible funded routes to build skills and careers.

Building Careers Through Education



Feature	CertHE	HTQ
Qualification Level	Level 4	Level 4 or 5
Duration	1 year full-time	1–2 years full-time
Focus	Academic foundation in a subject	Practical, technical skills for specific careers
Awarded By	Universities and higher education institutions	Colleges, universities, and approved training providers
Purpose	Entry-level academic qualification or degree pathway	Career-focused qualification aligned with employer needs
Progression	Further academic study	Employment or further technical study
Funding	Lifelong Learning Entitlement January 2027	Lifelong Learning Entitlement Potential to also be covered by Growth and Skills Levy (approved programmes) January 2027



# Pathways.

They provide flexibility for learners and certainty for employers.

HE Cert can be completed prior to joining an employer; work ready pipeline direct into role, on to a school leaver programme or apprenticeship.

Or employers can recruit a cohort of school leavers on to an HE cert programme, and progress them to level 5 or level 6 qualifications or on to a level 5 apprenticeship.



	Level 4	Level 5	Level 6	LLE
Option 1	CertHE	Diploma	Degree	Growth and Skills Levy*
Option 2	CertHE	Apprenticeship		
Option 3	CertHE	HTQ*	Degree	

\*No formal announcement on whether Growth and Skills Levy will fund HTQs yet but currently under review



# BPP CertHE in Business.

Programme builds adaptive, workplace ready early career professionals over 10-months.

Building Careers Through Education



External Forces

Workplace Readiness Skills  
(Human Skills)



Emerging Skills  
(Digital Workplace Fundamentals)



Personal Leadership Skills  
(Personal Development and Career Planning)

Business Essentials

/

Digital Marketing

/

Big Data and AI

/

Healthcare

1-2-1 Coaching Sessions / Structured Interactive Learning / Weekly Guided Self-Study / Workplace Application

Adapative, Workplace Ready Professionals

Employer needs focussed

Work-readiness skills

Employability outcomes



# ROI.

Employers have the opportunity to invest in new pathways to ensure access to diverse, skilled talent, reduced recruitment costs, and long-term workforce agility.



## For Learners

Transferable skills across sectors and develop adaptability.

Employment-ready with practical, industry-aligned capabilities.

Future-focused learning with clear progression routes for higher qualifications and career mobility



## For Government

Increased education participation and reduced welfare dependency among young people.

Skills shortages addressed and aligned to national priorities and industrial strategy.

Regional growth and critical industry talent base through targeted education.



## For Employers

Employment-ready talent and upskill existing workforce.

Visible pathways for talent attraction, retention, and leadership development.

Improves productivity and competitiveness through targeted skills investment



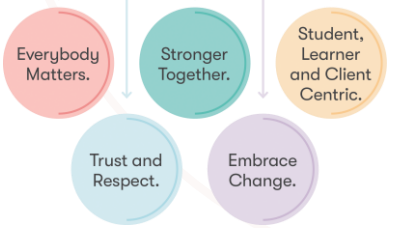
## For Educators

Career-relevant education aligned with employer and national priorities.

Improved learner outcomes and progression through innovative curriculum design.

Partnerships to enhance employability and institutional reputation.

### Building Careers Through Education





Stephen Isherwood  
Joint CEO, ISE

# Employer panel

# Employer panel



**Toni McKay-Lewis**

Head of Talent Acquisition

Tesco



**Marie Caliskan**

Head of Talent Programmes

Tesco



**Joan Moore**

Global Early Careers Director

Sage

Thank you