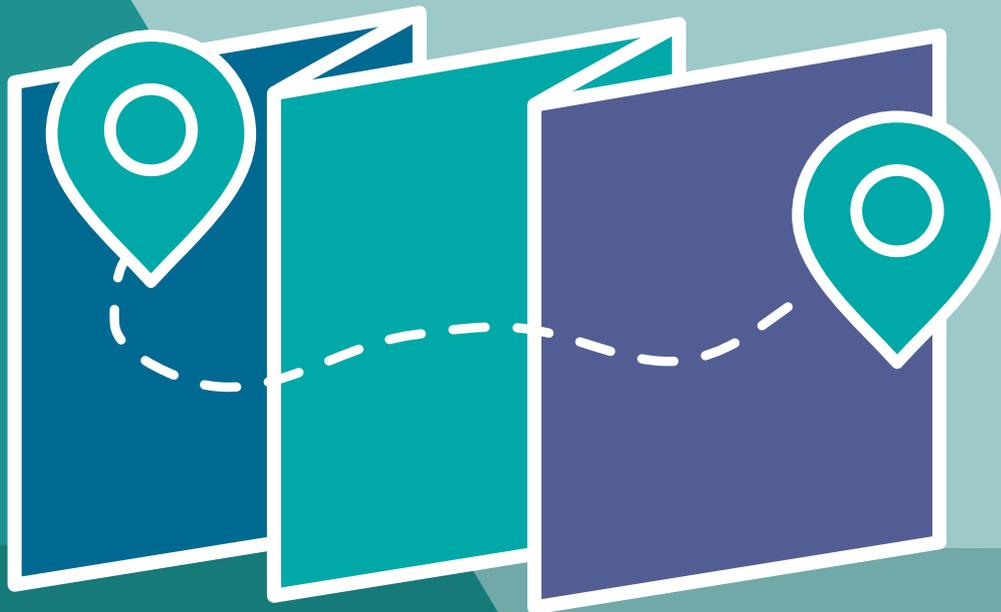




THE CAREERS &
ENTERPRISE
COMPANY

Cornerstone Employer Roadmap



**Our mission is
to prepare and
inspire young
people for the
fast-changing
world of work.**

Welcome

Thank you for the valuable commitment you have made as a Cornerstone Employer.

With a complex, fast-changing labour market, the need for high quality workplace experiences and links to employers has never been greater.

Young people rely on businesses to open their eyes to the opportunities available in their business and industry, give them experience to try things out and develop their skills, and support them to make informed decisions about their career.

We've developed this roadmap to walk you through the Cornerstone role and share ideas for taking action as well as signposting to tools and resources. We hope you find it useful and we look forward to working together to back social mobility and close the opportunity gap.

Please don't hesitate to get in touch with the Employers & Partnerships team with any questions, to provide feedback or to share your success stories.

Aimee Higgins,
Director of Employers & Partnerships,
The Careers & Enterprise Company

Contents

A. Your Cornerstone Employer Journey

The Cornerstone Employer role 1

What to expect 2

Your *getting started* checklist 3

Get inspired – examples of Cornerstone Employer activity across England 4

B. Taking action

1. Reach – more business connections with education 6

2. Targeting – employers ensuring no young person is left behind 8

3. Quality – innovative and meaningful encounters to upskill your future workforce 10

4. Sustainability – Supporting employers to engage effectively with education 13

Ideas for collaborative working 15

C. Staying in the loop and providing your feedback 18

D. Useful links 19

A | Your Cornerstone Employer role

Cornerstone Employers work with their networks, the wider business community and their local team to make sure that young people have access to the career opportunities they need.

With a complex, fast-changing labour market, the need for high quality workplace experiences and links to employers has never been greater – and Cornerstone Employers have a key part to play in making this a reality.

There are currently over 200 Cornerstone Employers across the country. They are made up of SMEs, large employers, government, private and not for profit organisations from a range of industry sectors.



What's the value to business?

Being a Cornerstone Employer helps you to:

- Support the growth of your local economy and give back to your community
- Work with and learn from like-minded employers across various sectors
- Take a needs-based approach and direct resources where support is most needed
- Increase your organisation's understanding of the world of education and the needs of young people
- Diversify your talent pipeline and support social mobility

Closing the gap

In 2019 at least 2 million young people were receiving an encounter with an employer every year. We saw a 56% improvement in careers education in Careers Hubs, compared with a 5% improvement in schools and colleges outside the network. Still, there is more to be done to close the gap. In 2019 our research showed there are 700,000 more employer encounters and 400,000 more workplace experiences needed nationally each year. ([Closing the Gap 2019](#))

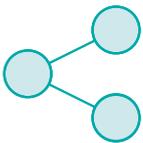
What to expect



Your Commitments

You will work with your local team to support schools and colleges, driving business engagement to target local need. Priorities could include more employer encounters, workplace experiences and recruiting Enterprise Advisers – as well as getting more employers involved.

The capacity of Cornerstone Employers will vary – discuss with your local team what works best for you.



National Picture

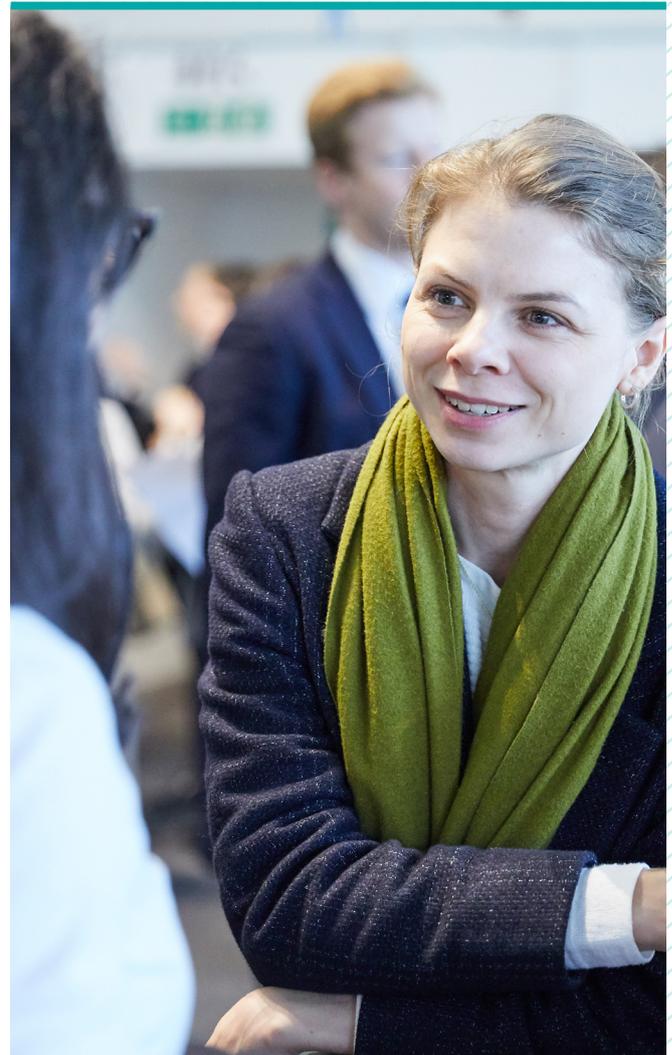
You will receive regular updates and gain exclusive access to join our annual event giving you the national picture and information on latest industry research.

You can access and share best practice with Cornerstones around the country, for example by joining the [Cornerstone Employer LinkedIn Group](#).



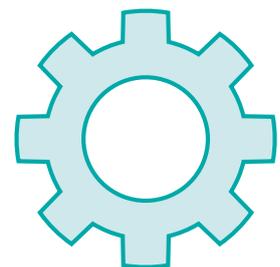
Regular local check-ins

Join termly local Cornerstone Employer round-tables and 1-1 meetings with your local team to understand the local landscape and access support.



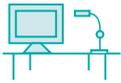
Your getting started checklist

- Sign the Cornerstone commitment statement to officially become a Cornerstone Employer supporting one or more locations. You will receive this via email.
- Check out your Welcome email.
- Take a look through your [Working Together Kit](#) providing ideas and materials to help you be an ambassador for careers education.
- Provide us with your organisation's logo for use on your Cornerstone certificate and in reports. Email employers@careersandenterprise.co.uk
- Display your Cornerstone certificate with pride! Ask CEC if you are yet to receive yours.
- Join the [Cornerstone Employers - CEC LinkedIn Group](#)
- Secure a senior sponsor to support you. See your [Working Together Kit](#) for ideas and resources.
- Get to know your Hub Lead or Enterprise Coordinator leading your local Cornerstone Employer group.
- Review your local Cornerstone Commitment plan. Use this Roadmap for ideas about how to contribute and talk to your local team about what is most needed.
- Get to know the other employers in your Cornerstone community – ask your local team for introductions.
- Share the news that you are a Cornerstone Employer on social media and your website. Use your [Working Together Kit](#) for ideas.
- Familiarise yourself with the [Gatsby Benchmarks](#) and the [Careers Strategy](#).
- Secure upcoming Cornerstone round-table dates in your diary. Check with your local team for dates.



Get inspired

Examples of Cornerstone Employer activity across England



Hastings Opportunity Area has successfully held Open Doors weeks providing young people with the opportunity to visit a workplace in their area. Having developed an effective approach, East Sussex shared their resources across the network and a number of Cornerstone groups are picking up this approach to address the need for more workplace experiences and improve benchmark 6 performance in their areas. These include Oldham Opportunity Area, Derby, Blackpool, Buckinghamshire, Berkshire and the Black Country.

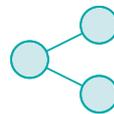


In light of Covid19, **Morgan Sindall**, a Cornerstone Employer supporting 5 locations, has adapted its work experience week to take place virtually. Morgan Sindall identified a suitable platform and partner (Speakers for Schools and Class of Your Own), overcoming safeguarding and risk assessment challenges, to adapt their face to face model to suit a virtual experience. Engagement from students was strong, with high quality questions coming from participants.

Morgan Sindall have influenced the Fenlands & East Cambridgeshire group to collaborate on a Virtual Work Experience (VWEX) week for the OA and have supported other Cornerstone's in Norwich OA to deliver VWEX (Norfolk & Norwich NHS) too. In the new academic term, they will also be working on a benchmark 6/ VWEX working group for New Anglia.



The Dorset Cornerstone Employer group are working collaboratively to develop a series of virtual progression events to showcase the range of opportunities available to young people. The Dorset Careers Live programme is for students in Years 10-12 and their parents and carers. The series will be streamed online and will be hosted by Dorset employers, providing introductions to apprenticeships, work experience schemes and graduate programmes within key sectors. The intention is for the sessions to be recorded and made available for schools and colleges to access retrospectively, and will also be available nationally.



In **Thames Valley Berkshire Careers Hub** two of the Cornerstone Employers are working with the Lead School to develop BM4 projects, linking curriculum learning to careers. Once tested these will be shared with the rest of the schools in the hub alongside lessons learnt and top tips for other employers. **John Lewis Partnership** has partnered with Sandhurst school to develop a project on music in advertising. The project will see students learn from the classic John Lewis Christmas adverts and go onto compose their own piece of music for an advert. The top six from the year will be recorded and presented to the John Lewis Music society who will choose a winner.

Get inspired continued . . .

Examples of Cornerstone Employer activity across England



Solent Cornerstone employees alongside local secondary and sixth form students have been critical in the benchmark 5 *Interview an Employer* project. The conversational interviews showcase a diverse range of roles, career pathways, skills, qualifications and top tips. Each Cornerstone Employer's collection of videos is accompanied by a company fact file and downloadable worksheet for use either in-school during a lesson, or by an individual pupil at home. The intention is that this model and templates will then be shared across the employer network in Solent to encourage as many employers as possible to develop similar benchmark 5 resources.



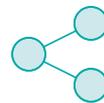
Cornerstone Employers in Luton Careers Hub are targeting the lower year groups with a STEM event and are particularly focused on reaching a geographical area that doesn't typically get much support.



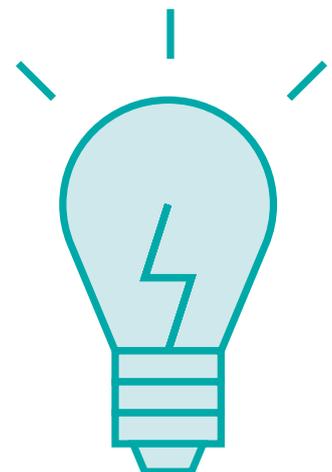
Ipswich Cornerstones have recorded virtual 360 degree workplace tours to help young people explore these employers using photography, sound and video as well as to get an idea of what it is like to work there. Cornerstone Employers from this group are also getting involved in Careers and Coffee chats - a local live YouTube initiative hosting a series of Q&A with employers from various sectors.

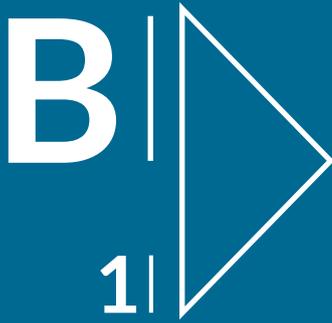


Cornerstone Employers supporting Buckinghamshire Thames Valley Careers Hub are focused on increasing workplace experiences for young people in the area. They had been planning the Bucks Skills Roadshow to provide more opportunities for young people to visit workplaces. In light of Covid19 the group is now supporting the Hub Lead to look at how to replace the Skills Show with a virtual offer for young people. They will be supporting the delivery of a Careers in the Curriculum week, when employers will take part in lessons that are timetabled and show how they relate to their sectors.



Hertfordshire Cornerstone group is developing benchmark 4 projects with seven schools from the Careers Hub. Each project will produce resources, all for young people, some for parents and many will also go into school to deliver parts of the work in subject lessons.





Local teams know local schools and colleges well, and can help target your efforts where they are most needed. Help us to close the gap, and get more employers involved.

Take a look at these suggestions and speak to your local team about what is needed most in your area. Your [Working Together Kit](#) provides suggestions and tools for communicating to stakeholders.

Reach: more business connections with education

Inspire others in your organisation:

- Publicise volunteering opportunities and the Enterprise Adviser role to your workforce.
- Offer interested individuals the opportunity to shadow someone at an upcoming careers activity.
- Upskill your teams: hold learning lunches for colleagues about the importance of engaging with schools and colleges and how it benefits employee volunteers, the organisation and the young people themselves.
- Secure a senior sponsor: make sure your Board and/or Senior Leadership Team understand the importance of careers education and support your efforts.
- Engage your CSR and HR teams so that they are aware of your involvement as a Cornerstone Employer

Within your business networks:

- Engage your supply chain, clients, customers and partners.
- Introduce local employers to your Enterprise Coordinator/Hub Lead.
- Raise awareness using the [‘Give an Hour’](#) campaign.

- Hold employer round-tables to engage local businesses. Partner with Chambers or other industry bodies.
- Get careers on the agenda of local network meetings you attend. Get ‘Give an Hour’ materials by emailing employers@careersandenterprise.co.uk.
- Get your comms team involved – ask them to share the campaign messages in your organisation’s comms channels

Lead by example:

- Invite another employer to join careers activities you are holding in schools/colleges or at your workplace.
- Buddy an employer with less experience.
- Write a blog/ LinkedIn post about business benefits of engaging with the world of education.

Case Study

GF Tomlinson, Derby Opportunity Area

- GF Tomlinson organised a Careers Fair for students and parents with English as an Additional Language.
- With help of Derby City Council and the Family Engagement workers three local schools were targeted. Home visits were made, information invites produced and translated into a variety of languages, reminder text messages and phone calls were used to confirm attendance and transport was offered to those who needed it. This resulted in 65 families taking part in the event
- GF Tomlinson staff from different ethnic communities volunteered their time to attend the event and assist with language difficulties. They also engaged their supply chain employers: Europa Electrical, Arc Mechanical and Electrical Ltd. + two other Cornerstone employers: Bombardier & Rolls-Royce
- All employers provided information about the opportunities available, wage rates and how to apply, which was also reproduced into takeaway information booklets added to goody bags for all attendees. Two organisations donated iPads that were offered as an incentive for attendance and were raffled during the evening.

Use your Working Together Kit

Your Working Together Kit is a communications pack that provides ideas and materials to help you be an ambassador for careers education.

It includes tools to communicate your Cornerstone Employer role with pride, as well as ways to get others involved in supporting the network to help build our workforce of tomorrow.



2 |



Targeting: employers ensuring no young person is left behind

We want every young person to benefit from excellent careers provision. To ensure no young person is left behind, we need to work together to understand the gaps and tackle them with targeted efforts.

Take a look at these suggestions and speak to your local team about what is need most in your area. Use your [Working Together Kit](#) to share key messages:

Identify the needs:

- Work with your Enterprise Coordinator or Hub Lead to understand the needs of local schools and colleges.
- Find out which groups of local young people are missing out on activities e.g. pupils with Special Educational Needs and Disabilities (SEND) in mainstream or SEND schools; disadvantaged pupils, pupils disengaged from education; pupils in Pupil Referral Units or Alternative Provision, English as an Additional Language (EAL).

Deliver well:

- Identify employee role models that can relate to specific groups and engage them in careers activity.
- Provide volunteers to third party, expert organisations who run tailored programmes for particular cohorts. Use the ['Find an activity provider' tool](#).
- Create programmes of activity tailored to specific cohorts (e.g. SEND or disadvantaged pupils).
- Use translators or your own employees to engage English as an Additional Language (EAL) pupils.

Share best practice:

- Provide resources or case studies to The Careers & Enterprise Company for sharing across the network.
- If you are already working with SEND pupils, share your approach with other businesses. Invite a local employer to join an upcoming activity, to build their confidence.
- Post on the [Cornerstone Employers LinkedIn Group](#)

Case Study

Aston Villa Football Club

- Aston Villa directly employ ten apprentices a year, and their careers and education programmes regularly impact hundreds of young people, providing them the skills and appropriate signposting information to pursue a career of their choice. They became a Cornerstone to target three areas: Perry Barr, Erdington and Ladywood.
- They have Education and Learning Programme that targets specific cohorts of young people:
- Alternative Provision: targeting young people at risk of exclusion from mainstream education (40 x Year 9-11 referred annually)
- Football and Education: two-year post 16 educational course providing skills for employment in the football industry or a pathway into further education (120 x Year 12 and 13 pupils)
- Careers Advice: using the football club as a model we have linked with neighbouring primary and secondary schools to talk about the career opportunities that exist across the football club and not just the eleven players who take the field on a match day.
- Success story: Zaki who moved to England from Italy and took part in Aston Villa Kicks Programme (194 sessions) and gained lots of qualifications (Multi Skills, Ball Familiarisation, Coaching the Whole Child, Tennis Activator, Functional English and Maths, Employability and Sports Leadership). Zaki was offered one of five Apprenticeship roles working on an inter-generational Health and Well-being programme called Generation Gains and will be by the Aston Villa Foundation for the next two years.



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**Greater Birmingham
& Solihull**
Local Enterprise Partnership

3|



Volume and targeting alone are not enough to improve young peoples' life chances – we also need to focus on quality. As a Cornerstone Employer, you will likely already have experience in working in schools and understand what is effective.

Take a look at these suggestions, consider how you can improve your own activities further or help others to deliver quality:

Quality: innovative and meaningful encounters to upskill your future workforce

Plan well:

- Use the [Making it Meaningful framework](#), [checklist](#) and [online employer encounters guidance](#) to self-assess and improve your activities.
- Share the [Making it Meaningful framework](#) with schools and colleges.
- Use the Gatsby Benchmark resources [here](#).
- Seek to embed activities within a wider careers programme, sequenced across a young person's education.
- Understand the needs of the local labour market and factor into planning.
- Define the intended outcome of an activity. Evaluate progress against the learning outcomes.

Success factors:

- Link activities to the curriculum.
- Make activities authentic and experiential.
- Aim for high volume: benefits accrue with more employer encounters and workplace activities.

- Provide a variety of experiences so that young people can consider a range of options and broaden their horizons.
- Make sure activities are age appropriate. Start early: encounters with employers from a young age can raise aspirations and awareness before stereotypes bed in.
- Make sure your activity is targeted and tailored to needs and aspirations.
- Allow time for young people to prepare for an activity and have the opportunity for reflection and feedback afterwards.

Share best practice:

- Buddy with another employer and share your examples of best practice.

Case Study

Closing the gap with high quality work experience – Health Education England

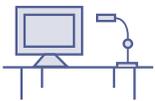
- The NHS offers the largest preparation for work programme in England. Work experience events range from one off events (talks in classes or assemblies) to longer term projects, work experience placements or insight days. Activity reflects key themes from social, personal and soft skills, and specific information around NHS roles such as Nursing, Medicine, Project Management or Physiotherapy. NHS Step into Work resource can be found [here](#).
- In 2018-19, 24,914 participants took part in work experience in the NHS. 46 NHS organisations had achieved the Fair Train Work Experience Quality Standard accreditation and another 44 were in the process of working towards this.
- NHS staff commit time to promote NHS careers for young people - in 2018-19 there were 4,844 ambassadors on record completing just under 2000 visits over 5,169 hours in schools or colleges.
- NHS advice to other Cornerstone Employers: evaluate and reflect on your practice. Speak to your teams about how overcoming challenges supports your business objectives. Your business engagement in education not only provides a great experience for young people, but also your staff and organisation. For example, give a new member of staff additional responsibility, where they will ask young people's views on a new product that you might be launching.

Virtual encounters



Good practice in virtual employer and employee encounters (benchmark 5) includes:

- Learning outcomes are defined, based on the age and needs of students.
- There is evidence that the student actively participated.
- The encounter involves two-way interaction between students and employers/employees.



Good practice in virtual workplace experiences (benchmark 6) includes:

- Learning outcomes are defined, based on the age and needs of students.
- Student meets a range of people from the workplace. There is extensive two-way interaction between the student and employees.
- Student must perform a task or produce a piece of work relevant to that workplace and receive feedback on it from the employer.

Online careers support for young people has been available for some time.

The impact of Covid19 has accelerated wider uptake of online engagement opportunities.



4|



Sustainability: supporting employers to engage effectively with education

Ways to contribute to sustainability:

- Encourage your organisation to provide more Enterprise Advisers.
- If you are an Enterprise Adviser, make sure you are linking with the Senior Leadership Team at your school or college.
- Help Enterprise Advisers in schools and colleges you are working with to engage more teaching staff.
- Embed the Cornerstone Employer role within your organisation – make sure it's not just you.
- Link your activity with the priorities of your Local Enterprise Partnership (LEP).
- Work with your Enterprise Coordinator to provide Continuing Professional Development (CPD) opportunities for teaching staff and curriculum leads at local schools and colleges.
- Work with the schools and colleges in your network to engage parents with the work you're doing and how it helps their child. Encourage them to continue conversations about careers education.
- Buddy with an employer with less experience than you, that is keen to work more with schools and colleges. Share your policies and resources with them and introduce them to your contacts.
- Engage your Corporate Responsibility, Diversity & Inclusion, Volunteering, STEM Ambassador and Social Mobility teams and networks. Share key stats from Closing the Gap research.
- Encourage senior colleagues to factor schools engagement into their strategies and planning. Share key stats from Closing the Gap research.
- Meet your procurement team and client relationship or account management teams. Ensure they are up to speed with the need to support young people and the opportunities this creates for supplier and client engagement.
- If you know another employer that would make a great addition to your local Cornerstone Employer community, contact your local team or employers@careersandenterprise.co.uk
- Share information and evidence with stakeholders about the benefits of good careers education. Use The Careers & Enterprise Company's [State of the Nation report](#).

Case Study

Sustainability: Avenue Centre for Education (ACE) & ZSL Whipsnade Zoo

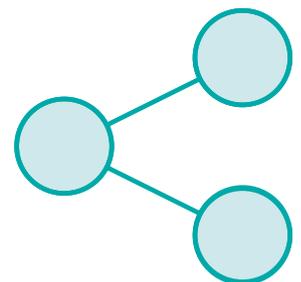
- Avenue Centre for Education (ACE) and ZSL Whipsnade Zoo have developed and strengthened their partnership in the last six years. Both organisations have a strong commitment to outreach work.
- The partnership established a six-week programme for up to six students at a time. It runs four times per year and is available to all secondary ages students in Luton referred through ACE.
- All students who attend the course finish with a graduation ceremony with family and friends and receive a free day pass to ZSL Whipsnade Zoo. Senior management from ZSL Whipsnade and ACE attend the ceremony, and present certificates and awards. The partnership allows ACE to deliver an accredited Small Animal Care course (AQA Level 1 qualification). The program is built into the [Luton 16x16 Careers Program](#) and Duke of Edinburgh Awards Scheme.
- Successful students who perform well are invited back on the Student Mentor Programme, where they support with equipment set up and classroom activities, and act as role models for new students attending the course.
- Animals were sourced as permanent residents for the ACE classroom, including a therapy dog. These additional activities are an important resource for the most vulnerable students.
- ACE staff attend the Zoo Academy summer holiday programme to support with activities and this provides a fantastic Continuous Professional Development opportunity.

Ideas for collaborative working

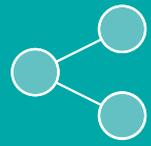
Collaboration is key

Think about how you can work with other employers to improve careers provision locally. Collaborative working can deliver positive results for young people enabling them to hear more perspectives, and provides a great way to build relationships with other employers. Check out these ideas and examples and speak to your local team about existing or upcoming plans.

- Speak to your local team about any employer projects that are already underway and see how you can support.
- Invite other employers – particularly those with less experience in school outreach – to join events and activities you are delivering so that they can see the impact for themselves.
- Get involved with your local business networks including Chambers of Commerce and LEP working groups. Find out about your LEP Skills Advisory Panel so that you can align with their agenda.
- Find another employer that you can co-deliver an activity with in a school – this gives young people an even richer experience.
- Buddy with an SME – small businesses may not have the resources to create their own activities. Include them in yours so that young people can learn about different perspectives and small businesses can have a platform.
- Talk to other Cornerstones about co-designing a curriculum session for young people that shows how the curriculum relates to different organisations.
- Shadow another employers' activity to learn from them.
- Young people often need more workplace experiences – think about working with other Cornerstones to create a programme of Open Doors workplace visits (even if virtual).
- Can you host an employer event with other Cornerstones to promote the importance of engaging with schools, and get more employers involved in the network?



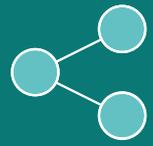
Collaborative working example 1



- Cornerstone Employers in Doncaster Opportunity Area include Keepmoat Homes, Doncaster & Bassetlaw Teaching Hospital, Doncaster Culture & Leisure Trust, Doncaster Council, Go Green and Willmott Dixon.
- The group held a breakfast meeting to attract more employers in the local area to support schools and colleges.
- They shared their experiences of working with schools, the kind of activities and programmes they are involved in and the business benefits this brings.
- Attendees were invited to join short workshops and find out more about particular activities these employers lead, including supported internships for SEND students, delivering a successful apprenticeship programme, supporting vulnerable young people including care leavers, SME engagement with schools, and working with primary pupils.



Collaborative working example 2



- Cornerstone Employers in Birmingham Hub include Aston Villa Football Club, Birmingham and Solihull Mental Health NHS Foundation Trust, EY, HSBC, Jacobs, Lendlease and Willmott Dixon.
- Me plc is an initiative put together due to the impact of the Covid 19 pandemic on young people and youth employment. It aims at helping students to differentiating oneself and standing out from the crowd when applying for jobs, college or university, or future experiences of the workplace, is more essential now than ever. Me plc will help young people get in a position to talk to others confidently and succinctly about themselves. It will help them to develop their own personal brand by identifying their skills and qualities. Local employers will create videos and become judges of students elevation pitches. Birmingham Education Partnership, EAs and Mayor of the West Midlands are involved.



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NHS



HSBC

JACOBS

C | Staying in the loop and providing your feedback

Follow The Careers & Enterprise Company via the following channels on the latest updates:

 Twitter: [@CareerEnt](https://twitter.com/CareerEnt)

 LinkedIn: [The Careers & Enterprise Company](https://www.linkedin.com/company/the-careers-and-enterprise-company)

 YouTube: [The Careers & Enterprise Company](https://www.youtube.com/channel/UC...)

Check in with your local team for upcoming events or networking opportunities including Enterprise Adviser Network meetings.

Every year we survey Cornerstone Employers, seeking feedback on your experience of carrying out this role. Look out for the survey and let us know your thoughts.

The Careers & Enterprise Company holds Careers Excellence Awards annually. We will let you know via social media and the CEC website when we are open for entries and how you can apply.

Each year we hold an annual event for Cornerstone Employers – we will keep you up to date on our plans on the website and social media.



D | Useful links

Resource	Description	Link
A guide to making encounters meaningful	To create meaningful careers encounters, the encounters should be planned, relevant to students, reflected upon and improved. Use the meaningful encounters and online employer encounters guides as well as the checklist to help you.	https://www.careersandenterprise.co.uk/sites/default/files/uploaded/1207_-_meaningful_encounters_guide_digital_final.pdf https://www.careersandenterprise.co.uk/sites/default/files/uploaded/1207_-_meaningful_encounters_checklist_1.pdf https://www.careersandenterprise.co.uk/sites/default/files/1361_online_engagement_guidance_option_2_v6_.pdf
Careers Strategy	The government's plan for raising the quality of careers provision in England. A guide (for Governors) about how to interpret the Careers Strategy, outlining the context, schools' statutory duties, Ofsted requirements and support available from us.	https://www.gov.uk/government/publications/careers-strategy-making-the-most-of-everyones-skills-and-talents https://www.careersandenterprise.co.uk/sites/default/files/uploaded/1246_guide_for_governors_digital_1.pdf
Closing the Gap research	In recent years, the number of employer encounters and workplace experiences that young people receive has increased significantly. But there is more to do – check out the research.	https://www.careersandenterprise.co.uk/news/business-steps-classroom-close-skills-gap
Cornerstone Employers LinkedIn Group	Network with Cornerstone Employers around the country and share best practice.	https://www.linkedin.com/groups/8740235/
Future Skills survey	Survey for young people to measure the impacts of careers-related activities.	https://www.careersandenterprise.co.uk/schools-colleges/tools/future-skills

Useful links continued . . .

Resource	Description	Link
Gatsby Benchmarks	Further information and guidance about the Gatsby Benchmarks.	https://www.careersandenterprise.co.uk/schools-colleges/gatsby-benchmarks
Give an hour	Employer engagement campaign encouraging volunteers to get involved.	https://www.careersandenterprise.co.uk/give-an-hour
Glossary	Glossary of terms related to careers education.	https://www.careersandenterprise.co.uk/sites/default/files/uploaded/glossary-v2.pdf
Provider Directory	Lists organisations that have activities relating to encounters with employers and employees (benchmark 5) and workplace experiences (benchmark 6).	https://www.careersandenterprise.co.uk/find-activity-provider
Safeguarding	Safeguarding guidance and good practice for online encounters.	https://www.careersandenterprise.co.uk/sites/default/files/uploaded/cec_-_safeguarding_guidance_0.pdf
Social Mobility Commission's employer toolkit	Further resources to support your outreach, hiring, progression and advocacy.	https://www.socialmobilityworks.org/toolkit/measurement/
State of the Nation research	Most comprehensive assessment of careers education in England to date.	https://www.careersandenterprise.co.uk/news/state-nation-2019
The Careers & Enterprise Company website	Find out more about the network and how we work with employers, schools and colleges. Direct your contacts to the Employers & volunteers pages.	https://www.careersandenterprise.co.uk/
What works research	Research series exploring what works in careers education.	https://www.careersandenterprise.co.uk/our-research/20

THE CAREERS &
ENTERPRISE
COMPANY

The Careers & Enterprise Company
2-7 Clerkenwell Green
Clerkenwell
London EC1R 0DE

careersandenterprise.co.uk