

Careers Leaders in Secondary Schools:

/YA \$> , ~"~N ^} > , ~

This paper is published by The Careers & Enterprise Company
>~H"pL Z >"%A~ p>^s>AL†, Y~H> , ~

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in Secondary Schools: The first year. London: The Careers
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† s> ¥£ L~"p>~y~pL~ ~ >^LL^%>HL^%> p, N^Y~H^ } L^s~
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L^..L^~BL^%> ~"pL^AL~LT^, N, "pL^%

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~H~pS%L... ^"~%P, £ %P~s-y~AL"£ LL~ } L~%d~"~
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, ~B>LL^%S~B~L>%~n~

5pL~§ ..L} L~"> , ~, N~"pL~ >LL^%B^>"Ln~p>%
ALL~>£ L B, } L^A, , %N^B>LL^%N~Y~>BL~ Y~s~
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L~%s-n~p>"L>Bp~>-HL^L^%¥¥, Y~n~.L~%o~p>%pL~
B>^LL^~nYst>-BL~"pL¥~LLH~5pL~n, CL^~} L~" %o >^LL^%o
3"~>Ln¥~LB, n~SldH~"pL~š .., ^">-BL~, N"pS%o, L~>-H~
%aa-> LH>} >w~%pš ~s~"pL~...}, s-L~BL~, NB>^LL^~
nYst>-BL~s~%p, , %o~HB, LnL%o~B, ~"~>%o", >~, ~n~
^>Hs, ~, NB>^LL^%f, ^y~s~%p, , %ALS-nHL sCL^LH~
A¥"L>BpL^%o^B, ^Hs->, ^%o~pL~ >^LL^%&L>HL^%o
L~%s-nLH>%o} sHL~, ^%o-s ~L>HL^E sp~pL~%s %o
>Y"p, ^s¥>-HB, ~THL~BL~, ~L>HB, L>nYL%š >yL~
HLB%o~%o>-HL~>B~"pL~LN~} %oLBL%o¥", L} ALH~
B>^LL^%f sps~"pLs~%p, , HL sCL^s-n~...}, %o~s~
s-L^E sp~"pL~Z >"%¥, L-Bp} >y%oNn, , HB>^LL^~
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- ž L>H~L>BpL^%p>CL~L} A^>BLH~"pL~ >^LL^%o
3"~>Ln¥~>-H~ >^LL^%&L>HL^~, L~s~s%o%š%šL>~
, Nš ..L} L~">š ~ ž L>H~L>BpL^%p>CL~} >HL~LE~
>...s~" L~"%o~L>^ ¥p>N, N~ >^LL^%&L>HL^%o

: L>L%e^ ~n", nL">BL>..B"Y'L, N"pL~
Bp> L~nL%ABs-n"pL~L£ ~ >LL^%&L>HL^%e~H
£p>"~LLH% % ALB ~%&L^LH", L~%L"pS% L'B>~"

f, ^~ >^LL^%&L>HL^%o B ~ ~YL~, ^AŸsH, ~"pLs%ŸBBL%Ÿ%ŸLŸ, ŸHL~B, Ÿ^>nL~

3"~>LnŸ"~"Ln^>L^B>LL^~nŸH>~BL^s", ~"pL^%Bp, , %%%>LnŸ%o"p>"s^%BL sCL^LH^
B, >A, ^> CL Ÿ^>B, %%%pL^%Bp, ,

&L>HL^%ps..~, s~" >^LL^%&L>HL^%e"} sHL, ^%e-s ~L>HL^%ps..LCL^%o"p>"~
"pLŸB>~Ÿ, ^yLQLB CL ŸŸs p^%eQ^>B, %%%pL^%Bp, , ^>~HŸs pL^L^~> ..>"~L^%o

Ž, CL^~>~BL fl~n>nL~"pL^n, CL^~s-n^A, HŸŸs p~"pL^%Bp, , %e, ^y, ~B>^LL^%o, ~
L~%L^"p>"~ >^LL^%&L>HL^%e^L^%e..., ^"LH^>~HBp> L~nLH^>">^%e-s ^~LCL

5s L^>~H^L%oŸ^BL ~ , B>L^%Ÿ BŸ~"~ } L^>~H^L%oŸ^BL^Ÿ^~ >^LL^%&L>HL^%o
/ sŸŸ%e.s ^s L%e s p~ >^LL^%&L>HL^%o, L~%L^"p>"~"pL^ } L^>Ÿ>s>A L sŸŸ%eH^
", ^AL%ŸQLB"

5^>s-s-n fl~B, Ÿ^>nL^>~HL~>A L~ >^LL^%&L>HL^%o, ~"yL^..>"s~"~>s-s-n

Introduction

5pL^HL\ , ..} L~", N"pL~ >^LL^%&L>HL^~, L

/^, NL%~> A>Byn^, Y~H~>~H, "pL^~", L%

/^Lc\$ Y%dl%~> Bp^% E %p>" Bp, , %> ¥E sHL ¥s~
p, E "pL¥HL sL^B>LL^%L>HL^%ps.. ~ >LL^%&L>HL^%
B } LN, } >~>~nL, N.., NL%~> A>Byn^, Y~H%~>~H
A's-nHL^L~" †Y> sTB> , ~%L. L^L~BL^>~H%ys %
ž, E >%Bp, , Bp, , %%% .., %o, ~"pLs~ >LL^%&L>HL^~
E s HL..L~H~", ~, ~¥, ~"pLs, E ~A>Byn^, Y~HAY~"
>%o"pL^Bp, , %BY^L~"~%e] ~n. .Y. s Bp>^B^L^%oB%
^L%oY^BL%oL>HL^%ps..>~H'n, CL^~>~BL^Sp%Bp>..L~
^L.., ^"%o, E %Bp, , %eL^HL sL^s-n"pL~ >LL^%&L>HL^~
, L } sH E >¥"p^, Ynp~"pL T^%AL>~, N"pL.., s¥
L. ., ^s-n"pL^Lc\$HL~BL^N^LQLB CL^..>B BL^>~H^pL^L^
"pL^L^>L^A>^L^%

5pL^%CL¥E >%B } ..L^LHL^B^Y%CL ¥A¥%Q^E p, ~
sHL~ TLH^pL} %oCL%e%oL^N^ } s-n"pL~, L, N^ >LL^%
&L>HL^>~H, CL^p>N, N"pL} ~ Y%~"p>"wA^ " L ~
) , %o >LL^%&L>HL^%eL^s^pL^N, } >"L>Bps-n, ~
>B>LL^>Hc\$%~A>Byn^, Y~H~ ~s^ML, CL^p>N
p>CL^1 Y> sLH^L>BpL^3">Y%~>~H ~.L^BL~"p, H
>†Y> sTB> , ~s~B>LL^~nYst>~BL^>"&LCL ~
, ^&LCL ~ , N"p, %e s p>B>LL^~nYst>~BL^
†Y> sTB> , ~ "pL%o>L^ } >s ¥>"&LCL ~
AY">%o>"&LCL ~ &LCL ~ >~H&LCL ~
5pL^L^E >%e%o> } , Y~", N, CL^ >..> } , ~n

, "pL^~, L%

· <^sL"¥, N>Hs , ~>~, L%L^..L^N^} LHA¥
~ >LL^%&L>HL^%B, %Bp, , %A, Y"~>"psH>^L~
%AWB"~L>BpL^%o * L^"} , %B } } , ~>^L^E, ^y~
L^..L^s~BL^B, ^Hs->, ^%o ~>~HB>LL^%Hs%L^%o
^E pBp>^L~, L%qp>"HL sL^B>LL^~nYst~BL^
~ >LL^%&L>HL^%L^>%oHL..>^"} L~">, ^NBÿ "¥pL>H%o
s~..>%p ^>~, L%o>~H>%o> } s, ^s¥>L^3fl* ~, %o
s^>^s~%o~HAÿ%oL%o) >~>nL^%BpL^%oCL¥ S%LH^ ~
, ... , ~%oN, "pL^~, L%o~H>~L>%o ~L~ >LL^%&L>HL^
^L%o ~HLH", L>Bp ~, ~", .., N"pS%o ~..L^BL~", N
~ >LL^%&L>HL^%o¥"pL¥p>CL~, "pL^~, L%qp>"^L^L~"~
S%LH^s~BÿHs~nL^>} %o] BL^s~Bÿ%o~B, ^Hs->, ^~
>~H^..>%p ^>^%a... ^",] BL^

5pL} >w^s¥, N%B, , %o ~>...., s~LH~ >LL^%&L>HL^%M, } L^s%o~n^%oQ^E^Sp^
>N^s ¥LCL~%oS^AL^ELL~"p, %oEp, ^L^L^..L^Cs Y%¥s~B>LL^ ^L>LH~, L%o~H^
~, ~ B>LL^ ^L>LH~, L%o^Y%o CL^p>N ^L^L>%LH", ~>yL, ~"pL~ >LL^%

· HHL¥>-H3">-p, ..L~3Bp, , ~%a~B LHYB> , ~> ~¢, Y~">^¥ >~LH~ ~%Bp, , ~s~3, Y~"p~fl>%o
& -H, ~ ~É s'p>...^, ~s> >"L ¥ ~ ..Y..s%o~^, ~

5pL~ >^LL^%&L>HL^~s%\$>yL~ ^ } %o, ~n ~ž L~%a~#Y>~LH~"L>BpL~^É p, ~ws-LH~"pL~%aQ~N Y^~¥L>^%o
>n, ~%a~"L>BpL~^, NB } ..Y ~n>~HAY%aL%a%YH~L%a%3p, ~" ¥~>L ~^\$>yL~%a~"LH~>~"pL~%Bp, , ~
"pL~pL>H~"L>BpL~^s~%a~"LH~>~L %a~YB~Y^s~n ~, ~L~, N~"pL~>%d~B~%a~N~"pL~%Bp, , ~%a~L~L~ ~ TLH~>%o
>~>^L>N ~^s ~ ..^, CL} L~"~É >%a~pL~B~^LL^%a~^, C\$~a~~>~H~%a~L~>%d~LH~\$>yL~", ~"~yL~, ~"~pL~, L ~ž L~
p>H~>^L>H~n, ~"~s~¢, CLH~s~%a~ ~n~Y~..%a~CL^> ~.., ~WB~%a~L >"LH~", ~B~^LL^%a~~HL~"~L~..^%a~>~H~
p>HB, ~"~sAY~"LH~", ~"~LBL~"~B~^LL^%a~^s

\$>yL~HL~%a~sAL~%a~%a, %a, ~s~"pL~%Bp, , ~%a~Ls~n~AL~"É LL~>~BY~^sBY~Y} ~L>HL~^>~H~>~>%a~%a~"~

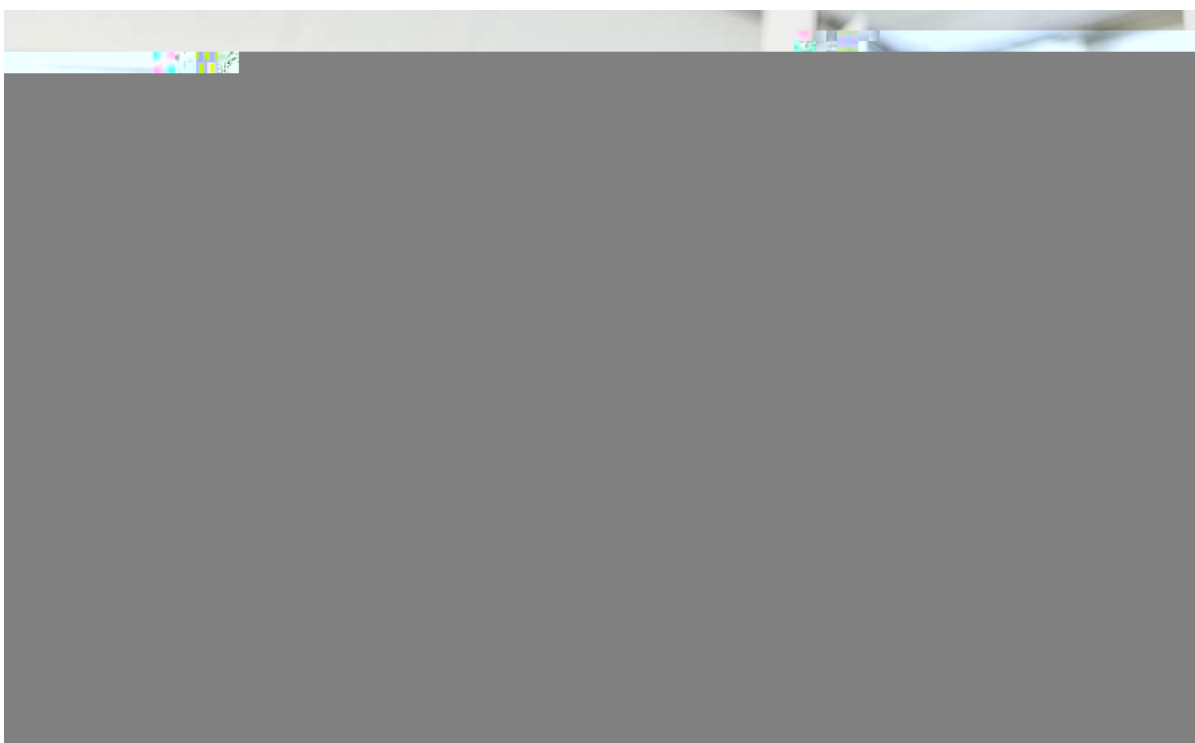
3L-š ^S^Ÿ>~H} , HL %oNL>HL ^%ps..

5pLñŸsHLN ^%B -H>Ÿ%Pp, , %o%š, Ÿ"~"p^LL} , HL %N ^, ^n>~%nB^LL^%o
L>HL ^%ps..H^>E s-n, ~L^%o-n^AL%o..>B BL

) sHL ~ >^LL^%&L>HL ^~L.., ^ ~n", "pL^%o-š ~L>HL ^%ps..L>} 5p%B, ŸH
AL^>"L>BpL^, ^~, ~ "L>Bps-n} L} AL^, N%Q^E p, %L } >~>nLH^E s^p
>%o-š ~L>HL ^E s^p, dL^> ~L%o ~%Ass^ŸN ^B>LL^%5pL^, L^E, ŸHAL
B } As-LH^E s^p, "pL^~L%o ~%Ass L%o

3L-š ^~ >^LL^%&L>HL ^~ } L} AL^, N"pL^%o-š ~L>HL ^%ps..L>} E s^pHSLB^
^L%o ~%Ass^ŸN ^B>LL^%7 ~HL ^~"ps^, HL "pL^ ~ >^LL^%&L>HL ^E, ŸHAL
L^..LB^LH", p>dL^>, "pL^%Q} L} AL^, E p, } "pL^B, ŸHHL Ln>"L">%o

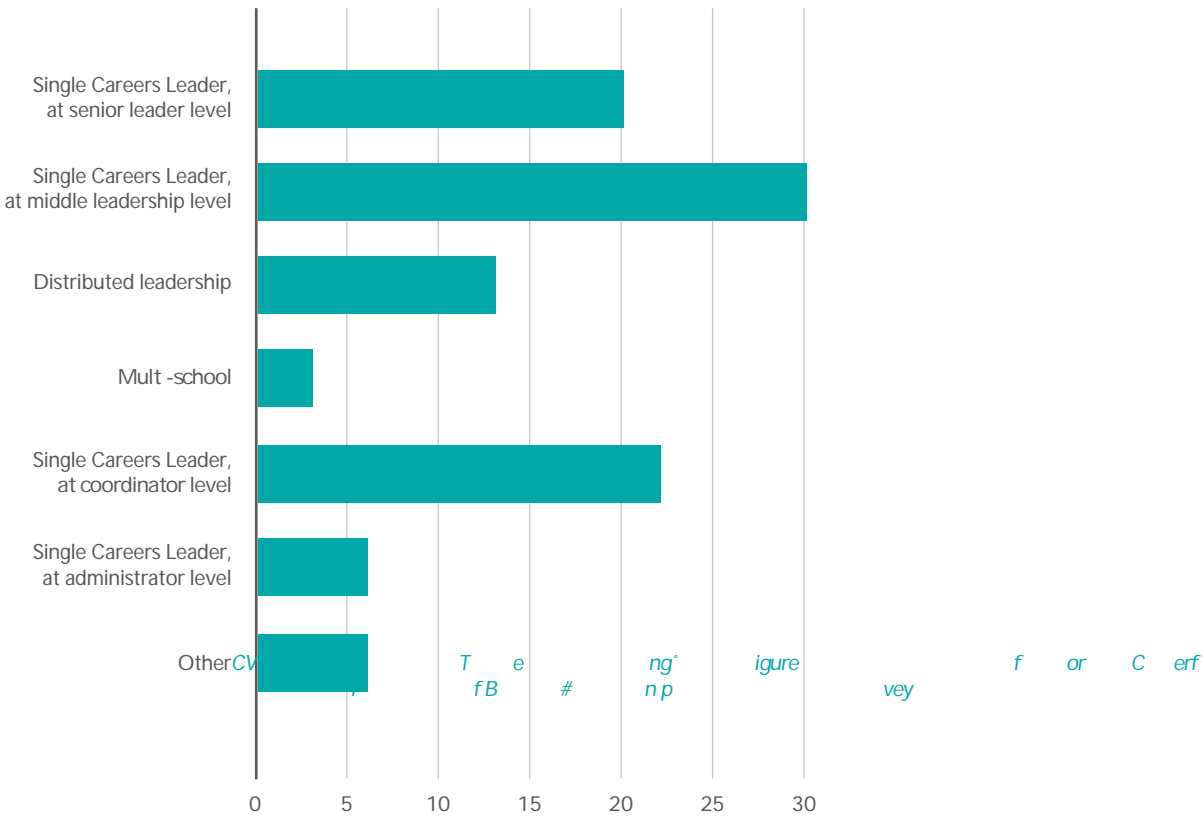
) Ÿ %p, , ~L>HL ^%ps..5pL^s-Hs^Ÿ> %o ~ >^LL^%&L>HL ^
>">%o-š ~, ^} sHL^L>HL ^LdL N^}, ^L^p>~, ~L^%p, ,



~>%%YH~L%>Bp~E sp~ fl~n s%~B ~H>¥%Bp, , %
 \$L~ TLH>HHS, ~>} , HL %oNB>LL^%d>HL^%ps..
 s-BYHs-n~pLHs%oAY , ~, NL>HL^%ps..>B, %o, ^L
 "p>~, ~L%oQ} L} AL~s~>%Bp, , ~>-H~pL, Y~%oY~Bs-n
 , NB>LL^%d>HL^%ps.. ~

5pL%~CL¥%o ELH~p>~"~E, "psH%oN%Bp, , %o
 >^L>H, ... ~n, ~L, N~pL%o%annL%bH} , HL %o~s-L
 E sp~pL B~%o%YH~T~Hs-n%~pL} , %oB } } , ~} , HL
 %o%on L~ >LL^%&L>HL^~>} \$HL~L>HL^%ps..

fsY~L~ ~ >LL^%&L>HL^} , HL



~ -HLE%~ ~ , L¥~ ~ Careers leadership in practice: a study of 27 careers leaders in English secondary schools, ~s %o\$ Y~> , N
 ŽYšb~BL~ ~, Y~%o s-n
 5pL, Y~%oY~Bs-n} , HL %o, ~%bH%o.>~>L ¥s~pL~>AL^ALB>Y~%o~pL~E, ~.L^BL~"~ N^ >LL^%&L>HL^%o..L^> ~n~s~p%& >¥>%o\$HL~ TLH
 E sp, ~L, N~pL, "pL^B~Ln, ^d%đ, ^Lp>} ..L ~p~LL~ >LL^%&L>HL^%&L^L^Lp~L~> B ~%~>~%AY~>%o~pL%oL~ >LL^%&L>HL^~>} \$HL~
 L>HL^%ps..LCL E sps~pL~Bp, , %oLB^LHTN ~pL~%~CL¥

fl-n>nL} L~"É s"p"pL%ó-s ~ L>HL^%ps.:L>}

· ýL¥L~>AL^", ~"pL1QLB ¢L-L%óN"pL~ >LL^%ó
&L>HL^%óp>¢s-n^A>Bys-n^N, } ~"pL%ó-s ~ L>HL^%ps.:
team ~"~"óó-B, Ý^>ns-n", %óL^N, } ~"pL%ó^¢L¥"p>~
"É, ~"psH%óN^ >LL^%óL>HL^%ó ~"ps-y"p>"B^LL^
nÝst>-BL^p>%ó-B^L>%óH^s~...s^s¥N^~"pL%ó-s ~
L>HL^%ps.:L>} %óBL^"pL~ >LL^%ó^>Ln¥, ~L "psH^
~"p, Ýnp"~"p>"s^p>H%ó¥LH"pL%ó L^>-H"É, ~
..L^BL~"~"p, Ýnp"~"s^p>H^LHYBLH^s~...s^s¥^5pL~ >LL^%ó
&L>HL^%óp, ^p>H^ALL~s~.., %óN^>B, Ý..L, N¥L>^%ó~
, ^LÉL^L}, ^L^y/L¥", ~.L^BLs¢L^"pL~...s^s¥, NB>LL^
nÝst>-BL^", ^p>¢L%ó¥LH"pL%ó L^%ónnL%ó-n^"p>~
"pL%ó%óp, %óL^L^>^L>H¥N^B¥%ón, ~s

: pL~>%óLH", ~"óó., "L~ >^A>^¢L^%ó HL s¢L^s-n^"pL~
~ >LL^%ó&L>HL^, L^L^.., ^LH^s^}, ^L^HL">s^>L^s~"pL~
^L.., ^", ~¥ ~.L^BL~"~"HL~ TLHL~n>nL} L~"N, } ~



Figure 5: Career leader roles in secondary schools

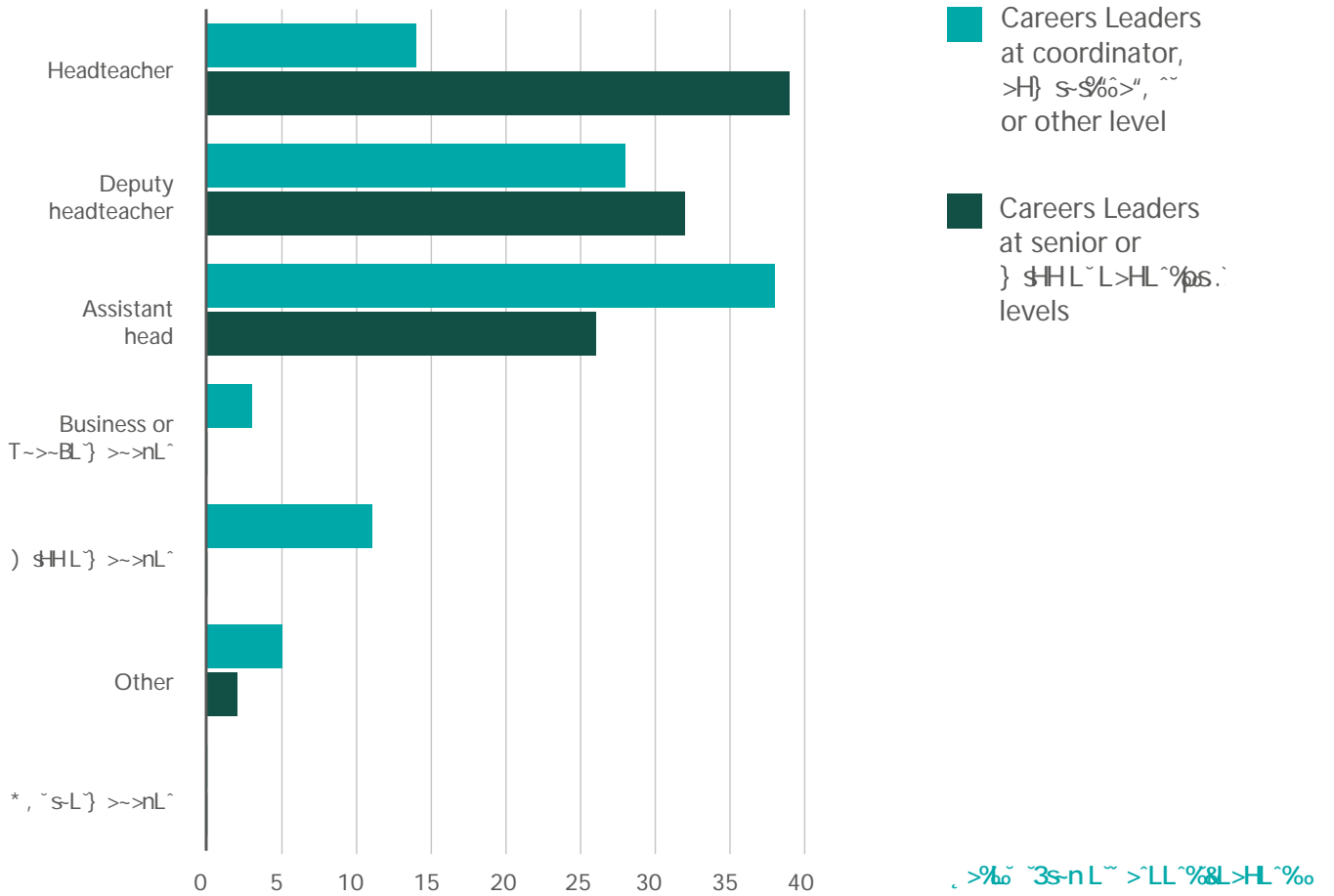


Figure 5: Career leader roles in secondary schools. The chart shows the percentage of secondary schools with career leaders in various roles, categorized by seniority level. The x-axis represents the percentage of schools, ranging from 0 to 40. The y-axis lists the roles: Headteacher, Deputy headteacher, Assistant head, Business or T->-BL} >->nL^,) \$HL} >->nL^, Other, and *, ^s-L} >->nL^.

~ > LL^%&L>HL^%&L^..>HFA^, >H¥s~s-L'E s'p~L>Bps-n%Q%>^L%> LL^%&L>HL^%>
 >^%&L~L>HL^%&L^..>LCL'E L^L^}, %&L^B, }}, ~ ¥..>H's~"pL~ % B>Ln, ^¥} \$HL~
 L>HL^%&L~"pL~ %>~nL~>~HB, ^Hs->, ^%&L~H^H} s-s%>, ^%&L~"pL~ %
 B>Ln, ^¥1, ^B, } ..>S%&L~"pL~3Bp, , : , ^yN^BL~ L~%&L%&L^%&L^E %&L^p>"L>HL^%&L^
 ^¥..sB> ¥..>H^ ~>~HB>%&L>BpL^%&L~} >s-">s-LH%&L^B ~H>^¥%&L^p, , %&L^

5>AL^ ~ ~-Y> %&L>^¥N^ } LL^Y\$>L~" >BB, ^Hs-n", ~LCL~, N%&L~s^s¥

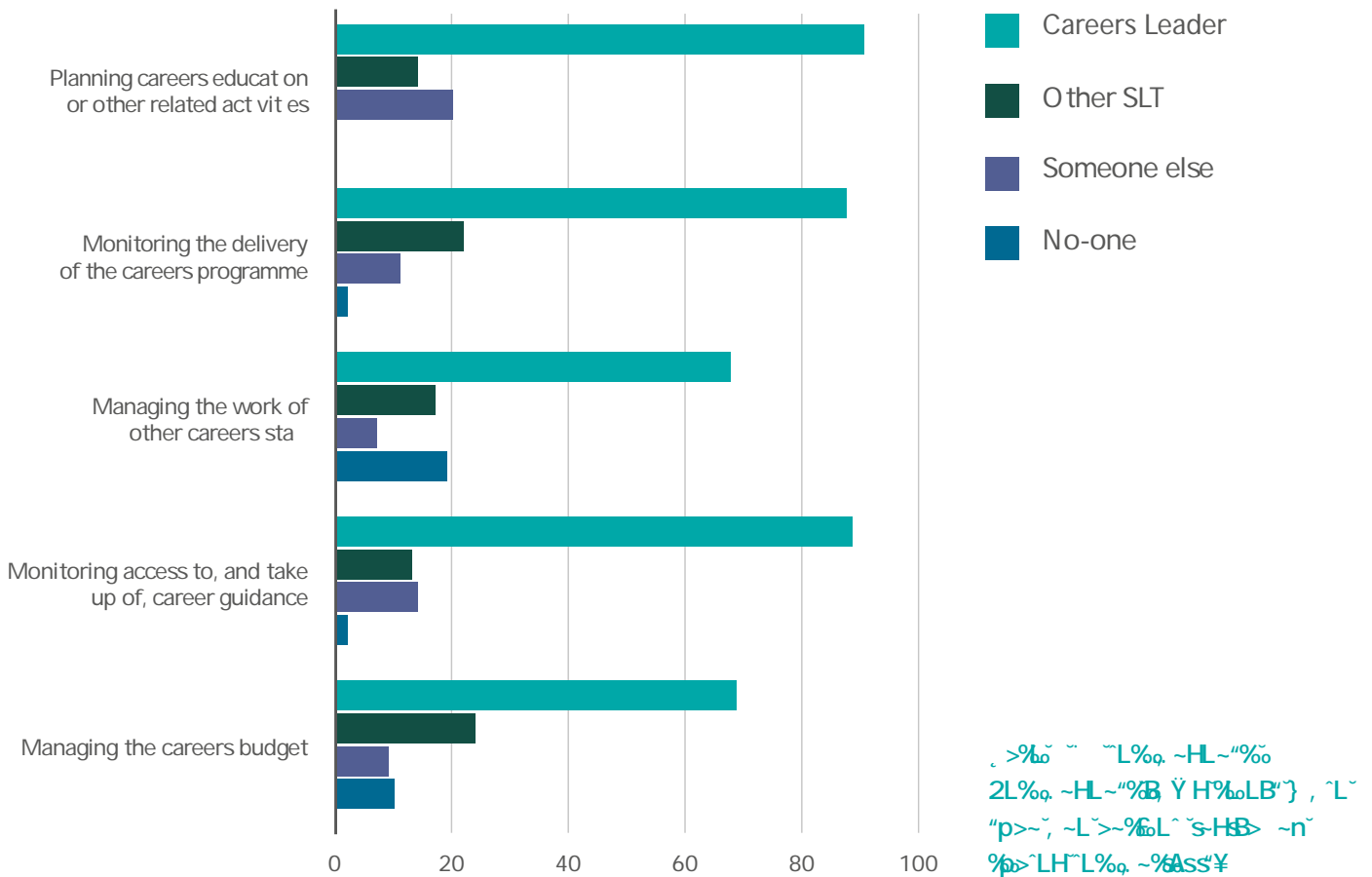
7 L..>") L~"N^H^H^YB> , ~ School workforce in England: November 2017.
 Z, , L¥5 : >M% Z ~ -H^LE%Z ~ Teachers and careers: the role of schools teachers in delivering career and employability learning.
 / L^A¥~"L^~> , ~>~ L~"L^N^Z^Y\$>~BL^3^YH^%&L^~sL^%&L^¥, N^L^A¥
 ~ ~L.., ^LH^p>"pL^%&L>^¥E L~"H, E ~>~H^ H^H^~, "E S%&L^, ~>~%&L^~"pS%&L^Y%&L^ ~

/ L \$L^¥, N^ >^LL^%&L>HL^~">%%%

5pL...>B B> ñYsHL^N^%B, ~H>¥%Bp, , %%#", Y"~N^Y~
>^L>%pN^L%q, ~%As¥N^~ >^LL^%&L>HL^%o~L>HL^%ps..~
} >~>nL} L~" B, ^Hs> , ~>~H~L^E, ^ys-n^ A^, yL~
H, E ~s", ~ ~">%%% "~-~"pL^%&L^¥~ >^LL^%&L>HL^%o
EL^L~...L%o~LH^E sp^ ~, N^pL^%o~>%%%-HN^L>Bp^
>%LH", s-HB>L^E p, s~"pL^%Bp, , HL \$L^%qL} ~
fl~B^Y^>ns-n¥~"pL} >w^s¥, N^Bp, , %o^L^HL \$L^s-n> ~
"pL~ >^LL^%&L>HL^~">%%%s~%o} L^B^%o%HL \$L^¥E>%o
%o>LH^AL^E LL~ >^LL^%&L>HL^%o~H, "pL^%oQ

...>¥>~, L's-}, ~s, ^s-n~pL^HL sL^¥, N^pL^B^LL^%o
 .., n^>} } L~ ~.L^BL~"~, N^Bp, , %σ, , ~L~
 } >->nL%pL^E, ^y, N, "pL^B^LL^%Q...%A ¥
 ALB>Y%~pL^L^L^L~, %Qs~ps% L ~ ~ .L^BL~"
 , N^Bp, , %σ, , ~L} >->nL%pL^B^LL^%AYHhL"

Planning careers education or other related activities



f snŸL~ ž, Ÿ%đ ^~ >^LL^%&L>HL^%&~L^} ~ } L

7 ~fLsnp"LHA>%đ ~

~ >%ō3"ÿH¥

/>^y%ρ ~Lž ^>} } >~3Bp, , ~
/ , , L / , ^%ō"

/>^y%ρ ~Lž ^>} } >~3Bp, , ~%ō%ōLB ϕL ~ ~>B>HL} ¥E s'p>...^, ρ§ >"L ¥ ~ns %ō ~~,
\$ÿ s: sys-%ō~%ōž L>H, N' >^LL^%ō~Hfi} ..., ¥>Ass¥ ~\$ÿ s>f>%ō-s > ¥>..., s-"LH", "pL~, L~
, NB>^LL^%B, ^Hs->, ^s~/ LBL} AL~ ~p>ϕs-n...Lϕs ÿ%¥ALL~>..., sBL,] BL^N ~ ~¥L>%ō
>~H"pL~>} L~, ^s~>HQL^L~"~%ōp, , N ~ ~}, ~"p%ϕpL ž L>H"LBpL^B } } L~"LH"p>"
\$ÿ s>E >%ō%ōLB'LHN ^~"pL~wA^ALB>ÿ%ō, NpL^..>%ō ~ ^B } } s} L~">~HL~"pÿ%ō%ō N ^~"pL~

2LB n~%n~pLš } .., ^">BL, N^>s-s-n~ >^LL^%o
&L>HL^%e~H~pL^%BBL%oN.., n^> } L%%%Bp>%BL>Bp~
† s%o%o fl&/ ~pLŽ, CL^~} L~"B } } s^MLH^N~Hs-n^N ~
"pL^HLCL, ..} L~", N~LÉ ~"~>s-s-n^.., n^> } L%e~H~
Aÿ^%ođ%N^%Bp, , %e~HB Lnl%o B CL~"pL^B %%%o
, N^ >^LL^%&L>HL^%o>ys-n^..>^s~"pL~"~>s-s-n / Y^s-n
"pL~ ^>B>HL} sB^L>^5pL~ >^LL^%o fl~"L...š%
~, } ..>~p>CLÉ, ^LH^É s^p~ ^"~>s-s-n^.., CL^%o ~
B, ^Hs->"L>~HHL sCL^~>~>nL, N>BB^LHs^LH^>~H~, ~
>BB^LHs^LH^B, Y^%o%o ~

5pL^%o^CL^HL}, ~%o>"L%e^psp~LCL~, NL~n>nL} L~"
in training ^>, ~n~ >^LL^%&L>HL^%bY^s-n~pL^T^%o
%e}, ~"p%oNHL sCL^É s^p, CL^p>NLs^pL^Bÿ^L~" É

">ys-n^..>^" ; ^p>CLs-n^B } ..L^LH^"~>s-s-n, ~
>B>^LL^%d>HL^~†Y>š^B>, ~ 5p%Bÿ^L~", ~
B } ..L^LH^"~>s-s-n^%o^LH, } s->~" É"p, Ynp, ~L, N
The Careers & Enterprise Company funded training
.., CL^HL^%e^BL}, %o Ns~ ^p>%o>yL~...>BL^%e^BL~
3L...L} AL^~), %o N^pL~"~>s-s-n^B>^dH, Y^"Aÿ
"pL~ >^LL^%&L>HL^%o^CL^LH^É >%e^BB^LHs^LH^

5^>s-s-n~>H~>BpđŁs-n~pL Ž >“%AŸ ċ L~Bp} >^y%o

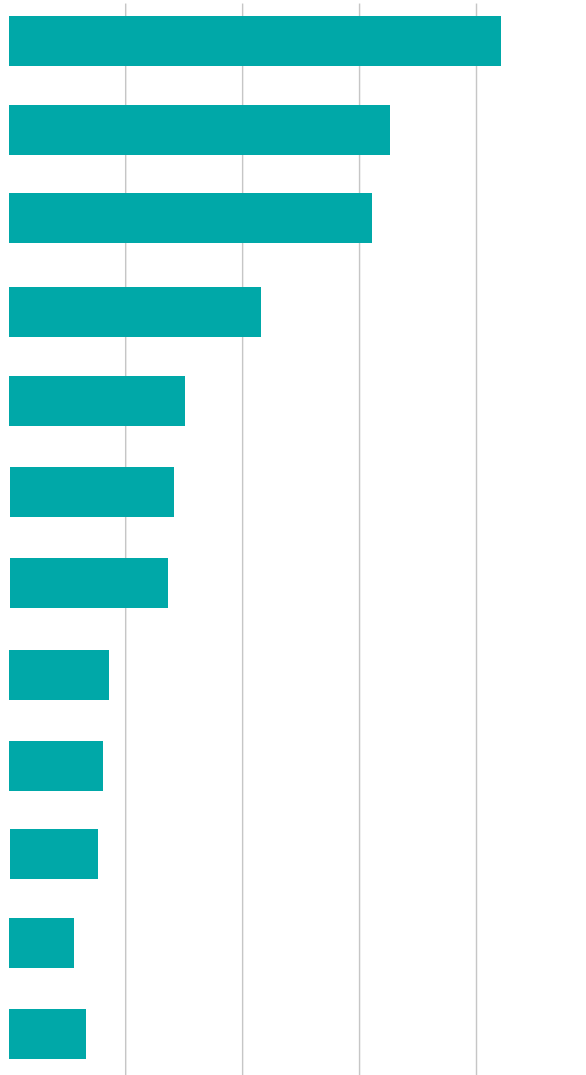
5pL^L^E >%ŁŁŁ~BL^N, } ~pL^%ŁŁŁ~>H~s-yLH^
Compass data that the training of Careers Leaders is
>%ŁŁŁ>LH^E s p~š ...Ł, ŁLH^B>^LL^~nŸŁŁ~BL^s~%ŁŁ, , %ŁŁ
3Bp, , %ŁŁ pL^L^~pL^~ >^LL^%ŁŁ>HL^E >%ŁŁ>s-LH^s~
B>^LL^%ŁŁ>HL^%ŁŁ...ŁŁš ~, ~ >BpđŁŁ}, ^L^
, N^pL^Ž >“%AŸ ċ L~Bp} >^y%o~>ŁŁ^>nL^B } ..>^LH^, ~
%ŁŁ, , %ŁŁ s p, Ÿ“>~“>s-LH^ >^LL^%ŁŁ>HL^~3Bp, , %ŁŁ s p~
>~“>s-LH^ >^LL^%ŁŁ>HL^~L^.., ^LH^>~>ŁŁ^>nL^, N
ċ L~Bp} >^y%ŁŁ } ..>^LH^, ~ ċ L~Bp} >^y%ŁŁ^~p, %ŁŁ
E s p, Ÿ“~

5pL^L^E L^L^~p^LL^..> BŸ >^Ž >“%AŸ ċ L~Bp} >^y%o
E pL^L^~pL^L^E >%ŁŁ~%ŁŁ %ŁŁB> Ÿ%ŁŁ~ŁŁB>~“L > , ~%ŁŁ..
AL^E LL^~“>s-s-n~>H^, } ..>%ŁŁB>^L^%ŁŁ~H^s~pL^%ŁŁ
B>%ŁŁ%ŁŁ, %ŁŁ s p~“>s-LH^ >^LL^%ŁŁ>HL^%ŁŁ^LH^
, ^L^p s p Ÿ, ~, } ..>%ŁŁp>~%ŁŁ, , %ŁŁ s p, Ÿ“

- ċ L~Bp} >^y~^ŁŁ>~s-n^N, } B>^LL^~>H^>A, Ÿ~
} >^yL^~s-N^} >“s~^~^..L^BL^~“, N%ŁŁ, %ŁŁ~H^
B L nL%ŁŁ s p>†Ÿ>ŁLH^ >^LL^%ŁŁ>HL^~>BpđŁŁH^
“pL^ ċ L~Bp} >^y^B } ..>^LH^, ~ ċ L^BL^~“, N, “pL^%o
- ċ L~Bp} >^y~^fl~B, Ÿ~“L^%ŁŁ s p^L} .., ŸL^%ŁŁ~H^
L} .., ŸL^%ŁŁ~^..L^BL^~“>BpđŁŁH^“pL^ ċ L~Bp} >^y~
B } ..>^LH^, ~ ċ L^BL^~“
- ċ L~Bp} >^y~^/L^%o-> nŸŁŁ~BL^~^..L^BL^~“
>BpđŁŁH^“pL^ ċ L~Bp} >^y^B } ..>^LH^, ~ ċ L^BL^~“

5pL^%ŁŁT~Hs-n%o, s~““““pL^ŁŁ>ŸL^, N^“>s-s-n~>H^“pL^

1. 2023年1-6月，全国规模以上工业企业利润总额同比增长1.2%，其中：国有控股企业利润总额同比增长1.5%，集体企业利润总额同比增长1.0%，股份制企业利润总额同比增长1.3%，外商及港澳台投资企业利润总额同比增长1.1%，私营企业利润总额同比增长1.0%。



7. 2023年1-6月，全国规模以上工业企业利润总额同比增长1.2%，其中：国有控股企业利润总额同比增长1.5%，集体企业利润总额同比增长1.0%，股份制企业利润总额同比增长1.3%，外商及港澳台投资企业利润总额同比增长1.1%，私营企业利润总额同比增长1.0%。

2023年1-6月，全国规模以上工业企业利润总额同比增长1.2%，其中：国有控股企业利润总额同比增长1.5%，集体企业利润总额同比增长1.0%，股份制企业利润总额同比增长1.3%，外商及港澳台投资企业利润总额同比增长1.1%，私营企业利润总额同比增长1.0%。

Reflections and next steps

: p>"£Lp>CL~L>~LH

3YA%~ >~., n^L%>%ALL~} >HL^A%>Bp, , %>L} ALHs-n~pL~, L, N~pL~
~>LL^%&L>HL~s~%>B ~H>¥%>Bp, , %>BpL^L^%>L~BL, N} , } L~"Y} ~>HL>~ ¥
%>a~%>N} ..>B'

- Ž L>H^L>BpL^%>CL~L} A^>BLH~"pL~ >~LL^%>
3~">Ln¥>~H~ >~LL^%&L>HL~^, L~s~%>B%>L>~
, N} ...L} L~">~s ~ Ž L>H^L>BpL^%>CL~L} >HL~LE~
>...., s~"} L~"%>L>^ ¥p>N, N^ >~LL^%&L>HL^%>
£L^L>...., s~"LH^s~ ~>~H^p>CL~%>...., ^"LH^
~>~LL^%&L>HL^%> ~">~s~ ~p>CL~B} } ..L^"LH^, ~
>~L~">ys~n~..>~" ~ >~LL^%&L>HL^%>L~>~>HL~"~>A~L~
£, ^yN^BL
- ~>~LL^~nY}t>~BL^%>ALB } s~n^L} ALHHLH^E sps~"pL~
%>~Ln¥, N^Bp, , %> ..L^BL~", N^ >~LL^%&L>HL^%>
^L... ^"~s~B^L>~%>H^...s ^s%>~s ~N^ ^B^LL^~nY}t>~BL~
£ sps~%>~s ~L>HL^ps..^L>} %>~H^ ..L^BL~">~L~
^L... ^"~s~n, ~B^LL^~nY}t>~BL~, %>~s ~L>HL^ps..
"L>} %>~L>%>~BL>~"L^} ~
- 5pL~LE^E, ^yN^BL^%>BpNp ¥L~n>nLH^>~H~ >~LL^%>
&L>HL^%&L~"pL¥>~L^} >ys~n>H^NL^L~BL~ ..L^BL~"
>n^LL~"p>~"pL¥>~L^p>Cs~n>... %>CL^} ..>B", ~"pL~
LH^YB>~s ~>~H^B^LL~, Y^B } L%>N¥, Y~n~..L, ..L~
..L^BL~"~"ps~y~"p>~"B^LL^~nY}t>~BL^p>%>~ .., CLH^
%>BL~"pL~ >~LL^%&L>HL^%>~Ln¥>~H^ ..L^BL~">~L~... %>CL~
>A, Y~"~"pL^N^Y^L~, NB>LL^~nY}t>~BL~s~"pL^s~%>Bp, ,

- The time spent by Careers Leaders is double the
"ğ L~L... ^"LH^A^B>~LL^%>B, ^Hs>~, ^%>L~¥L>~%>n, ~
>~LL^%&L>HL^%>L^%>d~Hs~n>~>CL^>nL~, N
p, Y^%>~£LLy^B } ..>LH^", ~ ^p, Y^%>~
- 5pL Ž >~"A^L~Bp} >~y%>L~>n>} L^Bp>~nL~>~H^
psnp ¥>CL^Y^LH~ ..L^BL~", N^ >~LL^%&L>HL^%>ps~y~
"p>~"~"pL~ L~Bp} >~y%>CL^pL..LH^", ğ ...^, CL~
B>~LL^~nY}t>~BL~ ..L^BL~", N^pL~ >~LL^%&L>HL^%>
%>CL^LH^p>H^Y^%>H^"pL~, } ..>%>, ^psBp>%>~%>
..L^N^} >~BL~>n>s~%>~"pL~ L~Bp} >~y%>~H^N>n%>L>%>
N^HL^CL, ..} L~"
- : pL^L~ >~LL^%&L>HL^%>L~, ..L^>~s~n>%>~L~HLH~
"pL^%>Bp, , ~>Bps^CL^%>, ^L~ L~Bp} >~y%>~Bp, , %>~s~p~
N^ "ğ L^L^Y^t>L~"~p, Y^%>~^"~ >~LL^%&L>HL^%>~H^
>H} s~%>~", ^%>B } As~LH^>%>...., %>H^", } s~ğ >~
B>..>B^¥, N>NL^p, Y^%>~£LLy^>Bps^CL^>, Y^H^, ~L~
L^"~>AL~Bp} >~y, ~>CL^>nL^5pL^%>Bp, , %>N^>~s~LH^
>~H^Y^>~LH^ >~LL^%&L>HL^%>~LH^} , ^L^psnp ¥, ~
"p^LL~, N^pL~ L~Bp} >~y%>

: L>^L%e^ ~n", nL">BL>~.B^Y^L, N^pL^Bp> L~nL%ABs~n^pL~LE ~>^LL^%o
&L>HL^%e~HfE p>~LLH%o ^AL B ~%HL^LH", L~%L^p%o L B~Y~sL^%o ¥L~>AL~
L^BL L~BL s~B^LL^ñYst~BL

- 5§ L>~H%eNN^L%oY^BL>^L~pL^yL¥A>^d^%o ~
HL sL^s~n^pL~, L^LNLB^sL ¥) , ^L^§ L^s%ALs~n~
HLHB>^LH", B^LL^%oCL^> ^AY"p>N, N^>LL^%o
&L>HL^%HL sL^~pL~, L, ~L%oqo>~>H>¥>fLLy~
f psp^s%e^§ sLH^> , Y~", N^§ L^N^~L>Hs~n^pL~
>B^s^s^%oLLHLH", } LL^~pL^Z>^%A¥. L~Bp} >^y%o
>~H> ~pL^...>~L^ps.f, ^ys~n B } } s%o~s~n~

References

~HLE%~ ~ Careers education in schools.~3">Q, ^H ž snpj ¥L^%YA \$ps-n

~HLE%~ ~ ž , , L¥5~ ~ >~H~, E š %o CL^~, ¥, Ý ~LB, n~\$on>~H%...^ ~n~pL~, L~ , NB>LL^%d>HL^%s~%Bp, , %s~fl-n>~H~Brit sh Journal of Guidance & Counselling, ~p~"... pH p>~HL ~L"

~HLE%~ ~ ž , , L¥5~ ~ >LL^%d>HL^%ps..s~...>B BL ~>%ÝH¥, N ~B>LL^%o L>HL^%s~fl-n \$p%LB, ~H>¥%Bp, , %Brit sh Journal of Guidance & Counselling, / , "

^BpL^&~) , , "L \$~%~ ~ASPIRES 2 project spotlight: Year 11 students' views of careers education and work experience. & ~H, ~ %s-n%o, LnL& ~H, ~ p~"...%o yB..ÝL yB >BÝy ~.., ^"> N&L%o ~ 3/"2f13 / ^, vB" 3.., " snp" ..HN

~>LL^%~ / LCL , ..} L~"~"~%o"Ý"L~ ~ Careers Leaders in Schools: A CDI Brief ng ~p~"...%o £ £ £ ~"pLBHs ~L" E šL ~>LL^%d>HL^%s~ 3Bp, , %o ~ / " \$~Ý>¥ ~..HN

/ L..>^" L~"N ^fIHÝB> , ~ ~ Careers strategy: making the most of everyone's skills and talents. / f fl ~p~"...%o>%o%oYA \$ps-n%o C&L n, CÝy n, CL^~} L~" Ý... >H%o%o%o} Ý... >H%o >">Bp} L~" H"> N&L ~>LL^%o%o>"Ln¥..HN

/ L..>^" L~"N ^fIHÝB> , ~ ~ School workforce in England: November 2017. p~"...%o>%o%o%o ..YA \$ps-n%o C&L n, CÝy n, CL^~} L~" Ý... >H%o%o%o} Ý... >H%o~">Bp} L~" H"> N&L 3: f ~) >s-5L^" ..HN

/ L..>^" L~"N ^fIHÝB> , ~ ~ Careers guidance and access for training and education providers: Statutory guidance for governing bodies, school leaders and school staf. / f fl ~p~"...%o ~>%o%o%oYA \$ps-n%o C&L n, CÝy n, CL^~} L~" Ý... >H%o%o%o} Ý... >H%o~">Bp} L~" H"> ~ N&L ~Bp, , %o%o"Ý", ^¥ nÝšt~BL N&~> ..HN

ž >H%o~ ~ >~H& I Ý%o%~ ~Impossible? Improving careers provision in schools.~L>Bp} š%o p~"...%o £ £ £ "L>BpN%oq ^nÝy %L%HLNÝ" N&L%o ~>LL^%o.. \$B¥ ^L.., ^" ..HN

ž >%o~ p>š>AL1, Ý-H> , ~ ~ Good career guidance. & ~H, ~ ž >%o~ p>š>AL1, Ý-H> , ~ p~"...%o £ £ £ n>%o~ ^nÝy Ý... >H%oLHÝB>š ~ ^L.., ^"o.HNn>%o~ %o wp~ p, } >~ n, , H B>LL^"nÝšt~BL ..HN

ž >%o~ p>š>AL1, Ý-H> , ~ ~ Good career guidance: reaching the Gatsby Benchmarks. A handbook for secondary schools. & ~H, ~ ž >%o~ p>š>AL1, Ý-H> , ~ p~"...%o £ £ £ n>%o~ ^nÝy Ý... >H%oLHÝB>š ~ n, , H B>LL^"nÝšt~BL p>~HA, , y Hns> ..HN

ž >~%~ \$ 9snŸ^%%) , , ^L * fīCL^s^M \$ ~ ~ >^y ~& ~ Gatsby careers benchmark north east
 implementat on pilot: interim evaluat on / L^AŸ ~^L^~> , ~> ~ L~^L^Ţ ^Z Ÿš>~BL ~
 3^ŸHš%ŵ ~sL^%šŸ, N^ L^AŸ p^... pH p>~HL ~L"

ž , , LŸ 5 : >^M%ž Ž ~ ~ ~H^LE%ž ~ Teachers and careers: the role of school teachers
 in delivering career and employability learning. / L^AŸ ~^L^~> , ~> ~ L~^L^Ţ ^Z Ÿš>~BL 3^ŸHš%ž
 7~sL^%šŸ, N^ L^AŸ p^... pH p>~HL ~L"

ž , , LŸ 5 / , HH 9 ~ ~3pL..pL^H ~ ~ Developing a new generat on of Careers Leaders: an
 evaluat on of the Teach First Careers and Employability Init at ve. / L^AŸ ~^L^~> , ~> ~ L~^L^Ţ ^Z Ÿš>~BL 3^ŸHš%ž
 Ž Ÿš>~BL 3^ŸHš%ž ~sL^%šŸ, N^ L^AŸ p^... pH p>~HL ~L"

) >~ ~ ~ %>^pLN.>yHL fī ~2Lps \$ ~ ž ŸHHL%~ ~ / ~ Contemporary transit ons
 young Britons ref ect on life af er secondary school and college. & ~H, ~ fīHYB> , ~>~H^
 fl} ... , ŸL^%p^... .%o EE E LHŸB>š ~>~HL} ... , ŸL^%o^n E...B ~^L~" Ÿ... >H%o
 ~ , ~^L} ... ^Ÿ5>~%š ~%o ..HN

) B^ , ~L 5) >%p> ž : p^L % ~2LLH1) , ^š%ž ~ ~H^LE%ž ~ ~ >~L%ž ~ Careers
 co-ordinators in schools. & ~H, ~ / ~ 3l 22 p^... HL^>š L>BŸy š HL...s"

* >~ L~3, B> ~2L%ž>Bp^ ~31 : ~ Work experience and related act vit es in schools and colleges:
 research report. / fī fl 22 p^... .%o>%š%šYA šps-n%šCšBL n, CŸy n, CL^~} L~" Ÿ... >H%š%š%š } ~
 Ÿ... >H%š>~>Bp} L~" H>~> NšL : , ^y Lš.L^š-BL >~H^L>LH>B^ššš%š%š %š , , %š>~H^
 B, LnL%šHN

5pL~ >^LL^%o fī~^L^...š%ž , } ..>~Ÿ Ž >%š p>^s>AL1, Ÿ-H> , ~ Understanding the
 role of the careers leader: a guide for secondary schools. London: 5pL~ >^LL^%o fī~^L^...š%ž , } ..>~Ÿ
 p^... .%o EE E B>^LL^%o HL~^L^...š%ž B Ÿy %šL%HLNŸ " NšL%š... , >HLH Ÿ-HL^%š~Hs-n B>^LL^%o HL^
 ^ , L B>^LL^%o ~^L^...š%ž ..HN

Note on methodology

3>} ..L1HL%a~

1 ÝL%q ~->SŁHLÇL, ..} L~"

... } s-Y"L†ÝL%q ~->SŁŁÉ>%bL%aa-LH", Lα., Ł
 "pLHLÇL~">%dB%oN"pL~ >LL^%&L>HL^~, L~ } L~
 ">%o%aL^N } LH "pLS~.., %o, ~Éšps~"pL%o, ,
 %o-s^s¥", "pL~", L%o>H} s-S%o> ÇL%o...., ~ "pLS~
 .., NL%o ~->A>Byn, Ý-H>~H~.L^BL..., ~%oN%BL%o%o
 >-H^Bp> L-nL%oBpL†ÝL%q ~->SŁŁÉ>%bLÇL, ..LH
 B >A, ^> ÇL ¥A¥"pL%bL^s-nñ, Ý..->HÉšp~LLHA>By
 N, } B L>nÝL%o-5pL~ >LL^%o fl~"L^..%o, } ..->¥
 >-H"pL~Z>%A¥~ p>s>AŁł, Ý-H>, ~ "pL~L>..>"} L~"
 N^flHÝB>, ~ "pL~Z>H^L>BpL~ HCs%o¥Z~, Ý..->~H
 , "pL~%dB", ^A, HŁ%oBpL†ÝL%q ~->SŁŁÉ>%oP~
 ..s, "LHÉšp>%o> ~Ý} AL~, N^ >LL^%&L>HL^%o-H
 ž L>H^L>BpL^%o

†ŁHE, ^y

5pL~.s, ~->H%oÇL¥TLHE, ^yÉ>%B>^ŁH, Ý"~A¥
 1 23) >yl"2L%o~Bp >%dB>Š%žH>B> LB, ~
 >nL-B¥~/^s ~~, BL, N"pL%oÇL¥É>%o~"~A¥L} >s~
 HŁLB"¥", "pL~ >LL^%&L>HL^ÉpL~"pLS~B ~">B~
 HL">s%&L~>Ç>s>AL ~->H~s~, "pL~B>%o%o, ~"pL%o, ,
 >H} s-S%o>, ~L} >s>HHL%oÉšp>~L†ÝL%o, N^É>H~
 5pL~L} >s~.., ÇŁHL%o, , %o~H~ >LL^%&L>HL^%oÉšp
 "pL~,, ~Ý~S¥", ~, .., Ý", N"pL~L%o~Bp~, ~, .., ÇŁHL
 "pLS~B ~">B"HL">s%o

5pL~TLHE, ^y", , y...>BL, ÇL~>TÇLÉLLy..L^š H
 AL^ÉLL~ "p) >Bp>~H "p~ ..:s~ Ł, ~"pL~
 T^%oN^~šp"~"pL%oÇL¥É>%oÇ>s>AL, ~¥>%o~
 ÉLA%oÇL¥~>~H"pL~%o...L} L~"LHÉšp~"pL~, ... , ~
 , B} ..L~L^A¥~"L.L.p, ~L~5pL} >w^s¥, N^ >LL^%o
 &L>HL^%o B} ..L~LH"pL%oÇL¥, ~s-L~
 ..L^BL~"B} ..L~LHA¥~"L.L.p, ~L~>~H~ ..L^BL~"
 Ý%bH>B} As>, ~, NA, "p} , HL%o

2L%q ~%o>-HÉLšp ~n

5pL%oÇL¥>BpŁÇLH>~L%q ~%o~>"L, N^..L^BL~"
 >~H~ "Bp, , %o2L%q ~%o%&L~L^ÉLšp~LHA¥~ , ~
 ~L%q ~%o~s~L>Bp, N"pL~ "%%An^, Ý..%Ý%bHs~"pL~
 %o> TLH%ož ..s-n", AL~L..L%o~"> ÇL, N"pL, ÇL^>
 %ož ..s-nN>} L^A¥~Lns ~"¥.L, N"p, , ~>~H%oP, N
 %o, ,

..L^BL~", N"pL, ^šs>~%ož ..s-nN>} L^B ÝH~, ~
 AL~L..L%o~"LHÝ%o~n"pL%oÇL¥~L%o"~%o%o, N"pL~
 %o> L%ož%An^, Ý..%bH~, "p>ÇL~>~¥~L%q ~HL~%o
 "pL%oÉL~L", %o¥%An^, Ý..%Éšp>~ 7~y~, É~%oP
 B>Ln, ^¥, ~>~, "pL~"¥.L%o~¥.L, N"p, , B>Ln, ^¥

, .. s~%oÇL¥%o šp~"AL~Lα.LB~LH", ~LBLÇL~>šp~
 ~L%q ~%o~>L^N, } } L} AL^%oN"pL~>nL~"~..Ý>, ~
 }, ~L~s~"L~L%o~Hs~"pL~, ..B~ÉšpBp} šp~"Ç>š Ý%o~
 AL^L~L..L%o~"~"p, %oÉšp, >~L~L~n>nLH>~H~.., %oÇL
 >A, Ý"~pLS~É, ^y, ~"p>~", ..B, ~AL^L~L..L%o~"
 "p, %o>L^B's B>~>~H~Ln> ÇL>A, Ý"~"pL~, ..B
 5p, %oÉšp>~LÝ"~> HŠ%o~L~L%o~>~", ..B} >¥
 AL~p>HL%o, L~n>nL~s~>%oÇL¥~

: L^B>~>%o%o, %oALÝ~LÇL~L%o~L%q ~%o~>"L
 A¥B} ..>~s-n~L%q ~HL~%o~H~, ~L%q ~HL~%o
 Ý~ÉLšp~LH>~"> Éšp~L%dB", ..L^N^} >~BL^A>%bH
 , ~"pL%o, , %ož>"~A¥~L~Bp} >y%o~^L~Ç>~"pLS~}, %o
 ^LBL~"~", } ..>%oB} ..L, ~>%oNL~H) >^Bp
 >~H~LÇL, NL~n>nL} L~"Éšp~5pL~ >LL^%o fl~"L^..%o
 ~, } ..->~A>%bH, ~B} ..L, ~, N"pL~, } ..>%o%oÇL¥
 >~H~..> B>. >, ~s~"pL~fl~"L^..%o HCs%o~*L^É, ^y>%o
 , N) >^Bp~ 5pL~L%o"~%o~L^B>..Ý~LHs~"pL~>AL, ~
 "pL~L~"~..>nL

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~ L^yL~fL Z^LL~

^ L^yL~fL ^

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