

Guild

Buyer's Guide

How to evaluate a talent mobility platform



Questions to ask:

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Building the workforce of the future means creating better career pathways and access to growth opportunities. Working with the right partner can help employers optimize their solution and find the best path forward.

But how should time-strapped leaders evaluate whether a skilling and talent mobility platform is an effective solution?

Use this checklist of guiding questions to evaluate the fitness of the platforms you're considering to help you grow your internal talent pipeline, drive business outcomes — and help your employees grow their careers.

(Check page 8 for an answer key from Guild.)

01: How will employees be guided to the right jobs?

It's easy to jump straight into a job matching mindset when we hear 'internal mobility.' Unfortunately, this leaves the majority of the workforce without an onramp into high demand roles.

Rather than overlooking enormous pools of talent, platforms should be designed to help any employee prepare to grow their career through visible pathways.

What to ask:

- ☐ **What mobility rates do you see for people using the platform versus those who don't?** Since movement into new jobs and careers is the goal of a career mobility platform, potential providers should be able to share compelling metrics to that effect, broken down by population (e.g. exempt versus nonexempt).
- ☐ **How does the platform help employees identify and understand the most critical pathways your organization needs?** Serving employees "recommendations" for content doesn't provide the meaningful guidance they need. Employees benefit from discussing their interests and goals with an expert (not an algorithm) who knows the areas their organization is invested in growing.

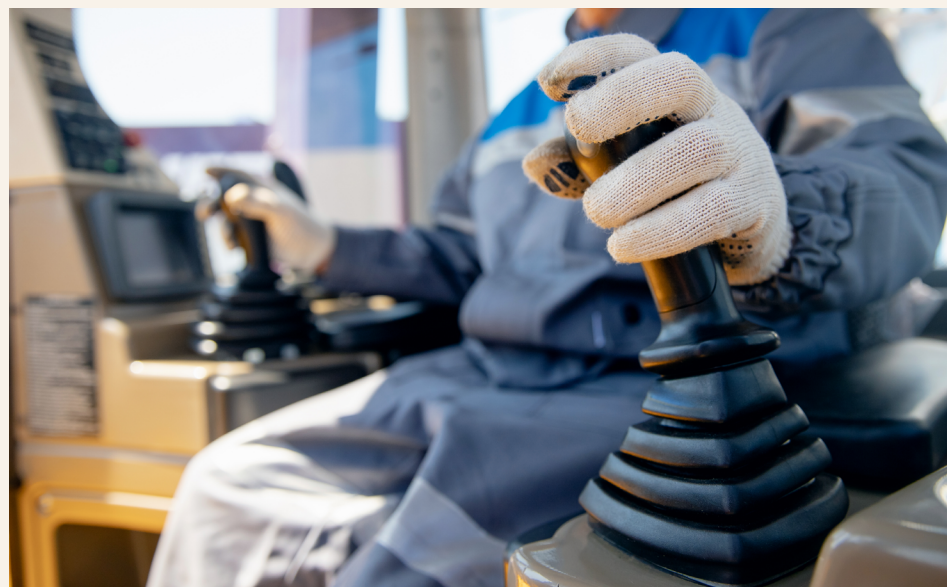
- ❑ **In addition to technological tools and guidance, what human connections are available to help employees explore and pursue internal mobility?** Ongoing 1:1 conversations with an expert outside the organization can help employees think about the role that is right for them by removing any biases a peer or manager might have.
- ❑ **How are employee success stories shared?** Opportunities to achieve career goals are considered the strongest predictor of employee retention.¹ Employees are looking for social proof that a new career is possible — make sure you show them.

02: What learning and skilling programs are offered on the member platform — and how are they vetted?

Offering the right learning experiences and credentials makes or breaks talent mobility efforts. A range of programs should be offered to meet not only the needs of an individual organization, but the individual needs of the people who work there.

What to ask:

- ❑ **How are learning programs selected and curated?** “Skilling” and “education programs” may have similar names, but they’re far from interchangeable. Some providers may refer to a 10-minute video as “skilling.” Rigorous curation is essential to avoid poor-quality outcomes.
- ❑ **What are the outcomes of the programs?** Successful program completion helps drive mobility — and ROI.



- ❑ **How innovative and agile is the platform when it comes to learning programs?** Platforms should be designed to adjust quickly to new business and skilling needs, like AI and machine learning. They should also innovate to make skills acquisition more accessible and efficient.
- ❑ **Do programs have multiple starting points or onramps?** Highly limited start times can limit who can learn and when. Foundational learning such as high school completion or language learning can also prepare learners for more specialized skilling programs while optimizing for cost and time.
- ❑ **How is learning delivered?** Learners have a range of needs, including interactivity: options to be part of a cohort, gain feedback and assessment from experts, and actively participate in their own learning. Flexibility is key, but don’t limit employees to mere content consumption.
- ❑ **How do you approach balancing program volume with program quality?** Offering tens of thousands of programs and content modules is overwhelming — and an indicator of poor curation. Yet too few options may limit learners from accessing the program that best aligns with their needs.

03: How are new skills proactively connected back to jobs and careers?

Skills are only one part of the equation. Career readiness preparation — like interviewing or building a resume — are critical for mobility. Employees nearing the end of their programs should have access to learning and coaching that helps them identify and prepare for internal opportunities aligned with their new skills and career goals.

What to ask:

- ☐ **Is success defined by volume of content consumption — or by completion and mobility?** Don't just offer content to employees. Instead, take a strategic approach with a platform that helps employees see where new skills align with priority opportunities within the organization.
- ☐ **Are built-in career modules accessible to the entire company, or just employees who are already enrolled?** Employees shouldn't have to wait to enroll to build critical career skills. Certain resources should be available immediately within the platform to build career readiness, explore potential roles, and learn about internal opportunities.
- ☐ **Are built-in career modules accessible to the entire workforce, or just white collar workers?** Don't limit access to those who already have the right skill sets to begin with. Expanding career modules to all — including frontline workers — builds more robust internal pipelines and enables equitable mobility.
- ☐ **Is there progress tracking to make it easy for a learner to pick up where they left off?** Most employees are short on time. Platforms should streamline access to the learning they need.

- ☐ **Do employees receive the guidance they need to connect both existing and developed skills to the next job?** Employees need support turning their goals into actionable steps, but that's only possible when employees understand where their existing and developing skills might take them.

04: How does the platform enable talent strategies and operationalize internal pipelines?

Talent development analytics that enable employers to track learner progress are critical to internal recruiting and predicting your future workforce. When the platform isn't directly integrated with learning partners, organizations can't see who is nearing program completion and might soon be ready to seize a new opportunity.

What to ask:

- ☐ **Can progress be seen at the learner level?** Decision-makers should have critical information about jobs, and as learners, employees should have critical information about job-readiness skills, creating momentum into priority areas from both sides.
- ☐ **Are dashboards available to critical decision-makers, including recruiters and business leaders?** Knowing which employees are skilling for key roles — and where they are in their program progress — is essential to building a sustainable internal talent pipeline and tracking mobility outcomes.

05: What pre-built, vetted career pathways are available?

Priority career pathways that cover multiple roles can help employees explore their program choices and find the roles that align with their interests — and your highest priorities.

What to ask:

- ☐ **How many pathways are offered, and how broad are they?** A single “pathway” that leads into a single role isn’t a pathway — it’s a straight line. Pathways should take a broader view, cover a number of critical roles, and move laterally, vertically and at a diagonal.
- ☐ **Are pathways accessible to all employees?** Cultures of opportunity are built by opening up access to all. Pathways that begin at a specific point (e.g. manager-level roles) exclude a high proportion of employees who want to skill into priority roles.
- ☐ **Can employees discover and explore high-priority internal roles?** Features that empower employees to explore careers can help them make informed decisions about their skilling programs. Highly-visible examples of social proof can also inspire action.
- ☐ **Are pathways flexible enough to meet unique organizational needs?** In addition to covering multiple roles, pre-built pathways should be flexible enough to accommodate the growth areas and business needs individual organizations and business units have.
- ☐ **Do pathways map onto priority roles?** Meaningful, vetted pathways are the result of strategic forethought, resourcing, and expertise. Employees want and expect access to well-trodden pathways into destination roles. (It’s important to know how long you may need to wait if these pathways aren’t already available.)



06: What support do frontline employees have to navigate career mobility?

Frontline employees face many barriers to mobility. Career navigation tools can help enable more equitable access to opportunity. To achieve that, employees need to see what's possible and exactly how to get there.

What to ask:

- ☐ **What do utilization rates look like among frontline workforce?** Higher utilization rates indicate the platform was built for equitable access to career opportunity. Lower utilization rates indicate that meeting the skilling needs of the majority of the workforce is not a priority.
- ☐ **What is the payment infrastructure for credential program offerings?** While skills-based hiring is important and increasingly popular, hiring managers still look for credentials when it comes to internal mobility. This makes having the right infrastructure critical for employees in frontline roles — who largely can't afford to front tuition money and wait for reimbursement. A more equitable approach means fully and directly funding tuition (and ideally, books and fees as well).
- ☐ **What support do employees in frontline roles have to navigate pathways and skilling options?** Many people in frontline roles haven't had the opportunity to explore potential career options or develop career growth strategies. If the platform is just a library of content, it's missing the infrastructure to enable career exploration and the personalized support to turn goals into steps.
- ☐ **How does the solution grow awareness of and enable access to the platform for frontline employees?** A passive approach — just waiting for learners to come — is inequitable. Proactive outreach is important, particularly for employees who might not have a vision of what their career could look like.



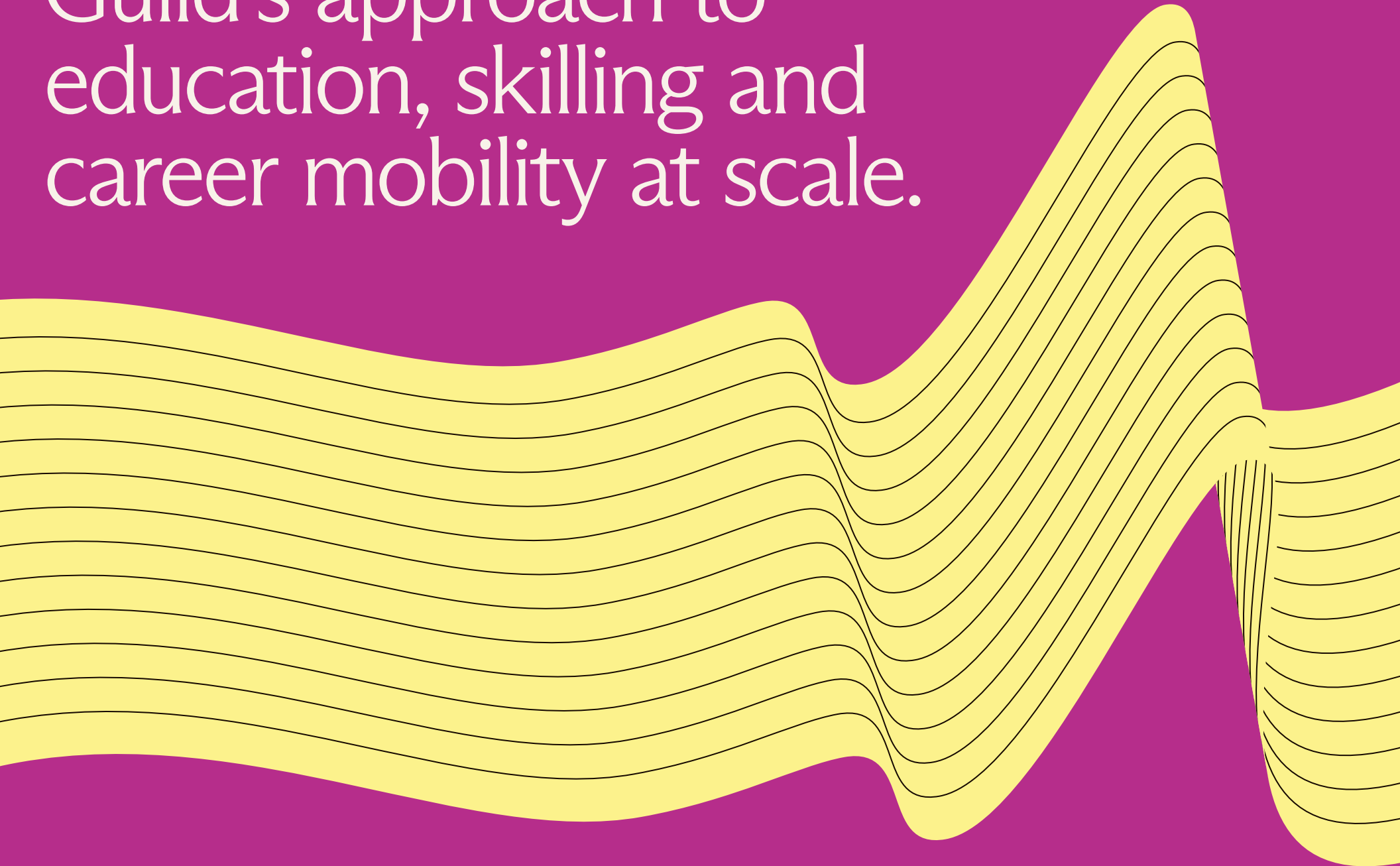
07: Can employees access career coaching?

Coaching isn't a 15-minute call for administrative help. Employees at or near program completion are preparing for the next step in their careers, and need support at this critical moment. 1:1 career coaching should be accessible to help them build and hone their career readiness skills, from cover letters to interview prep.

What to ask:

- ☐ **Is coaching offered in-house?** Outsourcing career coaching conversations to third parties can lead to an inconsistent experience, plus a rotating cast of coaches in a moment when employees need real expertise, consistency, and support throughout their learning and career journey.
- ☐ **Is specialized coaching focused on career growth available?** Growth and academic coaching are important for helping learners stay engaged, empowered, and persistent in their programs. Career coaching is the next step in that journey: 1:1 time with experts focused on helping employees prepare to put their new skills to work and confidently make their next career move.
- ☐ **How does coaching connect with career readiness?** Coaches should be familiar with the content offered to help clarify concepts and offer a hands-on approach to career readiness where it's needed.

Answer key:
Guild's approach to
education, skilling and
career mobility at scale.



01: How will employees be guided to the right jobs?

Matching skills to jobs is important. Creating a pipeline to do that is impossible without a smart skills development solution. A combination of awareness campaigns, coaching, career exploration tools, and platform experiences customized to where employees are in their learning journeys are part of our multi-pronged approach to help employees see and understand the breadth of career opportunities before them.

- ☑ **What mobility rates do you see for people using the platform versus those who don't?** On average, **Guild learners are 2.2x more likely to achieve internal mobility** within their companies compared to their colleagues who do not participate in the Guild benefit.²

We also track economic mobility: On average, the **wage increases earned by Guild learners are 2.4x larger** than those earned by colleagues who do not participate in the Guild benefit.³

- ☑ **How does the platform help employees identify and understand the most critical pathways that your organization needs?** As members, employees are able to explore pathways and roles directly within the platform, including self-guided quizzes to help them get started, day-in-the-life videos to get a sense of what different jobs entail, and access to 1:1 coaching to discuss their needs and help them turn their goals into actionable steps.



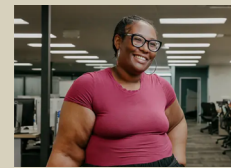
Daniella M.

From Crew Member → Field Recruiter, Chipotle

Daniella was looking for a part-time job and instead found a career. She started working at Chipotle as a crew member when she was 17 years old. At the time, she wanted to make some extra money and perhaps, she said, score some free food. She wanted to pursue a college degree but it was important for her to find an independent path to college. She didn't want her parents — both immigrants — to pay for her degree.

At Chipotle, she learned she could pursue a tuition-free college degree, a bachelor's in business management. Meanwhile, her career blossomed: She moved from crew member to kitchen manager to service manager, before eventually earning a promotion to a salaried role in field recruiting. Working in New York City, she shares her own story with potential recruits.

"Every time I interview somebody, I have to bring up our [career mobility] benefits," she said. "It's life-changing stuff that we can offer them."



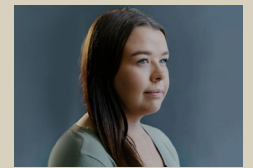
Jarryn R.

Hourly Warehouse Associate →
Salaried Project Analyst, Walmart



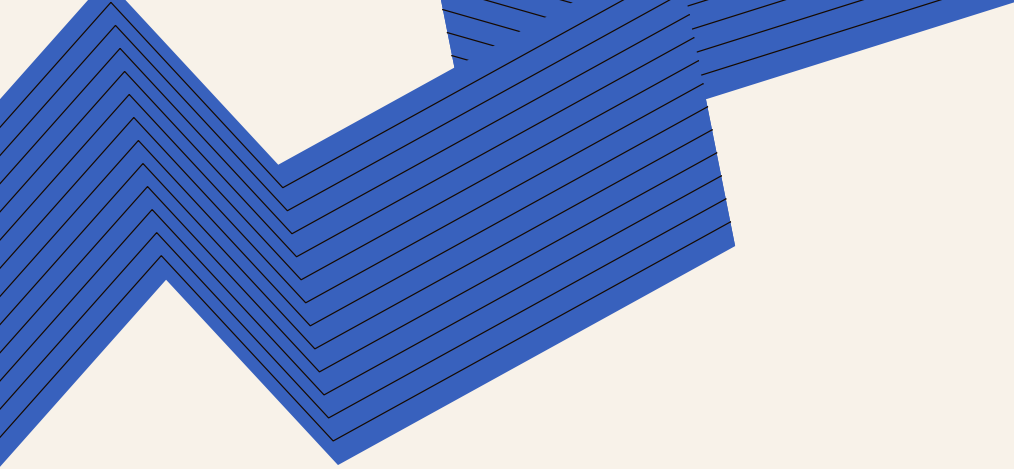
Sherry R.

From Machine Operator →
Human Resources, Tyson



Peyton D.

Certified Nursing Assistant →
Phlebotomy Tech, UCHealth



- ☑ **In addition to technological tools and guidance, what human connections are available to help employees explore and pursue internal mobility?** Guild members have access to pre-enrollment support and 1:1 Growth Coaches post-enrollment to help employees persist throughout their learning programs, explore roles and pathways relevant to their skills and goals, and address challenges that may arise along the way. Career Coaching is offered to learners nearing completion of their program. Career Coaches help learners identify the internal opportunities that they would be a good fit for within their organizations and prepare for the internal application and interview process.
- ☑ **How are employee success stories told and shared?** Employee success stories are accessible to Guild members directly in our Career Mobility Platform. Employees can explore member success stories before they even become Guild members directly on our website as well. As members, they see different homepages tailored to where they are in their learning journey (e.g. still exploring options, enrolled in a program).

Guild works directly with employers to source success stories, share them with organizational leaders, and support our employer partners in sharing and celebrating these achievements and critical social proof with employees through robust marketing.

02: What learning and skilling programs are offered on the member platform — and how are they vetted?

Over 2,000 programs are offered in Guild's Learning Marketplace across 96 fields of study, including preparatory programs like high school completion, college prep, and English language learning (ELL). Every program in our catalog comes from highly vetted or accredited providers, which we monitor for quality, learner success, innovation, and even mobility rates.

We curate catalogs based on organizational needs and key areas of business growth. And Guild's learning marketplace team proactively works with learning partners to improve outcomes regularly, and build innovative learning solutions as the business needs and the broader skills landscape evolve.

- ☑ **How are learning programs selected and curated?** We select and continuously monitor our learning partners for strong outcomes across key completion and career mobility benchmarks. Guild embeds a rigorous vetting process when selecting programs for our Learning Marketplace focused on flexibility to meet the needs of working professionals in online / hybrid learning formats, program design, and wraparound learner services. Of the 2,000+ programs we offer, companies that work with us offer their employees access to an average of 310 Learning Marketplace programs.⁴
- ☑ **What are the outcomes of the programs?** Guild learners see strong persistence and completion rates. Learning Marketplace learners had an 87% course passage rate over the last 12 months.⁵

Learning Marketplace undergraduate learners have a first-year academic persistence rate that is 14 percentage points higher than the national benchmark for part-time students.⁶ Additionally, Guild Learning Marketplace learners have completed over 17,000 certificate and bootcamp programs.⁷

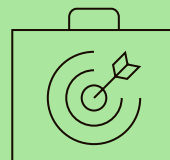
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- ☑ **How innovative and agile is the education offering?** Guild's Learning Marketplace is defining what innovation for educating working adult learners should look like. We work directly with learning partner institutions to develop programs that are tailored to meet the unique needs of a changing knowledge economy — without leaving anyone behind.

Guild identifies gaps and works with learning partners to ensure new programs are designed for specific learner personas, delivering the skills that our employer partners seek. For example, our growing solution for AI programming includes ~40 new programs, 15 of which do not require a bachelor degree — and of these, 5 can be taken with no prior education.

We understand that business needs can evolve quickly. Our 16 pre-built pathways align with dozens of high-demand roles and can be turned on or off in accordance with need. 3 out of 4 Guild learners are enrolled in a pathway-aligned program.⁸

- ☑ **Do programs have multiple starting points or on-ramps?** All employees start from different places. That's why we offer a variety of options including programs that offer multiple starting points and different pacing options.

Some employees need support building foundational skills to support future learning. Guild worked with our learning partners to create a College Start program, which empowers learners to gain foundational knowledge critical to college success, along with transferable credits in foundational and general education courses — saving both time and money when they are ready to move into a full degree program.



17,000+

Guild Learning Marketplace learners have already completed over 17,000 certificate and bootcamp programs.



Stackable credentials are efficient on-ramps for priority skills.

Guild offers stackable learning pathways where we have built credit articulation agreements between specific programs to ensure credits transfer in totality. This means employees get valuable skills in the short term with credentials that build on each other in the long term — driving economic mobility for learners and savings for companies. We currently offer 109 stackable pathways, and we are actively working to build more.

- ☑ **How is learning delivered?** Guild's Learning Marketplace programs cover a range of learning needs, including delivery format. Credential programs often include asynchronous learning to make it easy for members to learn when it works best for them — without sacrificing options for interactive participation or feedback.

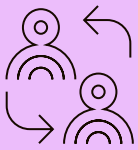
Self-paced career readiness skills modules are available directly within the platform — with support accessible directly within the modules.



- ☑ **How do you approach balancing program volume with program quality?** Your employees have diverse learning needs. We believe they should have a diversity of strong program options to meet those needs.

Although over 2,000 programs are offered in Guild's Learning Marketplace, we never favor volume over quality. And our rigorous selection process for inclusion in our Learning Marketplace is not one-and-done.

Guild's Learning Marketplace is actively managed, meaning our deep data integrations with learning partners enable us to carefully track learner progress and success — and ensure each partner is meeting our expectations. Our close collaboration with learning partners, including program design, process enhancement, and more, means we can help our partners improve and evolve programs to meet the changing needs of the learners they serve.



The mobility employees expect

Guild learners are 2.2x more likely to achieve internal mobility.



The retention companies need

Guild learners were 2.1x less likely to leave their employer in the last 12 months.

Average mobility and retention rates for Guild Learning Marketplace learners compared to non-learners over the last 12 months as of 07/01/2023 based on employer data provided for at least 13 months post launch.

03: How are new skills proactively connected back to jobs and careers?

What to look for:

- ☑ **Is success defined by volume of content consumption — or by completion and mobility?** Completion and mobility. Guild's mission is to create opportunity for America's workforce, and as a Certified B-Corp, our double-bottom line ties our business outcomes to learner outcomes. We track success across a variety of critical metrics — from learner persistence and completion to the ROI we drive for the companies that partner with us.
- ☑ **Is there progress tracking to make it easy for a learner to pick up where they left off?** Yes, employees can see their progress and easily pick up where they left off within each of the self-paced learning modules in the platform. If they get stuck, they can access support directly within the module.

- ☑ **Are built-in modules accessible to the entire enterprise, or just enrolled learners?** We don't believe in making employees wait to access valuable resources that can impact career mobility. As soon as they create an account, employees become members and can access guidance, career and education exploration tools, social proof, benefit support, and Career Accelerator modules that prepare individuals for internal advancement — all before they enroll, and all directly within Guild's Opportunity Platform.
- ☑ **Are built-in modules accessible to the entire workforce, or just white collar workers?** Guild's entire platform is built to help entire workforces access career mobility. The career readiness learning offered through our Career Accelerator tool is self-paced and offered at three different levels of expertise to ensure employees can gain critical career mobility knowledge — whether they're just embarking on a career, or just looking to improve their resume writing skills.
- ☑ **Do employees receive the guidance they need to connect both existing and developed skills to the next job?** Yes. Through Career Accelerator and Guild's career coaching, Guild members get access to guidance on how to translate existing and developed skills into learning, turn projects into resume bullets, and build strong interview talking points.



04: How does the platform enable talent strategies and operationalize internal pipelines?

Guild's solution is intentionally designed to maximize return across multiple talent dimensions (e.g. talent attraction, talent retention, skilling), flexibly designed to support your areas of priority, and has built-in feedback loops and ROI measurement. We work with organizations to actively monitor and ensure we are driving toward your stated goals.

To operationalize a new talent pipeline, Guild leverages our deep data integrations with learning partners to create reporting dashboards focused on talent development and mobility outcomes to track learner progression and program participation and make improvements over time.

As employees get closer to completion, the data enables employer talent acquisition teams to reach out directly to potential candidates for open positions, which can support addressing hiring needs aligned to priority pathways.

- ☑ **Can progress be seen at the learner level?** Yes — Guild's deep integrations with our learning partners mean an employee-level view of progress and persistence, and enable HR strategic workforce planning teams to ensure the goals of the organization can be executed against the talent pipeline.
- ☑ **Are dashboards made available to critical decision-makers, including recruiters and business leaders?** Yes, Guild's platform is built to help you understand your internal pipeline at the macro level (how many people are skilling, which jobs they are skilling toward) and at the individual level to enable internal recruiting teams to leverage progress data to reach out to employees ready for new career opportunities, and activate on the pipeline into today's jobs. HR leaders use progress tracking to understand the size and shape of their talent pipelines.

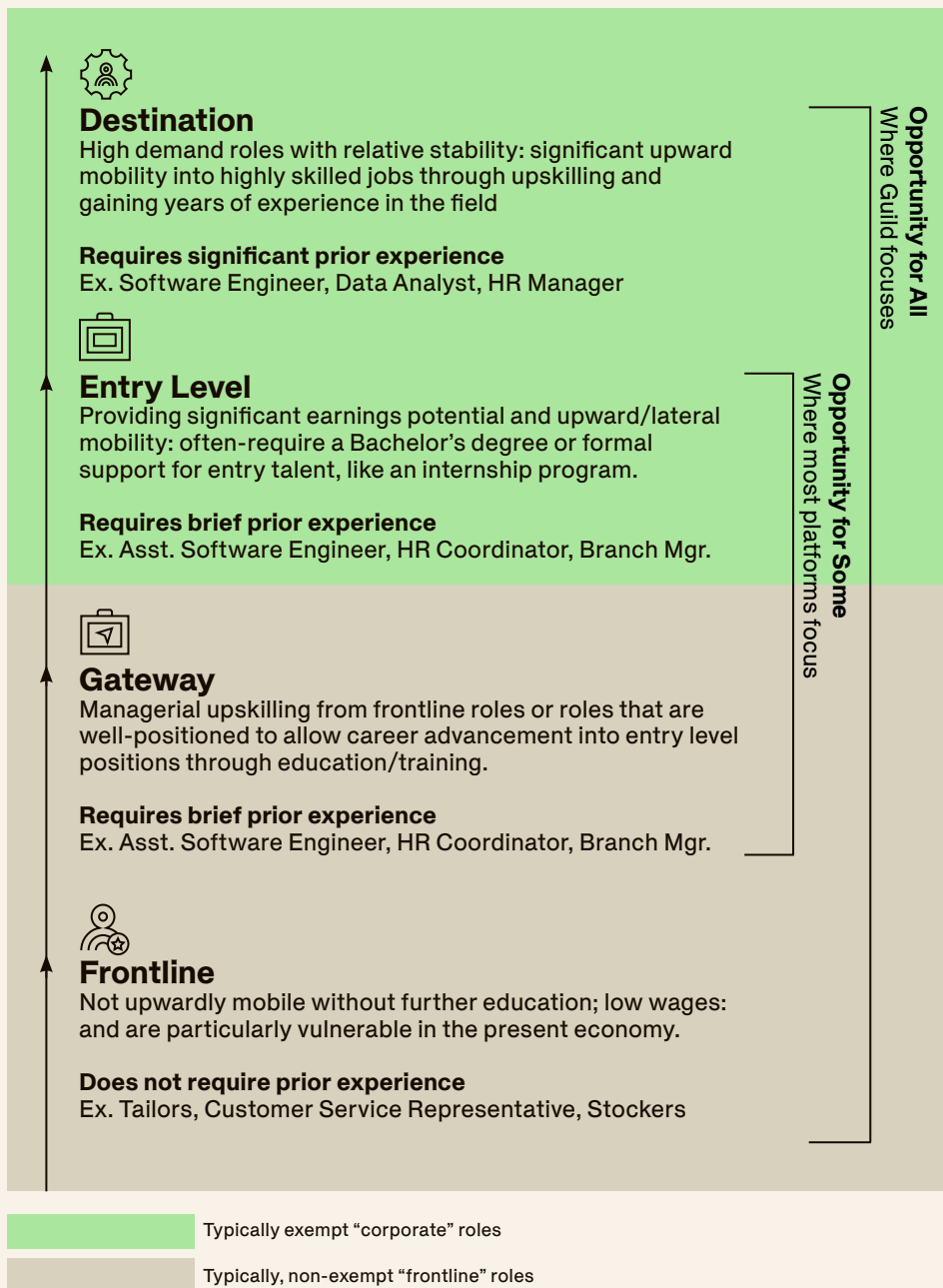
76% Guild Learning Marketplace learners enrolled in a pathway-aligned program.

05: What pre-built, well-trodden pathways career pathways are available?

Guild leads the way on career pathways built to help companies create career mobility and an agile workforce. Over 60 critical roles are accessible through 16 pre-built, priority pathways — and our dynamic career discovery resources empower employees to explore internal roles available to them, understand what the day-to-day experience can look like, and make confident, informed decisions about their education and careers. And employees don't have to rely on a chatbot to access and understand them.

What to look for:

- ☑ **How many pathways are offered, and how broad are they?** Guild currently offers 16 priority pathways that cover 60+ critical roles in organizations today. Our high overlap with priority roles and focus on helping employees see mobility opportunities is reflected in how our learners are enrolling: 76% of Guild Learning Marketplace learners, excluding foundational learners, are enrolled in a pathway-aligned program.⁹
- ☑ **Are pathways accessible to all employees?** Yes, we believe everyone should have access to opportunity — our pathways incorporate a breadth of role levels, from frontline all the way through to destination roles. And we specialize in helping companies overcome common gateway-role bottlenecks.



- ☒ **Can employees discover and explore high-priority internal roles?**
 Yes — your priority career pathways will be incorporated into email marketing campaigns and Career Discovery pages that highlight in-demand roles within your organization, as well as feature step-by-step progression examples, relevant skills, “day in the life” stories, and a direct link to the programs within your catalog that can help them advance their career journeys.
- ☒ **Are pathways flexible enough to meet unique organizational needs?**
 Guild will partner with you to tailor pathways to meet your specific needs. Our 16 priority pathways can be turned on or off based on needs and shifts in areas of focus and growth.
- ☒ **Do pathways map onto priority roles?** Yes, Guild’s priority pathways are designed to cover a variety of priority roles. In 2022, 75% of the jobs that Guild’s employer partners posted last year reflected roles in Guild’s 16 prioritized pathways.¹⁰



O6: What support do frontline employees have to navigate career mobility?

An estimated 80+% of the 5M+ employees eligible for access to Guild's platform are frontline workers.¹¹

Guild's platform and approach to skilling solutions are designed to make sure opportunity is accessible to everyone. Our proactive approach gets into the flow of an employee's day to find those interested in career opportunities and help them see and bridge critical connections between their current skills and career goals.

Rather than waiting for employees to come to our platform, Guild heavily relies on human connection with learners through our member services to amplify outcomes and retention programs.

☑ **What do utilization rates look like among frontline workforce?** 100% of Guild's employer partners offer programs to their frontline employees,¹² and over 80% of the 5M+ employees eligible for Guild membership are in frontline roles.¹³

☑ **What is the payment infrastructure for credential program offerings?** Guild's Tuition Assistance (TA) solution was built for employees in frontline roles. Frontline employees are significantly more likely to favor Tuition Assistance (TA) programs over reimbursement programs (TR). In fact, 3 out of 4 employees who do not hold an undergraduate degree select TA over TR when their employers offer both — and this skyrockets to 9 out of 10 for employees with no college experience.¹⁴

Guild's Tuition Assistance program is robust and designed to lighten administrative burden while removing education access barriers to those who need it most.

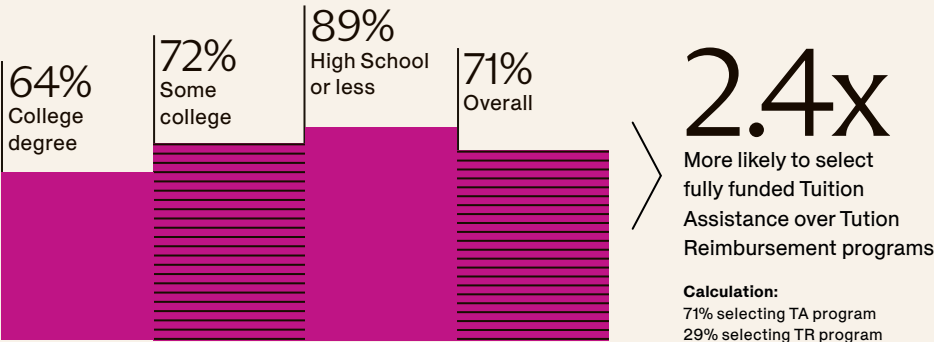
- ☑ **What support do employees in frontline roles have to navigate pathways and skilling options?** Guild’s career mobility resources are designed to support employees throughout their learning and career journeys.

Our career mobility resources include career marketing to help employees become aware of opportunities within the company, career discovery pages to enable them to explore and learn more about the different directions they might grow their careers, dedicated support pre-enrollment, growth coaching to help enrolled learners persist, and 1:1 career coaching as learners approach program completion to identify internal opportunities that they would be a good fit for within their organizations and prepare for the internal application and interview processes.

- ☑ **How does the solution work to help frontline employees grow awareness and access the platform?** We are highly proactive in supporting employee awareness. Guild’s career marketing is designed to meet employees within the flow of their work and lives, from break room messaging to emails, texts, and social media to grow awareness and excitement about growth potential through social proof and education. Both priority pathways and career development themes are highlighted in Guild’s career marketing.

Percentage of employees enrolling in Tuition Assistance programs

By employee’s prior education level



07: Can employees access career coaching?

Coaching isn’t a 15-minute call for administrative help.

Employees at or near program completion are preparing for the next step in their career journeys, and a level of support commensurate with this critical moment. 1:1 career coaching should be accessible to help them build and hone their career readiness skills, from cover letters to interview prep.

What to look for:

- ☑ **Is specialized coaching focused on career growth available?** Growth and academic coaching are important for helping learners stay engaged, empowered, and persistent in their programs. Career coaching is the next step in that journey: 1:1 time with experts focused on helping employees prepare to put their new skills to work and confidently make their next career move.
- ☑ **Is coaching offered in-house?** It’s all done in-house.
- ☑ **How does coaching connect with career readiness?** Guild’s career coaching team co-developed the career readiness learning modules in our Career Accelerator tool. Support is available within these modules, and learners are assigned a career coach when they are nearing the end of their programs.

The future of work can work for everyone.

The Guild Career Opportunity Platform™ helps employees build the careers they want by gaining the skills their organization needs. We work with some of America's largest employers to:



- Co-create a career mobility strategy



- Launch and market programs to employees and the public



- Curate a custom catalog of credential programs and short-form skilling, from foundational learning through postgraduate-level degrees



- Align learning to career pathways and priority roles in the organization



- Provide 1:1 coaching to learners throughout their journey



- Turn learning into career mobility



- Measure program ROI

Helpful Resources

Getting Started Guide: [How to Build Career Mobility for Your Entire Workforce](#)

Infographic: [How Education and Mobility Investments Drive ROI](#)

Schedule a demo with an expert and see how Guild's Opportunity Platform™ can impact your organization's talent development goals.

→ [Let's unlock opportunity together](#)

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