

GAN

GLOBAL

Shaping Workforces
of the Future

ANNUAL
REPORT
2022



GAN AT A GLANCE

The Global Apprenticeship Network (GAN) is a business-driven, multi-sector alliance that promotes work-based learning (WBL), including apprenticeship, to overcome skills mismatch and achieve a future of work that provides decent and sustainable employment opportunities for all. GAN drives action by advocating for work-based learning (WBL), sharing member company best practices, and implementing projects on a global and local level through a multi-stakeholder approach involving the private sector and policymakers.

Our Board Members include CEOs and executive leadership from many of the world's leading companies, along with top decision-makers from prominent international organisations. Together with GAN's global leadership and activities implemented in several countries around the world, we commit to ensuring that WBL empowers people and businesses to meet the rapidly evolving demands of today's labour market.

For more information, please visit: www.gan-global.org



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CHAIR'S LETTER



We cannot afford a lost generation. As major employers, we are responsible for skilling our workforces through work-based learning opportunities.

This year's Annual Report tells the story of how our network, made up of large multinational companies, international organizations, business and employer organizations, and intermediaries, has managed to carve a niche in the world of work-based learning (WBL), despite a year of significant global challenges that have affected industries, communities, and people.

Setbacks, including the pandemic, rising inflation, and climate change, have particularly impacted young people just entering the workforce. These challenges, however, can also be leveraged into real WBL opportunities when stakeholders come together committed to breaking down silos. GAN Global is a unique platform driven by business leaders, providing innovative training opportunities, and representing major companies across various industries. Our founding partners include international organizations at the forefront of policymaking on WBL and apprenticeships, in-depth research on labour markets, skilling trends, and discussions around the future of work.

Our 2022 strategy

We recognize that 2022 was a year of significant disruption in traditional ways of working and learning. It highlighted the critical role GAN plays in enabling quality WBL opportunities and connecting industry leaders around the world.

At the beginning of the year, we embarked on a journey to validate our strategy to best serve the needs of our stakeholders. This strategy reflects what our network can offer, convening public and private sector leaders from various industries and countries

“As employers, we are always seeking better training methods, better ways for incorporating diversity, equity, inclusion, and accessibility in the workplace and better ways of leveraging work-based learning for more equitable societies.”

that aim to advance WBL. Thanks to the guidance of board member Accenture, we identified four major areas of work:

- Systemic change
- Thought leadership on work-based learning
- Local work-based learning project implementation
- Access to local GAN Networks and country partners

Contributing to systemic change takes time. However, by advancing thought leadership on WBL and implementing projects at a country level through our GAN Networks and partnerships, we have made significant strides in:

- Facilitating private sector engagement in defining quality apprenticeships at an international level.
- Convening events, virtual webinars, and sharing best practices in a peer-to-peer format on the latest innovations surrounding WBL.
- Embarking on a research study to understand the apprenticeship landscape in the United States (US), a key market for GAN members, with the support of the JPMorgan Foundation.
- Forging country partnerships in the US and India.

These achievements are positive contributions advancing developments in WBL, the world of work, the future of work, and individuals and society.

Our Board has some of the most well-reputed employers, particularly for young people. As employers, we are always seeking better training methods, better ways for incorporating diversity, equity, inclusion, and accessibility in the workplace and better ways of leveraging WBL for more equitable societies. Together with our partners, we are forging more innovative WBL experiences for young people.

This platform allows us to share these best practices, grow together, innovate, and push for more work-based learning.

I am grateful to all our stakeholders for their support and shared belief in the transformative role GAN can play for WBL opportunities, in every industry, in all corners of the globe, and for every individual. I look forward to continuing this important work with you in the years to come. Please do not hesitate to get in touch; we'd be delighted to hear from you.



Laurent Freixe, GAN Global Chair, and CEO, Zone Latin America, Nestlé S.A.

OUR STORY

GAN GLOBAL

GAN Global was established in response to the high youth unemployment levels that resulted from the 2009 economic crash.

As economies around the world gradually recovered, youth unemployment remained persistently high. During the 2012 G20 and B20 meetings,¹ governments and business leaders alike called for measures to address the problem.

As part of their response, the International Labour Organisation (ILO), International Organisation of Employers (IOE), the Organisation of Economic Co-operation and Development (OECD) and Business at OECD, established GAN Global. GAN was originally tasked with creating a business-led network promoting

apprenticeship to get young people into the workforce and equip them with the skills needed to succeed.

GAN's organizational mandate has since expanded to encompass all forms of work-based learning (WBL) to reflect the changing world of work, which requires not just young people to acquire and develop skills, but also flexible and lifelong approaches to training for all.

In 2020 - when the world was hit by the COVID-19 pandemic - the importance of skilling and training was once more reinforced. Today, GAN convenes key business, policy, and government stakeholders to work towards a future in which all individuals and businesses have the skills and competencies they need to thrive and contribute to society.



Vision

Our vision is a future in which all individuals and businesses have the skills and competencies they need to thrive and contribute to society.



Mission

Our mission is to drive action on WBL to achieve an inclusive and skilled workforce. We do this by **advocating for WBL**, including apprenticeships, and **sharing industry best practices** from our member companies. We **implement projects on a global and local level** through a **multi-stakeholder approach** involving both the private sector and policymakers.



Strategy

Our primary role is to encourage businesses to implement WBL programmes and support creating an enabling policy environment. We do this by advocating for WBL, sharing company best practices, and implementing global and country-level projects through a multi-stakeholder approach.

¹ The G20 is a forum of the twenty largest economies in the world that meets regularly to discuss the most pressing issues facing the global economy. The Business 20 (B20) is the official G20 dialogue forum with the global business community.

2022

YEAR IN REVIEW

The year 2022 has been one for rebounding, adapting, and adjusting to the new normal after the COVID-19 pandemic. Cultivating new skills and agility, particularly to adapt to digital transformations, are the core ingredients of successful WBL training interventions. In addition to technological advancements, the world of work is also grappling with an ageing workforce, globalisation, climate change, increased demand for specific types of skilled work and a societal need for diverse, equitable, inclusive, and accessible workplaces.

Apprenticeships and WBL can be powerful tools enabling workers of all ages to acquire various skills needed throughout their careers in a constantly evolving world. In the upcoming section, we delve into the latest innovations and adaptations on WBL on a global level, working with members and partners and highlight our work on a national level through our country projects and network activities.

EVENTS AND RESOURCES



Throughout 2022, many of the activities that GAN Global launched, hosted or participated in centred around how WBL is adapting to the future of work. These themes included mobility, scaling, incorporating diversity, equity, inclusion, and accessibility initiatives in the workplace, and promoting girls and women in STEM. These activities were solutions orientated as part of the peer-to-peer learning approach central to GAN's strategy.

Reimagining and Reconstructing a More Human-Centred Future of Work

For the 2022 edition of the Future of Work Summit, GAN Global joined diverse voices in International Geneva and beyond. The Future of Work Summit is the flagship event of the [Thinking Ahead on Societal Change \(TASC\) Platform](#)², supported by the Swiss Confederation and hosted by the Geneva Graduate Institute (IHEID). GAN Global Executive Director, Nazrene Mannie, participated in a panel to share insights on how WBL opportunities can lessen labour market inequalities within and between countries, particularly for young people. Watch the recording [here](#)³.

2. www.tascplatform.org

3. www.linkedin.com/video/live/urn:li:ugcPost:6925029917336227840

Preparing for The Future of Work: The Top Five Trends to Watch out for in Work-Based Learning

“There have been major disruptions in recent years that promise to change the very nature of work. From the ongoing shifts caused by the COVID-19 pandemic, the impacts caused by automation and other possible disruptions to the status quo, many wonder what the future holds in terms of employment.”

To prepare for the Future of Work, Authority Magazine interviewed our Executive Director for her viewpoints on leveraging WBL to navigate future uncertainties. Read the full interview [here](#)⁴.

Promoting Girls and Women in STEM: Building the Talent Pipeline through Work-Based Learning:

On the 11th Anniversary of [International Girls in ICT Day](#)⁵, a day to empower and encourage more girls entering this sector, GAN Global leveraged its network of members and partners from various fields, backgrounds, and countries to develop solutions

4. www.medium.com/authority-magazine/preparing-for-the-future-of-work-nazrene-mannie-on-the-top-five-trends-to-watch-in-the-future-of-7f20ae54cf2e



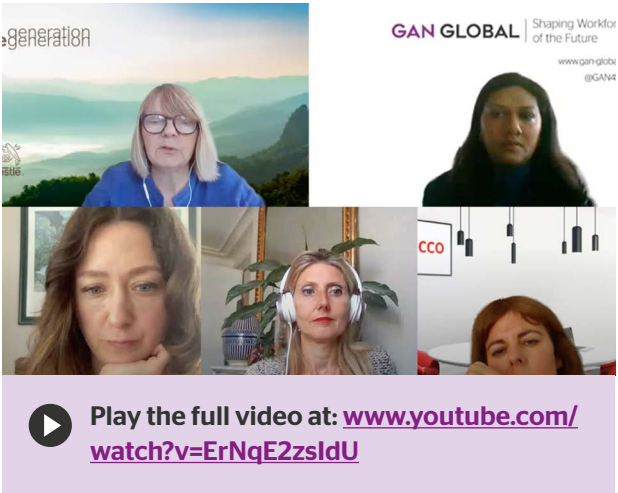
Play the full video at: www.youtube.com/watch?v=4HJ3J3Jcce0

and ideas to lower barriers for girls and women in STEM roles.

5. www.itu.int/women-and-girls/girls-in-ict

Greener Skills for a Sustainable Workforce:

The latest publication by GAN Global Board Member, the Adecco Group, was introduced at the virtual event [Training for Green Jobs](#)⁶. The publication highlights different training solutions developed in four countries to promote green skills and drive sustainable ways of working. We learned about policy recommendations for employers, governments, and workers on adapting to the green transition, and examined private sector examples by bringing in expertise from GAN members, partners, and networks.

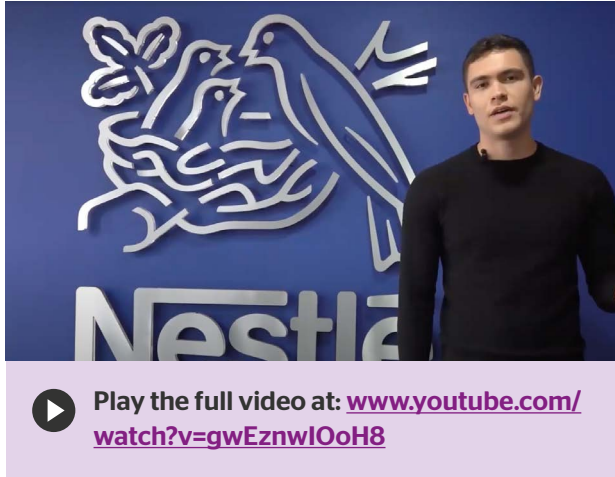


Play the full video at: www.youtube.com/watch?v=ErNqE2zslDU

“There have been major disruptions in recent years that promise to change the very nature of work.”



6. www.adeccogroup.com/future-of-work/latest-insights/training-for-green-jobs-learnings-from-five-case-studies



Creating Opportunities for YOUTH in Latin America:

The Latin American Chamber of Commerce Switzerland (LATCAM) was delighted to host a webinar in collaboration with Nestlé, where GAN Global, Adecco, the World Bank, and the Swiss Embassy in Mexico discussed how Swiss companies can help export their educational model. Education and preparation for employment are the most significant and sustainable contributions we can make to young people to help them have a bright and prosperous future.

Women Returning to Work in a Post-Pandemic World:

The COVID-19 pandemic gave rise to the Great Resignation, where millions of employees left their jobs and demanded more flexibility, choice, and purpose from their working life. But what if the Great Resignation isn't as universal as it seems? This is the case for many women struggling to re-enter the workforce. We were delighted to provide insights into a report led by The Adecco Group's Innovation Foundation, in partnership with TASC Platform, which explores the myths of flexibility, choice, and purpose for women returning to work in a post-pandemic world. Download and read the full report at the link [here](#)?



Photo: Unsplash.com / Christian Bowen

7. www.adecco-jobs.com/-/media/project/adeccogroup/lf-pdf-files/busting-the-myths-of-flexibility-and-choice-report.pdf

Play the full video at: www.youtube.com/watch?v=TM6fwciOJCM

Strategies to Empower Women and Girls in the World of Work through Vocational Education Training (VET):

The African Union and the African Union Development Agency (AUDA - NEPAD), through Skills Initiative for Africa (SIFA) and GAN Global, hosted a webinar on driving gender-transformative approaches for Africa.

The Great Resignation and Work-Based Learning:

As part of our interview series on 'The Great Resignation and Work-Based Learning to Initiate the Great Retention', we are exploring training programmes which employers have adapted to a post-pandemic context. At GAN Global, our membership base consists of companies considered top employers because of training cultures ingrained throughout the entire learning cycle of employees. In [this interview](#)⁸, we had the pleasure of meeting with our Board Member, Christophe Catoir, President, Adecco to learn about how his company leverages WBL for sustainable growth.



“At GAN Global, our membership base consists of companies considered top employers because of training cultures ingrained throughout the entire learning cycle of employees.”



Play the full video at: www.youtube.com/watch?v=Enb6A0t6JQI

Fostering Industry-Led Collaboration Across the Globe:

At the Apprenticeship Missouri Summit 2022, during US National Apprenticeship Week, GAN Global led a panel discussion on the role of private sector and industry apprenticeship programmes and partnerships to train employees and ensure non-traditional cohorts can access apprenticeships and WBL.

8. www.gan-global.org/announcement/gan-global-interview-series-on-the-great-resignation-and-work-based-learning

Future of Apprenticeships Conference and Study Tours in Australia and New Zealand:

The Future of Apprenticeships conference was held in Melbourne and Auckland in February 2023. Attended by over 170 delegates, with 32 speakers from six countries, the conference shared perspectives from Switzerland, New Zealand, and Australia on excellence in apprenticeships. Connecting like-minded international collaborators, government stakeholders, industry participants, group training organizations and educational institutions to build stronger relationships and areas for future collaboration. The conference aimed to:

- Critically examine and reimagine the current apprenticeship system in Australia, drawing on successful experiences in Switzerland and New Zealand.
- Ensure that people taking up apprenticeships in Australia succeed in their chosen field.
- Explore best practice, policies, and programmes that can future proof our current skills supply and manage the varying demands on labour markets.
- Stimulate industry interest to engage with new and innovative apprenticeships that will meet our future economic needs and explore opportunities to develop tomorrow's industry leaders.

Looking to the future, the conference organizing committee identified the following activities as potential further work they would like to follow up on.



1. Investigate and establish apprentice exchange and mobility programmes between Switzerland, New Zealand, and Australia for apprentices and VET practitioners.
2. Establish future opportunities to bring together other VET and apprenticeship stakeholders through conferences and other events to expand the knowledge and capability of the sector.
3. Research themes that GAN could explore further and partner with industry stakeholders include:
 - What is a quality employer or apprenticeship?
 - What support is needed to enable greater inclusion & diversity?
 - Perceptions on apprenticeships, career decision making
 - School-to-work transitions

- Data on apprenticeship and university completions, long-term career paths and progression
- What employers do to support apprentices, and how engaged are employers with VET systems
- Employer supervisor skills and training needs

Over 2023, the organizing committee will prioritize the above activities and develop an action plan to identify other potential stakeholders and commence work. It is envisaged that a 'Future of Apprenticeships' committee will annually report on the progress of this work to GAN Global.

GAN Australia will re-establish their local steering committee (now that COVID-19 has subsided) with quarterly meetings. Presentations, photos, and videos from the conference can be found [here](https://www.gan-australia.org/future-of-apprenticeships)⁹.

9. www.gan-australia.org/future-of-apprenticeships

The Return on Investment (ROI) on Apprenticeships & Work-Based Learning in India

In partnership with TeamLease Degree Apprenticeship, GAN Global hosted a webinar in February 2023 to kick off a series of virtual events exploring themes around the potential of WBL and apprenticeships for Indian youth to enter the job market and improve their employability in a variety of sectors. The webinar reviewed India’s apprenticeship and work-based learning policy

landscape and explored how barriers can be lowered through effective partnerships to strengthen the attractiveness of WBL and apprenticeships for both companies and individual learners and apprentices. The private sector highlighted WBL solutions and apprenticeships offered by their companies that encourage young people to take up career opportunities in new and emerging occupations. Several of the experiences shared by GAN Global members cut across multiple countries and sectors. The wrap-up article and video can be found [here](#)¹⁰.

“The sentiment around apprentice deployment has significantly improved over the past few years, with close to 77% of employers in India keen to increase their apprentice pool.”



10. www.gan-global.org/announcement/the-roi-on-apprenticeships-work-based-learning-in-india

NETWORK ACTIVITIES



Photo: Unsplash.com / Jon Tyson

GAN Guatemala

World Vision Guatemala joined forces with GAN Guatemala for International Youth Day to develop professional skills for young people. This partnership will enable young people from World Vision Guatemala's various employability and entrepreneurship programmes and projects to have the option of further developing professional skills through WBL including apprenticeships, internships, on-the-job training, and others. Read more (in Spanish) [here](#)¹¹.

In partnership with Swisscontact and Fundación Jorge Toruño, GAN Guatemala launched an internship project in Alta Verapaz. The results of the project can be found in this video [here](#)¹².

Sign up for the latest edition of GAN Guatemala's EducaciónDualGT magazine (in SP), outlining the activities this country network has been working on to create better opportunities for young people entering the workforce. Learn more [here](#)¹³.



▶ Play the full video at: www.facebook.com/EmpoderaGuatemala/videos/585031316730577/

11. www.cacif.org.gt/gan-guatemala-suscribe-convenio-de-cooperacion-con-world-vision
12. www.facebook.com/watch/live/?ref=watch_permalink&v=585031316730577

13. www.calameo.com/read/006876989c36ed89c8e0a

GAN Namibia

WorldSkills Africa (WSAS2022) took place in Swakopmund, Namibia, in March 2022. Hosted by WorldSkills Namibia, in partnership with WorldSkills International and the African Union, it included a skills competition, a careers exhibition, and a technical and vocational education and training (TVET) conference. The theme for the conference was ‘Promoting Skills Development in the 21st Century for Sustainable Economic Growth and African Ownership’ and sessions were divided into four thematic areas: effective TVET systems, TVET funding models, technology and TVET, and gender and social inclusion in TVET. The event offered policymakers, industry, and TVET experts an excellent engagement platform.

The event shed some light on the importance of skills development, why apprenticeships are pivotal in job creation, and how they help sharpen young people’s skills, making them employable and self-sustaining. During the skills competition, apprentices showcased their culinary, motor vehicle, beauty, sciences, robotics, and welding skills. Colleagues from GAN Namibia had the opportunity to engage with policymakers, TVET experts, and industry representatives, and promote the activities of GAN Namibia in the apprenticeship space. The recordings of the conference can be accessed [here](#)¹⁴. GAN Namibia hosted 62 girls for its second edition of the Girl’s Day Namibia initiative on 21 April 2022. Representing various industries, from media to automotive, at six different Namibian companies, the girls had a first-hand glimpse of career options that are historically male-dominated. Find out more [here](#)¹⁵.

With high youth unemployment in Namibia, discussions are shifting toward the importance of creating decent jobs. These are the sentiments shared by Shona Ngava, GAN Namibia Coordinator and representative of the Namibian Employers’ Federation (NEF) at the Decent Jobs for Africa workshop for young women and men, organised by the African Regional Labour Administration Centre (ARLAC) in Harare, Zimbabwe, in September 2022. Find more information on the workshop [here](#)¹⁶.

14. www.facebook.com/watch/live/?ref=watch_permalink&v=1256335638235101

15. [linkedin.com/posts/gan-namibia-823551150_the-global-apprenticeship-network-namibia-activity-6925749608518164480-Cxeh](https://www.linkedin.com/posts/gan-namibia-823551150_the-global-apprenticeship-network-namibia-activity-6925749608518164480-Cxeh)

GAN Australia

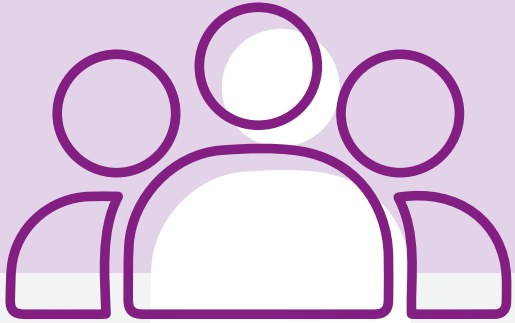
The Apprenticeship Employment Network (AEN) and GAN Australia hosted a gala dinner in Melbourne in February 2022, announcing the winners of the 2021 Victorian Apprenticeship Awards. The categories spanned from outstanding commitments to studies at school and in the workplace to the significant contribution and performance of women, indigenous representatives, people with a disability in trades, and the achievement of overcoming challenges to the contribution of making the workplace a safer environment. Find out more [here](#)¹⁷.



Congratulations to the following AEN award categories and winners: **School-based Apprentice/Trainee of the Year:** Nathaniel Walker, *BGT Jobs + Training*; **Inspiration Award: Women in Trades:** Sarah McDonald, *Victorian Group Training*; **Inspiration Award: Overcoming Adversity:** Madison Spong, *gforce recruitment + training*; **Inspiration Award: Indigenous Student of the Year:** Rodney Sutherland, *gforce recruitment + training*; **Inspiration Award: Disability Achievement:** Massimo Zurzolo, *WPC Group*; **Stop Taking A Risk (STAR) Award:** Demita Boyd, *BGT Jobs + Training*; **Trainee of the Year:** Rodney Sutherland, *gforce recruitment + training*; **Apprentice of the Year:** Bryce Noble, *Ai Group Apprentice & Trainee Centre*

16. [neweralive.na/posts/emphasis-on-decent-jobs-for-youth](https://www.neweralive.na/posts/emphasis-on-decent-jobs-for-youth)

17. www.aen.org.au/news-room/celebrating-the-achievements-of-apprentices-trainees-and-gtos



NEW MEMBERS AND PARTNERS

As a business-led association, our strength is in numbers. Scaling WBL opportunities requires partnerships across sectors, countries, and disciplines. In the second half of 2021 and over 2022, we welcomed the following new members who wield significant influence in their respective sectors and countries, and look forward to their contributions and engagement in the world of WBL.

L'ORÉAL

L'Oréal

L'Oréal, the world's leader in the beauty market, is more committed than ever to continue to support young people by offering them first job opportunities. As the beauty industry becomes more tech-based, the company is pushing boundaries through innovation and technology by providing degree apprenticeships and work-based learning opportunities, including graduate programmes, internships, and traineeships.



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“The impact of the pandemic on young people is deep, and we are strongly mobilised to extend our commitment to [them] by promoting apprenticeships, which are a key moment to reveal the potential of candidates while introducing them to the beauty industry and its job opportunities. With the Group’s transformation towards Beauty Tech, it needs to recruit a growing number of people with hybrid profiles and skills that are ever more diverse. L’Oréal also acts in line with its conviction that a policy that promotes diversity and inclusion enables everyone - regardless of their gender, ethnic origins, or background - to give their best within the company.”

Jean-Claude Le Grand, Chief Human Relations Officer.

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AWS

Committed to training a diverse global workforce, including training [29 million individuals around the globe by 2025¹⁸](#) with free cloud skills, Amazon Web Services (AWS) is paving the way for the next generation of cloud builders. To scale its training and certification programmes, including hands-on learning and apprenticeships, AWS collaborates with higher education institutions, local and federal governments, AWS Training Partners, and NGOs to support individuals from a wide range of backgrounds. Programmes such as the Amazon Technical Apprenticeship Programme help people transition to careers in cloud computing.

According to Izabela Milewska, Global Digital Skills Leader, who represents AWS on the GAN Global Management Board:

“The scarcity of highly experienced cloud talent is a major concern for employers around the globe, and hiring the necessary talent continues to pose a real challenge to the industry. Through our Cloud Career Training Programs, we are preparing diverse learners for in-demand, cloud roles around the world. We are proud to join the Global Apprenticeship Network to reinvent how talent is cultivated, trained, and retained, and build a pipeline of cloud talent for the future.”



TLDA

In February 2023, we announced our partnership with TeamLease Degree Apprenticeship, India’s largest privately owned degree apprenticeship programme from within TeamLease Services Limited, to scale the adoption of degree apprenticeships and WBL in India. The association is built on the premise of the power of apprenticeships to address employability gaps and create a robust pipeline of skilled talent for the industry. Read the full article [here¹⁹](#).

“Our mission is to achieve employment for all worldwide, and we believe that Indian youth is a significant quadrant in the ecosystem. Apprenticeship programmes are one of the most powerful solutions to bridge the skill gap and increase employability of the youth cohort. It is beneficial for the candidates, as well as employers, because it prepares apprentices for long-term employment. This partnership represents a significant opportunity to drive positive change in the Indian workforce and create a brighter future for all.”

Nazrene Mannie, Executive Director, GAN Global.

18. www.aboutamazon.com/impact/empowerment/training-for-the-public

19. www.indiaeducationdiary.in/teamlease-degree-apprenticeship-and-swiss-based-global-apprenticeship-network-gan-joins-forces-to-address-global-skill-crisis



SFUVET

As Switzerland's expert in the field, the Swiss Federal University for Vocational Education and Training (SFUVET) is committed to the methodological and systemic development of vocational and professional training. SFUVET offers basic and continuing training to VET professionals, conducts VET research, and supports international cooperation in vocational and professional education. Through the

principle of 'building better practices through practice', SFUVET acts as the central point of contact for associations, professional organizations, and the 26 Swiss cantons for all matters relating to development projects and the instruction of VET/PET professionals. In partnership with GAN Global, SFUVET aims to grow as a visible thought leader in our field, promoting VET training and supporting the implementation of VET approaches in Switzerland and beyond.



CAF-FCA

The Canadian Apprenticeship Forum (CAF-FCA) seeks to understand the application of WBL and apprenticeship models in other countries. Exploring international examples and practices will encourage and inspire the Canadian apprenticeship community to push beyond current systems, processes, and politics to find new and better approaches to apprenticeship training. As a country partner of GAN Global, CAF will be able to share best practice with a worldwide network and engage in dialogue with other organizations committed to promoting WBL. Read the full press release [here](#)²⁰.

“Areas of partnership between CAF and GAN Global will include exchanging best practices and expertise on apprenticeship policy and practice, identifying opportunities to increase apprenticeship participation, and promoting the value of apprenticeship as a pathway to career success.”

20. www.caf-fca.org/media_overview/canadian-apprenticeship-forum-and-gan-global-join-forces-to-promote-apprenticeships-worldwide

THANK YOU TO OUR MEMBERS FOR YOUR CONTINUED SUPPORT AND PARTNERSHIP



GAN Global Headquarters is based in Geneva, Switzerland. We are a worldwide network, working with multinational companies and local and regional partners, including IOE members, ILO regional and country offices, and NGOs.

We have also established GAN Networks in several countries, along with regional and local in-country projects with partner organizations in the Americas, Asia, Oceania, Africa, and Europe.

Chair

Laurent Freixe, Chief Executive Officer of Zone Latin America, Nestlé

Corporate Members

James Etheredge, CEO North America, Accenture and GAN Treasurer; François Rohrbach, General Manager, Switzerland, SVP Human Resources, Firmenich; Jean Phillipe Courtois, Executive Vice President and President, Global Sales, Marketing & Operations, Microsoft; Christophe Catoir, President, The Adecco Group; Patrick

Stolz, Head HR Switzerland and Global Head HR Digital Transformation & Analytics, UBS; Michael Kienle, Global VP of HR Talent Acquisition, L'Oréal; Izabela Milewska, Global Digital Skills Leader, AWS;

Founding International Organizations

Roberto Suárez Santos, Secretary General, IOE and GAN Secretary; Sangheon Lee, Director, Employment, Policies Department, ILO; Hanni Rosenbaum, Executive Director, Business at OECD; Stefano Scarpetta, Director of Employment, Labour and Social Affairs, OECD

Employer and Business Organizations

Juan Pablo Dri, President of the Education and Vocational Training Department, Argentinian Industrial Union (UIA), Manager, Volkswagen Group Argentina; Dean Luciani, Chair, GAN Australia, Chief Executive Officer, Westvic Staffing Solutions; Hermann Girón, President, Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras (CACIF)

GAN GLOBAL CORPORATE MEMBERS



FOUNDING PARTNERS





ANNEX

CASE STUDIES ON WORK-BASED LEARNING TO CULTIVATE GREEN SKILLS FOR A SUSTAINABLE WORKFORCE





Last year, GAN members showcased green education and training programmes as emerging opportunities at our virtual event on Greener Skills for a Sustainable Workforce. At the same time, networks and partners presented evidence from several countries highlighting sectors and occupations where green growth policies are promoted and where new skills or new combinations of familiar skills are driving the need for green skilling, upskilling, and reskilling strategies. At this event, GAN member The Adecco Group introduced its latest publication *Training for green jobs*²¹, highlighting five different training solutions developed in four countries, each promoting green skills and driving sustainable ways of working. According to the ILO, the green economy has the potential to create 20 million jobs by 2030.

We have added a distinctive feature to this year’s Annual Report in response to the interest in this topic. Our featured Industry Case Studies showcase how GAN member companies, partners, and networks are aligning WBL and training provisions, especially apprenticeships, to the green agenda in their respective countries and sectors. The role of WBL in green skilling approaches is an opportunity for GAN Global and our members, networks and partners to shape initiatives to close the skills gaps needed for a sustainable future. In this section, our founding partners highlight the policy and research components driving the green economy and the consequent skills needed, while our corporate members and country networks have provided real-world examples of WBL for the green economy.

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“The role of work-based learning in green skilling approaches is an opportunity for GAN Global and our members, networks and partners to shape initiatives to close the skills gaps needed for a sustainable future.”

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21. www.adecco.com/future-of-work/latest-insights/training-for-green-jobs-learnings-from-five-case-studies



Good food, Good life

CASE STUDIES FROM NESTLÉ



Nestlé needs YOUth initiative

Through our *Nestlé needs YOUth* initiative we create opportunities for young people. Our initiative has three pillars of activity - Employability, Agripreneurship and Entrepreneurship. At Nestlé, we are committed to helping 10 million young people gain access to economic opportunities by 2030.

Under each of the three pillars, we provide access to diverse opportunities. We motivate young people to help them prepare for and access the world of work, by providing online training, content and on-the-job training opportunities to enhance their employability. We encourage them to become agripreneurs - introducing them to regenerative agriculture techniques and teaching them business skills. And we promote entrepreneurship and entrepreneurial opportunities through our [Youth Entrepreneurship Platform](#)²².

Employment and employability

Providing youth access to economic opportunities by offering jobs, traineeships, internships, apprenticeships and training

Agripreneurship

Encouraging young people to create livelihoods as farmers, to run their farms as businesses and to embed regenerative agriculture methods in support of a just transition to regenerative food systems.

Entrepreneurship

Driving economic and social progress by equipping young people with the skills, experience and mindset to transform ideas into viable businesses.

22. www.nestleyouthentrepreneurship.com

35 million training opportunities have been provided by the Global Alliance for YOUth members since its launch in 2019

Additionally, Nestlé is an active advocate for young people. In this context we collaborate with external organizations, including the International Labor Organization, the Global Apprenticeship Network and the Global Alliance for YOUth.

The Global Alliance for YOUth, co-founded by Nestlé, is a business-driven movement of like-minded organizations passionate about working together to help young people around the globe get the necessary skills to thrive in the world of work, today and tomorrow.

We are convinced that by mobilizing the business community through the Global Alliance, we can help young people on a larger scale and have a bigger impact than we can individually.

Global Alliance members offer youth first-job experiences, run educational programs to enhance young people’s skills and support young entrepreneurs.

Agripreneurship

Through our longstanding *Agripreneurship Program* we have engaged 74 077 agripreneurs, including 25 176 under 30, who are training to become future-fit farmers. In dairy alone, we have trained 17 438 young farmers through our basic support program (2018- 2021).



Young people are mentored and supported in acquiring professional skills in our *Nesternship* internship program.

Nestlé viewpoint: Spirit of solidarity

Frédérique Naulette,
HR Director Dairy Category EMENA

With millions of people displaced from Ukraine, Nestlé has been helping get young people's careers back on track.

In 2022, soon after the invasion of Ukraine began, we discussed with the YOUth Steering Committee how we could further support young Ukrainians - particularly those who had to flee their country or had their studies curtailed. We all agreed that we wanted to help not just with product donations, but by offering young Ukrainians purpose and opportunity.

I've worked at Nestlé for 26 years, partly because there is a spirit that anything is possible. That incredible idea quickly grew into an internship program. Initially,

the plan was to support young Ukrainian refugees, but eventually, the scope expanded to allow students - even those still in Ukraine - to participate as well.

Markets, functions and human resources teams were keen to help and together we managed to secure 34 internships across 22 countries in Europe and Latin America, in addition to the existing Nesternship program. To make sure these placements were attractive to young people with different backgrounds and experience levels, we opened positions in Finance and Control, Key Account Management, Confectionery, Marketing, Procurement, Supply Chain, Project Management and the Digital Transformation team.

Success and limitations

Since May, we've processed 61 applicants, made seven firm offers for employment to date and I have had the pleasure of seeing two interns start work

in Switzerland and France. We would have moved faster except for two constraints. First, it was difficult for our Human Resources team in Ukraine to access candidates. Power outages, building damage and shelling are a daily reality that hampered communication with universities to set up the program. Secondly, there was red tape surrounding work permits.

Luckily, the European Commission stepped in to make permits easier and faster, while local teams remained engaged and resilient. I remember speaking to the Ukrainian Head of Talent in May. She was driving from one place to another for three hours, looking for a safe place to stay. The whole time she was taking calls on her mobile. Another colleague had already fled to Poland and was working from there.

“Working in an international team has really opened my eyes to the reality of supply chain management and given me priceless experience in communication.”

Vladyslava Hliebova, Intern, Switzerland

“I am really enjoying my time here. I particularly love that I have the opportunity to learn so much and to develop myself further.”

Solomiia Zagrychuk, Procurement Intern, Germany

The bravery of our colleagues

The ability and willingness of Ukrainians to help, even though their own lives were in danger, is frankly remarkable. With their help, we were able to reach out to young people by advertising in Ukrainian. We posted on LinkedIn and made a short video that reached 99 000 impressions, with 4500 people commenting and engaging.

One of the reasons why this was possible is that students in Ukraine have access to excellent universities and education systems. The interns we are interviewing have acquired diverse skills and speak multiple languages - advantages that help them fit in immediately at Nestlé. The feedback about those who have started is overwhelmingly positive, with their outstanding teamwork and immediate ability to connect being noted.



Photo: Unsplash.com / Gabrielle Henderson

I think I'm most proud of the solidarity. What started as an idea has become a practical platform to empower young Ukrainians. We chose to offer internships over jobs to ensure everyone has the flexibility they need (for example to return home). And we have no plans to stop our program: more interns started in January 2023 and Nestlé will continue to recruit and place young people for as long as Ukrainian students need the extra support.

“I’ve already grown professionally and personally. I love that I immediately get to put everything I study into practice, developing both hard and soft skills.”

Zoriana Poperetska, Intern Nestlé Waters, France



THE ADECCO GROUP



CASE STUDIES FROM THE ADECCO GROUP

Skills development in response to hydrogen sector investment

The French government has identified the hydrogen sector as a priority area for investment, with more than 100,000 jobs expected to be created by 2030. Skills development, alongside the adaptation of existing jobs, will be required in response to the anticipated growth of this emerging sector. Adecco Training leads in this area and has launched the first digital learning module to raise awareness of carbon-free hydrogen, with the first licenses beginning to be sold.

The learning module has been developed in conjunction with France Hydrogen. It is targeted at operators and technicians, internal staff or temporary resources and local ecosystem partners looking for 'soft changes' to existing hydrogen-related jobs such as welding and assembly. Adecco will collaborate with AFPA on dedicated reskilling for future roles as the industry expands and anticipates that early learners on the module will support efforts to promote hydrogen sensitivity.

Training for elected officials on the green transition

The green transition is a major public policy topic for rural communities in France. Despite this attention, the meaning of the 'green transition' is not understood well enough by elected officials, who require tools for implementing public policy on ecological transition and an understanding of the challenges of doing so.

Training modules to support elected officials were launched in the Ardèche region in 2018 as part of the project 'Ardèche en transition', which aimed to change department-level behaviours and ways of working related to rules and regulations and public procurement processes, as well as working with rural communities to get funding for projects.

Despite some challenges, the training modules are now available to all elected officials nationwide, face-to-face and remotely. The modules provide the diagnostic tools to implement real change strategies for the green transition and transform communities.



Supporting managers to combat greenhouse gas emissions

Sustainable Development Goal 13 highlights the need to 'take urgent action to combat climate change and its impacts'. In response, many companies have become more aware of the need for them to implement carbon management measures and better manage their CO₂ and greenhouse gas emissions. Italian firm Giobert is one company which has been taking steps to reorganize its processes to support sustainability and reduce its emissions.

Mylia, part of the Adecco Group, has been working with Giobert on practical training for their executives, focussed on the managerial and technical skills needed for identifying areas for improvement and defining key performance indicators in sustainability and the green transition. The training has been delivered in person and online, with 80 hours of classes over six months to eight managers from across the organization. The training was funded by Fondirigenti, the largest interprofessional fund dedicated to managers' training in Italy and took a practical approach based on matching Giobert's real business needs.

Filling the digital skills gap with underrepresented communities in New York City

A digital skills gap exists in the United States. A training programme facilitated by General Assembly and BlocPower aimed to train underrepresented individuals in the tech skills needed to power the clean energy and building-modernization revolution in New York City (NYC), funded by philanthropic partners and the NYC Mayor's Office of Criminal Justice.

A pilot group of 15 BlocPower fellows took part in the General Assembly-led training to transform their careers and pursue meaningful work in tech and design. Targeted at underrepresented communities in NYC, the whole cohort comprised of Black women who participated in a 12-week, full-time, virtual programme. The Software Engineering Immersive (SEI) training focussed on tech skills that can be carried across sectors, including green skills.

As a pilot, a major focus was on learning experience and training exposure. Both partners only had a month to recruit for the programme and learnt that a longer application process would be recommended so that candidates can understand if the training is a good fit.

“In the face of an intensified need for talent and skills for the green transition, The Adecco Group partnered with a German-based global technology company on a project that laid the foundation and approaches to up- and reskill around 30,000 employees.”





Large-scale learning from a global tech company

In the face of an intensified need for talent and skills for the green transition, The Adecco Group partnered with a German-based global technology company on a project that laid the foundation and approaches to up- and reskill around 30,000 employees.

Funded by the German labour agency, local labour agencies and the company themselves, the project focussed on skills in software engineering (for specific employees), e-mobility (for all employees) and management guidance and coaching for managers. The training was delivered in person and online and ranged from 10 to 30-hour programmes to a six-month full-time learning journey.

Creating training on a large scale was challenging. Breaking down barriers to learning was particularly important, including supporting individuals to take time away from work and approach learning as a career move, as well as creating and communicating potential career pathways for every employee and anticipating and creating new roles beyond the skilling pathway.



International
Labour
Organization

CASE STUDIES FROM ILO



The following activities describe the ILO's policy and development cooperation work on advancing quality apprenticeships and WBL approaches in the green economy through Technical and Vocational Education and Training (TVET) systems at global, regional, and national levels.

Greening TVET: Toolkit and capacity building

Greening TVET and skills development are vital in tackling our ongoing environmental challenges. It not only can support the green transformation of our societies and economies but also has the potential to lead change by equipping everyone with the knowledge, skills, values, and behaviours they can use to transform their workplaces and communities. In response, the ILO has developed [Greening TVET and skills development: A practical guidance tool](#)²³ to support TVET stakeholders to mainstream skills for the green transition. *Skills development* was launched and piloted in 2022. It attracted the attention of Member States and donors, resulting in significant ILO participation in a wide range of panels at COP27 in November 2022.

The tool provides 'how-to' guidance on designing competency standards and curricula for greener jobs, adapting training delivery and assessments to support greener learning, adapting practices to maintain a greener campus, enabling teachers and trainers, and sensitizing enterprises. Given that the informal economy is a crucial factor in low- and middle-income countries, the tool also includes guidance on greening skills for the informal economy.

The guidance tool considers countries at various levels of economic development to support them in taking stock of achievements in greening TVET and skills development and identifying areas of improvement. It will contribute to a better understanding of how to design, implement, monitor, and evaluate the greening of TVET agenda in all country contexts, with a view to transforming TVET practices and training, including through WBL approaches, and therefore equipping the current and future workforce with relevant skills for a green, just, and inclusive transition. The tool was piloted in several countries including Cambodia, Ghana, the Philippines, Thailand, Zambia, and Zimbabwe, with activities ranging from specific support measures to coaching programmes.

23. www.ilo.org/skills/pubs/WCMS_847095/lang-en/index.htm

In Ghana, the tool supported different sectoral bodies to do self-diagnosis, visioning exercises and develop action plans. In Zimbabwe, several TVET institutions were coached to design greening action plans to continue the curricula development work carried out in the past biennium. Coaching programmes were organized for Cambodia, the Philippines and Thailand on how to use the tool to support greening TVET and skills delivery and to capacitate the key stakeholders through learning by doing. These piloting activities have also provided further information and feedback for parallel improvements and updates to the tool.

Over 2023, the ILO will support green TVET assessments in Algeria, Egypt, and Ethiopia, with more Member States expressing interest in joining the pilot. Roll out of the tool to more countries is planned throughout the year.

Supporting the just transition: Challenge calls with the Islamic Development Bank (IsDB)

To assist young people in translating their activism, commitment and creativity into action, in 2022, the ILO and IsDB designed the ‘Youth Green Skills Accelerator Challenge Call’ to promote young people’s participation and skills in green jobs for a just transition. The IsDB and the ILO launched the call in May 2022. They invited youth-led organizations, networks or coalitions based in IsDB and ILO common Member States to propose new and innovative ideas and solutions that equip young people (15 to 35 years old) with the competencies required for supporting



a just transition in their communities. After receiving more than 120 applications, three winning teams were announced in November 2022²⁴ at COP27.

The Bangladesh Youth Environmental Initiative won the first prize of US\$ 50,000 for their project proposal on ‘Empowering youth on the green transition’. Their project seeks to improve the economic condition of 100 climate-vulnerable marginalized young people by establishing Green Skills Innovation Hubs within TVET institutions and mapping skills gaps in domestic and commercial solar power systems. The project identifies potential beneficiaries for vocational and on-the-job training and includes job matching and entrepreneurship training.

Association 3535 from Côte d’Ivoire won the second prize of US\$ 30,000 for their project proposal ‘Cool Lion Corps: Jobs in climate-efficient warehouse and solar cooling’. Their project seeks to strengthen the green building construction skills of 50 vulnerable young people and build a climate-efficient warehouse



to extend the shelf life of perishable mango produce for 400 smallholder farmers in the country’s impoverished northern region. The project aims to train 50 young people in the construction of solar energy-powered storage warehouses and build a model warehouse for a cooperative.

The Musanadah Foundation won the third prize of US\$ 20,000 for their project proposal, ‘Yemini Lighting Initiative’. Their project seeks to enhance sustainable economic opportunities for 40 vulnerable young people. The project will assess capacity-building gaps and implement a training programme for solar energy technicians in installation, repair, and maintenance. The training of microfinance institutions, companies, and local entrepreneurs in the sale and distribution of small solar systems will also help them create new business opportunities.

Another challenge call with IsDB will be launched in May 2023.

24. www.ilo.org/beirut/media-centre/news/WCMS_861393/lang-en/index.htm

Other projects and activities

Several projects and activities focusing on the green economy or with a green skills component are currently being carried out in the field by the ILO, often in cooperation with other development partners. A non-exhaustive number of examples and results achieved or foreseen are as follows:

- In March 2023, an ILO project funded by the Government of Italy, ‘Employment Intensive Investment Programme and Decent Employment in Jordan’ began. The project seeks to increase access to decent green jobs and skills for Jordan’s refugee and host communities through green local infrastructure projects and enhance female-run small and micro green enterprises. This includes capacity building for 60 engineers and technicians from the public sector, generating 20,000 green working days in public works projects, and providing on-the-job training to 300 workers for post-employment job opportunities.
- Vocational training in the renewable energy sector under the PROSPECTS programme (Partnership for improving prospects for forcibly displaced persons and host communities) took place in Iraq with the ILO’s involvement. This resulted in 50 young people participating in a 44-day vocational training programme on solar panel installation and maintenance. The programme also included 100 young returnees, host community members and forcibly displaced persons trained in electrical installation and another 50 in greenhouse planting.
- In Yemen, 330 individuals improved their employability skills in solar energy micro-enterprises through training under the Yemen Resilient Livelihoods Joint Programme funded by the EU and Sweden and in partnership with other international organizations. In addition, 1,500 toolkits were distributed to the graduate apprentices to facilitate and enhance their employability.
- The ILO has conducted capacity-building programmes to design, develop, and deliver green and digital TVET packages in Cambodia. Seven TVET schools have received funds to implement innovative green and digital TVET transformation projects, with 3,000 young people and workers expected to benefit.
- In Bangladesh, the ILO Skills 21 intervention on green initiatives for TVET institutes is facilitating the implementation of action plans for green practices and piloting specific greening initiatives in seven model TVET institutes. In addition, the project is supporting the Bangladesh Technical Education Board (BTEB) to revise competency standards and learning materials to ensure green components in TVET.
- In Zimbabwe, the ILO supported the development of qualifications standards and training programmes to help young people build their skills to access employment opportunities, especially in the renewable energy and agriculture sectors. This resulted in five new competency-based curricula for the green economy in the renewable energy and smart agriculture sectors. The ILO is supporting the roll-out of the newly developed curricula in the country.
- In Zambia, the ILO piloted the ‘Skills Development for the Renewable Energy Sector (SkiDRES)’ project. Through this project, the roll-out of five new training courses on renewable energy and energy efficiency resulted in the training of 194 participants, including students and young workers. This project is now scaled up at regional level in Southern Africa with a new name - Skills for Energy in Southern Africa (SESA). SESA aims to increase the uptake of renewable energy, energy efficiency and regional energy integration interventions through public-private partnerships and dedicated programmes to train technicians and professionals for the region’s energy sector.

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“Greening TVET and skills development are vital in tackling our ongoing environmental challenges.”

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BUSINESS AT OECD: SUPPORTING GREEN SKILLS DEVELOPMENT AND INCLUSIVE EMPLOYMENT



Photo: Unsplash.com / Marissa Grootes

We must tackle mounting labour and skills shortages to drive a resilient, green, and job-rich economic recovery. As the global push towards sustainable and greener economies accelerates, employers and governments should work together to ensure we have the right skills for the green transition and a supportive policy framework to enable the private sector to offer inclusive employment opportunities.

Employment serves as a source of income and fosters a sense of purpose, social integration, autonomy, and personal growth. We must collectively strive to enhance workforce participation across our societies, implementing targeted measures to boost labour mobility where necessary.

At the June 2022 OECD Employment and Labour Ministerial Meeting and subsequent meetings with the OECD, we encouraged the Organization to foster policies that empower employers to generate more sustainable and inclusive job opportunities, including for young people. We also stressed the need for strengthened public-private collaboration to address skills mismatches.

Business Priorities for the Future of Work: Statement to Employment Ministers²⁵

Labour shortages, including in the green sectors, are a significant challenge. Companies are also actively involved in the green transition, which leads to major shifts in the labour market and skills and requires workers to respond to the fast-changing landscape of the future of work.

We provided actionable recommendations to the OECD that will enable employers to create greener, more sustainable, and more inclusive jobs.

- **A demand-driven approach to education and training:** According to the findings of the OECD, only half of the people who participate in training report that they find it useful for their job. Given that green skills are increasingly in higher demand, we should increase the supply of education and training in these areas. Employer organizations can function as the conduit of the business voice, bringing practicality to the design and delivery of actions proposed to respond to climate challenges.

25. 25159535.fs1.hubspotusercontent-eu1.net/hubfs/25159535/Business%20at%20OECD%20Statement%20to%20Ministers%20June%202022.pdf

“A coherent and balanced workforce strategy is necessary to ensure a sustainable labour supply in the medium to long term.”



- **Flexible immigration schemes that foster talent mobility:** A coherent and balanced workforce strategy is necessary to ensure a sustainable labour supply in the medium to long term. As for skilled labour, targeted immigration of qualified foreign skilled workers should enable businesses to enhance productivity and fill gaps for specialist skills. Governments need to recognize the unmet needs of employers for skilled labour and the need to develop more responsive immigration policies.

Business Needs You²⁶ campaign

Our business constituents are taking important actions to tackle labour shortages and provide solutions for companies to attract talent and skills and boost their productivity and well-being. Our *Business Needs You* campaign outlines the business initiatives from our global constituents that show how collective action can address labour shortages and equip people with skills. It also presents recommendations the OECD and its governments can implement to promote reskilling and upskilling policies and lifelong learning, create a better workplace environment, and attract talent and skills.

- **Tackle the double skills gap:** As global and national skills mismatches persist, businesses

must identify skills deficiencies, anticipate future needs, and foster high-potential talent. They must emphasize skills-based recruitment and retention over credential-based hiring.

- **Use digital and innovation tools to reduce shortages:** Digitisation, automation, and robotisation are revolutionising work. Employees with specialised skills can guide these transitions, increasing productivity and advancing sustainability efforts.
- **Maximize the power apprenticeships bring into the job market:** Apprenticeships offer invaluable real-world business experience to young people and enable employers to cultivate a skilled workforce. The business community’s involvement in shaping vocational education and training curricula is vital.

26. www.businessatoecd.org/business-needs-you



- Young people’s employability now increasingly depends on their digital and green skills. Customisable learning materials, digital mentoring, and investment in training teachers and managers are more important than ever to prepare young people for tomorrow’s labour market.

To help us transmit these messages to the OECD, and have first-hand insights from experience on the ground, we have created our *Business for Youth Network* – a group of thirteen young professionals across sectors from our global membership, who are serving as a sounding board to our *Business at OECD* activities. The group contributes to our policy messages by providing a youth perspective and key insights into the challenges they currently face in the labour market.

Business for Youth²⁷ campaign

A company’s ability to compete in global markets depends on access to skills and talent. While recognizing that the capacities of what companies can do to offer employment opportunities vary, business leaders can and are taking important steps to support young job seekers. We are convinced that sharing their successes can be an inspiration for others. It is also important to highlight what governments can do to support companies to offer opportunities to transition young people into the labour market. In this context, we have launched our *Business for Youth* campaign.

This campaign highlights the private sector’s commitment to assist young people with the unprecedented challenges they face. These require partnerships between governments, educational

institutions, businesses, and key stakeholders. In our outreach to our members, they have identified, among others, the following key challenges, and opportunities, including:

- The need to help students with a smooth school-to-work transition.
- Early experience in the workplace can support this, and work experience and internships are, therefore, often an important first step.
- Apprenticeships provide another route to support young people in the labour market and address the mismatch between the skills people have and the skills employers need.
- Business action for youth increasingly involves upskilling and training programmes to tackle the skills gap.

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“Young people’s employability now increasingly depends on their digital and green skills.”

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27. www.businessatoecd.org/business-for-youth



APPRENTICESHIPS AND WORK-BASED LEARNING FOR THE GREEN TRANSITION



Photo: Unsplash.com /
LinkedIn

In collaboration with Cedefop, the OECD published *Apprenticeships for Greener Economies and Societies*²⁸ in May 2022. The report combines the research presented at the joint Cedefop-OECD virtual *symposium*²⁹ in October 2021. This publication draws from practices and research and provides insights into how apprenticeships can promote and react to a green economy and society, from small-scale modular curriculum adaptation to more encompassing sectoral or regional approaches.

The Interagency working group on WBL - composed of the OECD, Cedefop, the ILO, the ETF, and UNESCO - published *Work-based learning and the green transition*³⁰ in October 2022. The leaflet looks at the skills needed to support the green transition, reflecting on the role of WBL and the enabling conditions to unlock its potential. The publication also includes a definition of 'skills for the green transition,' agreed upon by all agencies and working group members.

“This project undertakes a comparative assessment of the practices to identify skill needs emerging from the green transition in five countries (Australia, Austria, France, Norway, and Sweden) as well as in selected non-participating countries.”

28. www.cedefop.europa.eu/en/publications/3091

29. cedefop.europa.eu/en/events/2021-joint-cedefop-oecd-symposium-apprenticeships-greener-economies-and-societies

30. www.cedefop.europa.eu/en/publications/2232

Ongoing projects

Implications of the green transition for Vocational Education and Training

A new OECD project has started to analyse the implications of the green transition for VET and the role that it can play in supporting and fostering the green transition. The project will feature a thematic analysis of how typical VET jobs are changing, how curricula are being adapted, and how to best support VET providers, including employers offering WBL opportunities, for the green transition. The project will also include country reviews, which explore the challenges and opportunities for VET in selected countries and provide detailed recommendations on how VET can be adapted to foster the green transition.

Assessing and Anticipating Skills for the Green Transition

This project undertakes a comparative assessment of the practices to identify skill needs emerging from the green transition in five countries (Australia, Austria, France, Norway, and Sweden) as well as in selected non-participating countries. The project aims to shed light on the methodological and governance features of skills assessment and anticipation (SAA) exercises for the green transition. It also looks at the use of SAA information to guide policies in employment, career guidance, adult training, formal education, industrial policy, and migration. The policies documented in the report relate to apprenticeships and VET provisions to address skill needs in green sectors.

Adult Learning for the Green Transition

This work will provide a broad overview of existing training opportunities and assess whether they are adequate to meet the needs of the green transition. The data analysis will shed light on the characteristics of green training and whether these align with the

training needs of green jobs. A review of country-specific training policies will capture what countries are doing to adapt training for the needs of the green transition and how they are making training accessible for vulnerable adults (such as low-skilled adults working in high-emitting sectors).



Photo: Unsplash.com / Moritz Kindler



Skills for Business. Jobs for Youth.

SUPPORTING MORE APPRENTICES ONTO MAJOR INFRASTRUCTURE AND RENEWABLE ENERGY PROJECTS



Victorian Premier Hon. Daniel Andrews with female carpentry apprentice Nadia.

Since 2020, the Australian Government has focused on building new infrastructure, including moving towards a greener economy through cleaner energy projects. Our network of Group Training Organisations (GTOs), which are apprenticeship intermediaries, and the Apprenticeship Employment Network (AEN) supports up to 10% of the construction workforce through new apprenticeships and provides the skills needed by industry for a growing Victorian economy. These policies will reduce the need for the construction sector to use labour hire, provide more opportunities for local young people, and create an additional skilled workforce in an ageing sector. AEN members have provided assurance and flexibility to both the host employer and apprentice with services and support that give both parties the confidence to grow and succeed.

In partnership, the AEN and Apprenticeships Victoria (Victorian Government) seek to improve levels of participation and skills development with underrepresented jobseeker cohorts. GTOs and major infrastructure projects have created high-quality skills pathways for apprentices, including women,

Aboriginal and Torres Strait Islanders (Indigenous Australians), and other disadvantaged Victorians.

Over the past year, AEN has supported over 690 apprentices and trainees placed on major project construction sites.

Apprentices are working across 141 different major sites:

23% are female apprentices (significantly up from the 3% average within the Australian construction sector)

6% are Indigenous apprentices

5% have culturally diverse backgrounds

Working with the host employer and local community, GTOs improve levels of participation and skills development as well as provide opportunities for the local community and disadvantaged job seekers. Collectively, the GTO network is the largest employer of Indigenous apprentices and trainees and is committed to the ongoing success of individuals. It also tackles issues including: Long-term unemployment

- Disengaged young people
- Promotion of women in trades
- Inclusion of people with disabilities
- Workplace language, literacy, and numeracy
- Promotion of cultural and linguistic diversity



Victorian Minister for Training and Skills - Hon. Gayle Tierney with new GTO/ Apprenticeship Victoria ambassadors working on major project sites.



AEN member, NECA Education and Careers, training apprentices on solar technology

Government initiatives support a clean energy agenda.

The Victorian Government's Major Projects Skills Guarantee (MPSG) helps create opportunities for apprentices and trainees to work on some of Victoria's biggest building and infrastructure projects. The MPSG mandates that all construction projects valued at or over \$20 million must use apprentices and trainees for a minimum of 10% of the total estimated labour hours.

For further details on the Victorian Government MPSG, please visit [Local Jobs First - Major Projects Skills Guarantee](https://www.localjobsfirst.vic.gov.au/agency-guidance/major-project-skills-guarantee).³¹

A new Australian Government initiative starting in 2023 will increase financial support for Australian apprentices working in the clean energy sector as part of the New Energy Apprenticeships Program (NEAP). The NEAP encourages Australians to consider careers in the clean energy sector and covers up to 40 different occupations across multiple industries.

The programme provides direct support to individuals undertaking a qualification for a Clean Energy Occupation listed on the [Australian Apprenticeships Priority List](#).³²

31. www.localjobsfirst.vic.gov.au/agency-guidance/major-project-skills-guarantee

32. dewr.gov.au/skills-support-individuals/resources/appendix-australian-apprenticeship-priority-list

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