



GAN

GLOBAL

Shaping Workforces
of the Future

ANNUAL
REPORT
2023/24

GAN AT A GLANCE

The Global Apprenticeship Network (GAN) is a business-driven, multi-sector alliance that promotes work-based learning (WBL) and apprenticeship. Our vision is a future in which **all individuals and businesses have the skills and competencies they need** to thrive and contribute to society. Our mission is to drive action to achieve an inclusive and skilled workforce. We do this by **advocating for WBL**, focusing on **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.

Our primary role is to encourage businesses to implement WBL programs, focusing on apprenticeships, and supporting an enabling policy environment. Our corporate members

are multinational companies who share a commitment to quality apprenticeships as a means of equipping their own employees and the broader workforce with the skills needed in the 21st century. Our founding partners are experts in the field of WBL in the context of promoting apprenticeship to get young people into the workforce and equip them with the skills needed.

Our Board Members include CEOs and executive leaders from some of the world's leading companies and policymakers from prominent international organizations. Together, we commit to ensuring that apprenticeship and WBL empower 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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LETTER FROM THE CHAIR AND EXECUTIVE DIRECTOR

In an era defined by rapid technological advancements, shifting economic landscapes, and unprecedented global challenges, the importance of skilled talent has never been more pronounced.

The 2023-24 edition of the GAN Annual Report chronicles a year marked by collaboration and innovation. With the adoption of the first-ever global framework around a common definition of Quality Apprenticeships by International Labour Organization members in [June 2023](#),¹ we have a renewed strategy for private sector engagement. GAN members, partners, and stakeholders rallied together, reaffirming their commitment to the fundamental principles of apprenticeship: skill development, inclusivity, and sustainable growth. We want to ensure that our member company apprenticeship programs forge new pathways for youth, women, and marginalized communities, fostering a more diverse and dynamic workforce equipped to tackle the challenges of tomorrow.

Within these pages, you will encounter inspiring testimonials from apprentices and trainers in

transformative initiatives, and impactful interventions from around the world. From urban centres to rural communities, from emerging economies to established industrial hubs, GAN continues to expand its reach and deepen its impact, catalyzing positive change at both the local and global levels.

As we reflect on the achievements of the past year and chart a course for the future, we remain committed to unlocking the full potential of quality apprenticeship as a catalyst for social and economic progress. As we look to the future, GAN will continue to advocate for apprenticeships as a viable pathway to employment and prosperity, collaborating with partners and stakeholders to scale up apprenticeship programs, especially in sectors and markets with high growth potential.

Together, we can build a brighter future for the next generation of workers and a more inclusive, resilient, and prosperous world where everyone can realize their aspirations and contribute meaningfully to society. In closing, we would like to express our gratitude to all our supporters for their dedication to this cause and to those who have contributed to

the success of GAN Global. Your dedication, passion, and vision continue to inspire us as we embark on this journey toward a brighter future for generations to come.

Sincerely,



Laurent Freixe, GAN Global Chair and Chief Executive Officer of Zone Latin America, Nestlé S.A.



Kathryn Rowan, GAN Global Executive Director

1. https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:4347381#:::text=Members%20should%20actively%20promote%20apprenticeships,productive%20and%20freely%20chosen%20employment

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,² governments and business leaders alike called for measures to address the problem.

As part of their response, the International Labour Organisation (ILO), the 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 WBL (work-based learning) and reflect the realities of the world of work, which requires not just young people to acquire and develop skills but also flexible and lifelong approaches to training for all. Today, GAN convenes key business, policy, and government stakeholders to collaborate on bridging the skills gap and preparing individuals and businesses for the ever-changing future of work.



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.

² 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.



YEAR IN REVIEW



The year 2023/24 marked a pivotal moment in advancing quality apprenticeships and work-based learning through collaboration and commitment. The adoption of the International Labour Organization's [Recommendation \(R208\) on Quality Apprenticeships](#)³, agreed upon by stakeholders representing government, workers, and employers, presented an opportunity for GAN to drive private sector engagement on a common global framework around quality apprenticeships.

Amidst global transformations, 2023 was a year to embrace digital advancements, address demographic shifts, and support the imperative for inclusive workplaces. GAN Global remained committed to supporting innovative and inclusive apprenticeship and WBL programs to meet the demands of tomorrow. Our activities focused on peer-to-peer learning exchanges and strategic partnerships to expand apprenticeship opportunities globally.

With our members and partners, we organized high-level events and conferences to raise awareness about the benefits of apprenticeship programs. These events provided a platform for stakeholders to share best practices, discuss challenges, and explore innovative solutions. As part of our ongoing advocacy efforts,

“GAN Global remained committed to supporting innovative and inclusive apprenticeships...”

GAN also engaged with national and international policymakers to advocate for supportive policies and incentives for apprenticeship programs. We also actively supported local apprenticeship initiatives on the ground.

Throughout the year, GAN has remained committed to fostering partnerships, advocating for policy reforms, and promoting the adoption of apprenticeship programs across various industries and regions. Our efforts have been guided by the belief that apprenticeships are crucial in addressing skills gaps, promoting youth employment, and driving economic growth. This report reviews our global activities, emphasizing quality apprenticeships and WBL as

3. https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:4347381

integral components of workforce development. Together with our members and partners, GAN remains committed to driving inclusive growth and preparing individuals and businesses for the dynamic challenges of the future.



GAN welcomed Kathryn Rowan as our new Executive Director

In September 2023, GAN Global announced the appointment of Kathryn Rowan as its Executive Director, ushering in a new era for the organization. Kathryn Rowan, an experienced leader with a robust

background in human resources and corporate social responsibility, joined GAN from her previous role as Vice President of Human Resources, Zone Latin America, and Global Youth Lead at Nestlé S.A. Notably, she had been actively engaged with GAN as a Steering Committee member since 2019, embodying a deep dedication to advancing apprenticeships and WBL globally.

Throughout her distinguished career, Kathryn Rowan has demonstrated a deep commitment to leveraging business strategies for positive societal impact. At Nestlé, she championed initiatives to enhance leadership capabilities, diversity, and corporate reputation, with a strong focus on empowering youth through initiatives like the [Global Alliance for YOUth](#).⁴

Kathryn Rowan's appointment came at a significant moment for GAN following the adoption of R208 at the 2023 International Labour Conference (ILC). Her expertise has been instrumental in driving our efforts to support this groundbreaking framework and further expand our global footprint.

As Executive Director, Kathryn Rowan is leading GAN's strategic initiatives to explore innovative approaches in addressing the evolving needs of the global workforce. Her unique blend of private sector insights and advocacy experiences has informed our policy efforts to adapt apprenticeship models to meet industry demands amidst rapid technological advancements.

“As Executive Director, Kathryn Rowan is leading GAN's strategic initiatives to explore innovative approaches in addressing the evolving needs of the global workforce.”



4. <https://www.globalallianceforyouth.org/homepage>



EVENTS AND RESOURCES



International Labour Conference 2023 and the Recommendation on Quality Apprenticeships (R208)

GAN proudly participated in the 111th ILC held in Geneva in June 2023. Delegates from 187 Member States convened to address critical global workforce issues. As part of our ongoing advocacy efforts, GAN engaged with national and international policymakers to advocate for supportive policies and incentives for quality

apprenticeship programs. We also worked closely with our members to engage employers in defining quality apprenticeships.

Among the key outcomes was the adoption of a groundbreaking Recommendation on Quality Apprenticeships (R208), underscoring the pivotal role of apprenticeships in shaping the future of work. R208 highlights the imperative of promoting and regulating apprenticeships through social dialogue, emphasizing providing benefits and protection for apprentices and companies. It also focuses on fostering inclusion and combating discrimination, violence, harassment, and exploitation.

The comprehensive framework aligns closely with GAN’s mission to cultivate impactful apprenticeship programs that benefit individuals, businesses, and societies worldwide. At the heart of R208 is a vision for apprenticeships to contribute to decent work, productivity enhancement, and entrepreneurship while supporting the transition to the future of work and sustainable business growth. GAN recognizes the transformative potential of quality apprenticeships in addressing global unemployment, skills mismatches, and inequalities, thereby advancing the goals of full and productive employment.

R208 also highlights the importance of continuous skilling, reskilling, and upskilling in navigating rapid transformation in the world of work. As GAN continues to drive forward its advocacy for workforce development and solutions, adopting R208 is a guiding beacon in our pursuit of inclusive economic growth, sustainable business development, and lifelong learning opportunities.

.....

“Among the key outcomes was the adoption of a groundbreaking Recommendation on Quality Apprenticeships (R208), underscoring the pivotal role of apprenticeships in shaping the future of work.”

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Corporate Champions for Apprenticeships launch at Davos 2024⁵

The launch of Corporate Champions for Apprenticeships (CCA) at the World Economic Forum in Davos marked a significant milestone for GAN Global and the culmination of the 2023 adoption of R208. Co-sponsored by The Adecco Group and ILO, this event highlighted the private sector’s commitment to promoting quality apprenticeships in alignment with the Recommendation. Joined by business leaders and policymakers, including GAN Global Chair Laurent Freixe, CEO Zone Latin America, Nestlé S.A., ILO Director-General Gilbert F. Hounbo, Adecco President Christophe Catoir, Corporate Vice President and Global Lead of Microsoft Philanthropies Kate Behncken, and our Executive Director Kathryn Rowan, GAN Global members united to emphasize the critical importance of equipping individuals with skills aligned with the rapidly evolving global economy.

The CCA is an alliance of companies dedicated to upholding the Guiding Principles of Quality Apprenticeships based on R208. The Guiding Principles outline key actions to ensure that apprenticeship programs within companies meet



“... this event highlighted the private sector’s commitment to promoting quality apprenticeships in alignment with the Recommendation.”

quality standards. CCA companies recognize apprenticeships not only as crucial for developing robust talent supply chains but also as a positive contributor to business success, individual growth, and societal advancement.

GAN GLOBAL

CORPORATE CHAMPIONS FOR APPRENTICESHIPS

The Corporate Champions for Apprenticeships (CCA) is an alliance of companies committed to the **Guiding Principles on Quality Apprenticeships**. The principles are based on the International Labour Organization's (ILO) Recommendation R208.

The Recommendation sets forth the first - ever global framework on quality apprenticeships and was approved in June 2023 by governments, employers, and workers.



OUR COMMITMENT

The Corporate Champions for Apprenticeship (CCA) pledges to promote the Recommendation, share knowledge, partner, and steward its implementation by upholding a set of Guiding Principles. The CCA and Guiding Principles on Quality Apprenticeships are conceived, hosted, and monitored by the Global Apprenticeship Network (GAN).

THE CCA PLEDGE: THE GUIDING PRINCIPLES FOR QUALITY APPRENTICESHIP

- ✓ We will ensure that our apprenticeship programs are aligned with national regulatory frameworks and education, vocational training, lifelong learning, and employment policies.
- ✓ We will ensure that measures are in place for the protection of apprentices.
- ✓ We will ensure that measures to promote equality, diversity, and social inclusion are incorporated into our apprenticeship programs.
- ✓ We will collaborate with partners to enhance the effectiveness of our apprenticeship programs.
- ✓ We will report on our progress towards implementing and promoting quality apprenticeships among our partners.

POWERED BY:



OUR PARTNERS:



JOIN US:



Kathryn Rowan,
GAN Global Executive Director,
rowan@gan-global.org

5. https://www.linkedin.com/posts/gan4skills_apprenticeship-activity-7153690136759721984-jmPz/?utm_source=share&utm_medium=member_desktop

ILO podcast featuring GAN Global and Education International

Our Executive Director and Education International's Martin Henry shared insights on R208 on the [ILO Employment Policies](#)⁶ Podcast. They discussed why the Recommendation represents a major paradigm shift in skills and apprenticeships and how it promotes diversity, equity & inclusion. Listen [here](#).⁷

International Training Centre of the International Labour Organization's (ITCILO) Skills Fair on Quality Apprenticeships

GAN Global was honoured to participate as one of the key organizers and hosts of the 2024 hybrid [Skills Fair on Quality Apprenticeships](#)⁸ in response to the tripartite adoption of R208. The Skills Fair took place



▶ Watch video online: <https://vimeo.com/929831235/aeb8aa20c1?share=copy>

in Turin, Italy, in February 2024 and aimed to unite sectoral, national, and international stakeholders to exchange knowledge and best practices for implementing, regulating, and promoting quality apprenticeships.

The Skills Fair brought together diverse stakeholders, including policymakers, training providers, employers, apprentices, and youth representatives, to foster meaningful discussions and collaborations. Attendees engaged in dialogues on promoting quality apprenticeships as a strategic solution to address future workforce challenges and enhance youth employment prospects. The event underscored the importance of international cooperation in strengthening apprenticeship initiatives and combatting the stigma associated with apprenticeships.

By fostering knowledge dissemination, network building, and global collaboration, the Skills Fair catalyzed the advancement of apprenticeship policies and practices worldwide in alignment with R208 and other recognized frameworks. The event exemplified a shared commitment to shaping the future of work through inclusive, rights-based, and innovative apprenticeship programs, empowering individuals, and driving socio-economic development.

Bühler, Nestlé, Adaptive Construction Solutions, Accenture, The Adecco Group, GAN Guatemala, GAN Argentina, GAN Australia, and members of GAN New Zealand offered viewpoints on topics including the Future of Work, diversity, equity and inclusion, intermediaries and small and medium enterprises, and mobility.

ILO Global Skills Forum

Video of GAN Global Executive Director Kathryn Rowan on the main takeaways from the Forum and what Skills for All means for us:



▶ Play the full video at: <https://shorturl.at/QuPQe>

In April 2024, GAN Global contributed to a session on the Transformative Power of Apprenticeships at the Global Skills Forum. The Forum brought together representatives from around the world to take part in a conversation about how to shape skills development in our ever-changing economies and societies. Access the sessions here: <https://live.ilo.org/events/global-skills-forum>

6. <https://www.linkedin.com/company/iloemployment/>

7. <https://www.ilo.org/resource/other/how-can-we-close-skills-gap-quality-apprenticeships-and-future-work>

8. <https://www.itcilo.org/events/skills-fair-quality-apprenticeships>

GAN GUATEMALA **all 4 youth** swisscontact

"I joined the program due to the lack of employment opportunities for us women. Through this program and the attentive mentoring I received, I was able to put into practice all the knowledge I gained in the training sessions, which helped me perform better at For Ever Café."

#QualityApprenticeships



Sara
Apprentice at For Ever Café

GAN GLOBAL

GAN GLOBAL **all 4 youth** accenture

*"As the executive sponsor, I have seen the program grow and its impact on our business, our apprentices, and their families. **New approaches to talent and skilling benefit everyone:** communities, their people and our company, and help fuel corporate growth by enhancing innovation."*

#QualityApprenticeships



Pallavi
Accenture Senior Managing Director and Accenture North America Apprenticeship Program Executive Sponsor, USA

Raising Awareness of Quality Apprenticeships with the Global Alliance for YOUTH

On International Labour Day on 1 May, GAN Global, with the support of the [Global Alliance for YOUTH](https://www.globalallianceforyouth.org/homepage)⁹, launched an awareness-raising campaign to elevate the status of apprenticeship and highlight its value for both companies and individuals. Throughout the rest of the year, we will highlight testimonials from apprentices and trainers from member companies and networks, including UBS, dsm-firmenich, Nestlé, Bühler, Accenture, Microsoft, Lipton, L'Oréal, GAN Guatemala, and The Adecco Group. The stories will feature a variety of industries and job roles around

the world, from Switzerland, Ecuador, Mexico, Guatemala, and China to the US, the UK, France, and Pakistan. The testimonials will be featured on our social media channels.¹⁰

Later in 2024, we will host two webinars aimed at employers, showcasing the best practices and success stories from the campaign. One webinar will be aimed at a global audience, while the other will focus on Latin American examples. Employers will be guided through the ILO Recommendation on Quality Apprenticeships, and we will launch a roadmap with actionable steps that the private sector can take to implement.



9. <https://www.globalallianceforyouth.org/homepage>

10. <https://www.linkedin.com/in/gan4skills/>
<https://x.com/GAN4Skills>
<https://www.facebook.com/GAN4Skills>

Apprenticeships in India: Joint GAN and TeamLease Degree Apprenticeship webinar series

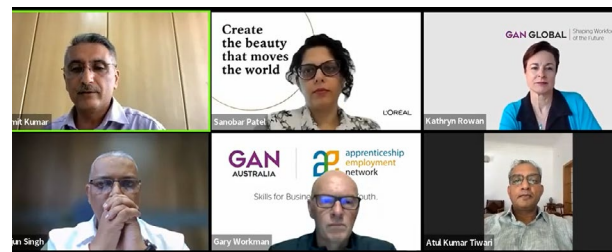
In 2023, GAN Global partnered with TeamLease Degree Apprenticeship (TLDA)¹¹ in a three-part webinar series to drive the adoption of apprenticeships in India. TLDA is the country's largest privately owned degree apprenticeship program, addressing employability gaps and creating robust pipelines of skilled labour.

The first webinar covered the potential of WBL programs to increase the return on investment for both businesses and individuals. It featured participation from our member companies, UBS and The Adecco Group, as well as IOE and GAN Australia. Read the wrap-up article and play the full video here:



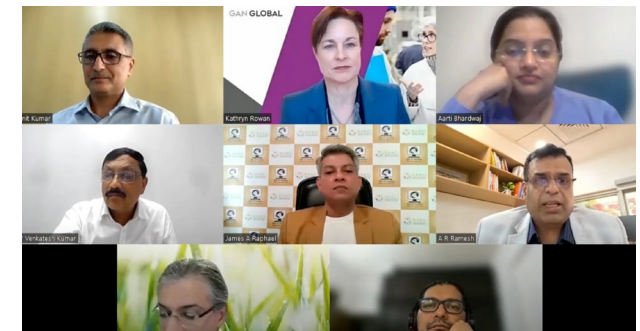
▶ Play the full video at:
<https://www.gan-global.org/announcement/the-roi-on-apprenticeships-work-based-learning-in-india/>

The second webinar discussed innovations for building efficient talent supply chains. It featured business leaders and policymakers from GAN Australia, Nestlé, and L'Oréal and delved into key components of the Indian apprenticeship ecosystem. It highlighted the Group Training Organization (GTO)¹² model's effectiveness in addressing skills shortages, as well as participants' insights on policy guidance and best practices. Read the wrap-up article and play the full video here: <https://www.gan-global.org/announcement/apprenticeships-the-key-innovation-for-building-efficient-talent-supply-chains/>



▶ Play the full video at:
<https://www.youtube.com/watch?v=z2kmvz1-YSo>

The last webinar focused on diversity and inclusion initiatives within apprenticeship programs. Industry leaders shared success stories, demonstrating how apprenticeships promote women's empowerment, address unconscious bias in selection processes, and contribute to shaping inclusive workplaces. Speakers included executives from UBS, Accenture, and Microsoft. Access the full webinar here: [Breaking Barriers: Building Diverse & Inclusive Workplaces through Apprenticeship Programs - YouTube](https://www.youtube.com/watch?v=TNwhZhXk7Zw)

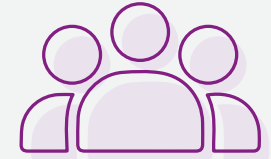


▶ Play the full video at:
<https://www.youtube.com/watch?v=TNwhZhXk7Zw>

These webinars highlighted the pivotal role of apprenticeships in fostering talent diversity, bridging skill gaps, and promoting inclusive workplaces in India and globally.

11. <https://degreeapprenticeship.teamlease.com/>

12. <https://aennswact.com.au/what-is-group-training-job-seekers/>



NEW MEMBERS AND PARTNERS

As a business-led association, our strength is in numbers. We are pleased to welcome new members to the GAN Global Management Board, comprising CEOs and leaders from top companies and international organizations. Together, our board is committed to advancing apprenticeship and WBL initiatives that empower individuals and businesses to thrive in today's dynamic labour market.

We recognize that meaningful progress in workforce development requires diverse perspectives and collective action. Our new board members, alongside our existing leadership, will play a pivotal role in steering GAN Global's strategic direction, ensuring that our initiatives promote inclusive economic growth and workforce development. By bringing together diverse expertise and perspectives, we look forward to further shaping the future of apprenticeships and WBL, driving meaningful change, and providing opportunities on a global scale.



Adaptive Construction Solutions

Adaptive Construction Solutions (ACS),¹³ a dynamic leader in workforce development joined our board in December 2023 with a mission-driven approach to training and upskilling the next generation of construction professionals, with a special focus on upskilling and reskilling veterans in the United States. ACS convenes a group representing more than half of the USA's largest engineering, procurement, and construction firms to develop strategies to meet prevailing wage and apprenticeship requirements. Their expertise will be invaluable in guiding GAN's efforts to address industry-specific challenges and ensure a skilled workforce for tomorrow's construction landscape. Together, we aim to strengthen the pipeline of skilled workers in the US and equip businesses with the talent needed to thrive in the evolving construction industry landscape.



Bühler Group

Bühler¹⁴ brings a wealth of experience and innovation in the food processing and engineering sectors. As a global leader in developing process solutions catering to fundamental needs like food and mobility, Bühler impacts billions of lives daily.

As a Swiss family business driven by values of trust, respect, and sustainability across five generations, and operating in over 140 countries, Bühler believes in addressing global challenges while generating positive impacts for society and the environment. With Bühler's commitment to sustainable development and fostering talent, we aim to continue to advance apprenticeship and WBL programs globally, building a skilled workforce ready to tackle tomorrow's challenges.

13. <https://www.goapprenticeship.com/about-us.html>

14. <https://www.buhlergroup.com/global/en/homepage.html>



European Alliance for Apprenticeships

European Alliance for Apprenticeships

In October 2023, GAN participated in the 8th seminar for the [European Alliance for Apprenticeships \(EAfA\)](https://ec.europa.eu/social/main.jsp?catId=1147)¹⁵ partners held in Turin, Italy. This event, co-organized by DG Employment, Social Affairs and Inclusion of the European Commission and the European Training Foundation (ETF), convened around 100 participants from various partner countries to explore opportunities for advancing apprenticeship systems across the EU and beyond. The seminar featured contributions from representatives of the European Commission, ETF, and the Spanish Ministry of Education and Vocational Education and Training, to share best practices and foster stakeholder cooperation to address common apprenticeship challenges. Notably, the European Commission highlighted EAfA's progress and welcomed Armenia as the 40th country to join the Alliance, along with six new EAfA members.

France, Germany, Italy, Israel, and Switzerland shared best practice examples on higher-level apprenticeships and from company trainers. Shared challenges discussed included funding sustainability, competition in higher education, and supporting learners with special needs. Emphasizing the value of collective efforts, the event concluded with a resounding message that skills are an investment, echoing the commitment to advancing quality apprenticeship schemes.

15. <https://ec.europa.eu/social/main.jsp?catId=1147>

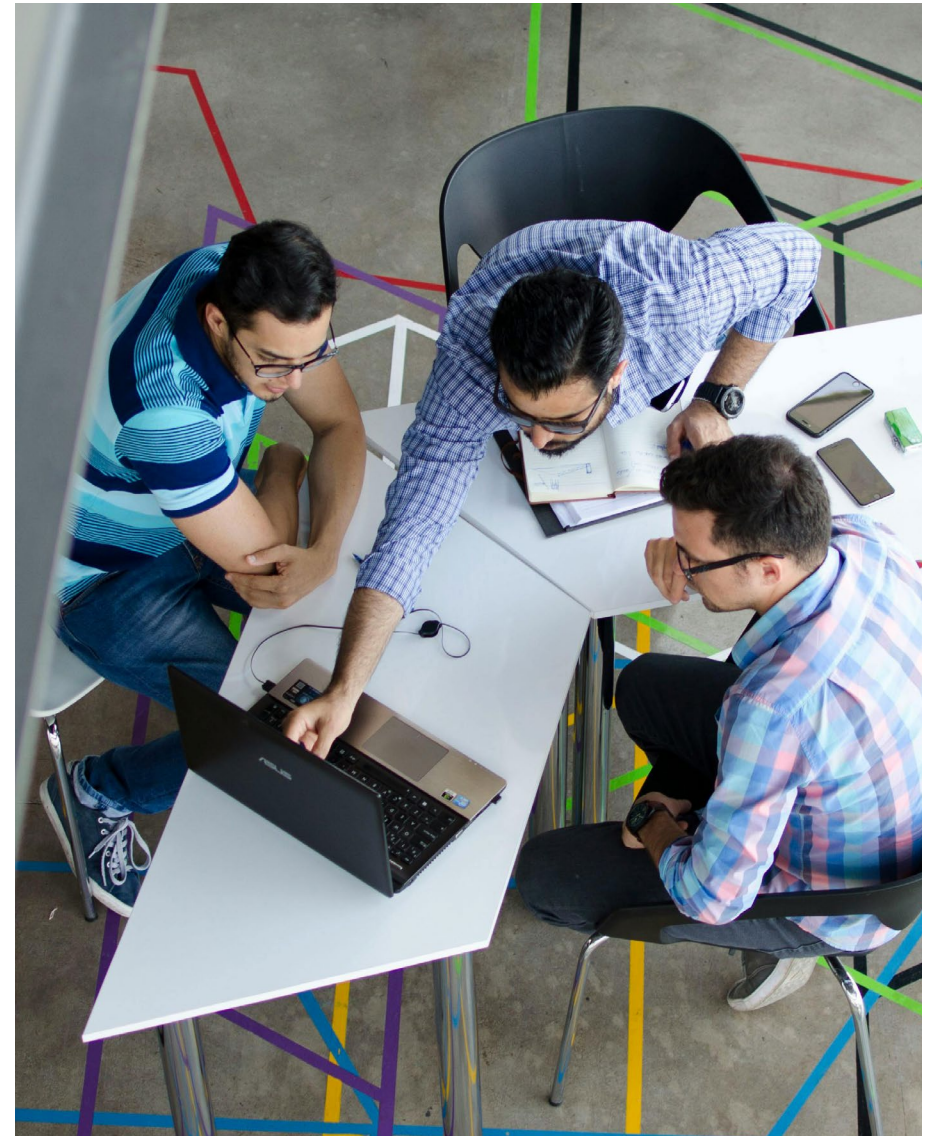


ILO Global Coalition for Social Justice

We are proud to partner with the [ILO's Global Coalition for Social Justice](https://social-justice-coalition.ilo.org/),¹⁶ bringing the private sector and skilling perspective. We firmly believe in ensuring equal opportunities for all individuals, regardless of their background, access to education, training, and growth opportunities. To learn more about the initiative, watch our video below.



▶ Play the full video at:
<https://shorturl.at/X4q8j>



16. <https://social-justice-coalition.ilo.org/>



GAN NETWORKS AND COUNTRY ACTIVITIES



GAN Australia

New International Apprentice Exchange program launched

In 2023, [GAN Australia](https://gan-australia.org)¹⁷ launched a four-week exchange program with partners including [GAN New Zealand](https://gan-newzealand.org/)¹⁸, Electrical Joint Training Committee Canada, and Global Trade eXchange (GTExpro), offering 2nd, 3rd, and 4th year apprentices over 18 years of age the opportunity to broaden their trade knowledge and experience in the three countries. Participants benefit from exposure to international practices, enhancing their skills and perspective within their chosen fields.

Through scholarships and employer-funded initiatives, GAN Australia supports individuals in expanding their skills and industry insights through international experiences. Participants of the exchange program have their expenses covered, including travel, accommodation, insurance, meals, and other related costs, ensuring a comprehensive and enriching experience. In exchange, participants will share their insights and learnings to contribute to the broader discourse on vocational education and training. This exchange program not only

“Through scholarships and employer-funded initiatives, GAN Australia supports individuals in expanding their skills and industry insights through international experiences.”

enhances individual capabilities but also fosters global networks and collaborations that advance the quality and effectiveness of apprenticeship systems worldwide.

17. <https://gan-australia.org>

18. <https://gan-newzealand.org/>

Apprentice Training Award recipient joining the WorldSkills Conference

Last year's recipient of the 2023 Apprentice Training Awards, Luke Green, is a sports turf management apprentice who will be travelling to France for the [WorldSkills Conference 2024](#)¹⁹ in Lyon, France with the GAN Australia delegation. Learn more about the program here: [International Apprentice Exchange Program - GAN Australia \(gan-australia.org\)](#)²⁰

Watch more [here](#)²¹ to get involved with the upcoming WorldSkills 2024 Conference in France, in which GAN Global is a Coalition Partner: [Introducing WorldSkills Conference 2024 \(youtube.com\)](#)



▶ Play the full video at:
<https://www.youtube.com/watch?reload=9&v=jny1YyeLu7c>

19. <https://worldskills.org/what/competitions/worldskills-lyon-2024/>
 20. <https://gan-australia.org/international-apprentice-exchange-program/>



Clean Energy Generation Report: apprenticeships and the net-zero economy

GAN Australia's commitment extends further with a [capacity study on clean energy workforce needs](#),²² emphasizing the pivotal role of apprenticeships in achieving a net-zero economy. Referencing feedback and suggestions from apprenticeship stakeholders in the country, this report recognizes the impact clean energy will have on all segments of the economy, consequently shaping the skills and experience demands for workers. Energy supply, demand, enabling, and carbon lifecycle are expected to grow exponentially in the next few decades, requiring a large and well-trained workforce.

The Clean Energy Generation report positions a strong apprenticeship system as an important strategy to manage the increasing demand for qualified trade workers, placing the responsibility on governments, industry, employers, and educational institutions. Finally, it lists several recommendations related to apprenticeships, such as exploring dual-

21. <https://www.youtube.com/watch?reload=9&v=jny1YyeLu7c>
 22. <https://www.jobsandskills.gov.au/publications/the-clean-energy-generation>

trade partnership pathways, funding clean energy apprenticeships, implementing integrated trade and degree apprenticeships, increasing group training, and establishing reporting mechanisms for small, medium, and large companies.

Quality Apprenticeships Employer Accreditation introduced

In February 2024, GAN Australia introduced a best-practice accreditation system for businesses. This [Quality Apprenticeships Employer Accreditation](#)²³ aims to serve as a certificate of quality in apprenticeship recruitment and programming. It is based on ILO standards and R208, recognizing businesses as having or being committed to employment, equality and diversity, wages and conditions, health and safety, and staff development. By enrolling in this system, businesses stand to enhance their reputation, attract the best talent, access best practices in training resources, and participate in a global community committed to quality apprenticeships.

23. <https://qualityapprenticeships.org/>

GAN Guatemala

In line with its commitment to bridging the gap between youth skills and employment through WBL, [GAN Guatemala](https://cacif.org.gt/gan-guatemala/)²⁴ launched the second version of its [Business Toolkit](https://cacif.org.gt/wp-content/uploads/2022/01/toolkit2.pdf)²⁵, specifically tailored to the Guatemalan context. This toolkit is a comprehensive resource providing technical guidance for implementing internship programs within the private sector. The updated Business Toolkit reflects international recommendations and current legal frameworks in the country, aiming to promote and strengthen best practices within businesses. Its primary goal is to facilitate the adoption of WBL programs, ensuring that young people acquire essential workplace competencies, continuously develop their skills, and become better prepared for the challenges of today's job market.

Versatile and adaptable to several types of enterprises, the toolkit offers a step-by-step guide for designing and planning internship programs. This flexibility enables businesses to progress at their own pace and effectively engage all departments in implementing WBL programs. The Business Toolkit serves as an essential resource to drive the training, growth, and employability of Guatemalan youth while enhancing the competitiveness of businesses in the current labour market landscape. By empowering businesses with the tools and knowledge needed to establish successful WBL programs, GAN Guatemala continues actively contributing to closing the skills gap and fostering sustainable youth employment.

In 2023, GAN Guatemala also ran the second phase of a youth job placement project in partnership with Swisscontact in Alta Verapaz. The second phase of the “Pasantías Laborales” project focused on helping at-risk youth secure WBL positions in administrative and customer service roles. Additionally, at their 2023 annual meeting, GAN Guatemala hosted 14 partner organizations to reflect on past projects and outline future initiatives, emphasizing their commitment to youth employment and professional development.

“Versatile and adaptable to several types of enterprises, the toolkit offers a step-by-step guide for designing and planning internship programs.”



24. <https://cacif.org.gt/gan-guatemala/>

25. <https://cacif.org.gt/wp-content/uploads/2022/01/toolkit2.pdf>

GAN Türkiye

In alignment with GAN's goal of supporting the private sector in advancing quality apprenticeship agendas, GAN Global and Turkish Confederation of Employer Associations TISK, the host organization of GAN Turkey, organized a webinar on 16 May on "ILO Recommendation 208: Enhancing Quality Apprenticeships in Türkiye." This collaborative event aimed to raise awareness on how to improve the quality of apprenticeship training and contribute to the development of robust programs in Türkiye.

The webinar began with opening remarks from Akansel Koç, Secretary General of TISK, followed by insights from Kathryn Rowan, Executive Director of GAN Global, and Akustina Morni, Policy Director of the International Organization of Employers (IOE), where they discussed the regulatory framework and conditions for the private sector to foster quality apprenticeships.

Following the keynotes, the panel session featured leaders from global companies who shared best practices from a variety of industries. Panellists included Laurence Gentile from dsm-firmenich, Sonia Studer from Nestlé, Defne von Krogh from UBS, and Banking Apprentice Anet Solmaz. They addressed critical issues such as the legal framework, collaboration with public and educational institutions, strategies for inclusion and equity, and alignment with industry needs.

The event drew over 200 participants, including representatives from GAN Türkiye, member unions, various companies, and international organizations. In his closing speech, Akansel Koç emphasized TISK's ongoing role in coordinating and managing the GAN Turkey Network and affirmed the organization's dedication to raising awareness and promoting the development of quality apprenticeship programs.

This webinar marks a pivotal step in enhancing apprenticeship training in Türkiye, demonstrating the collective effort of employers, industry leaders, and international organizations in fostering a skilled and inclusive workforce.



▶ Play the full video at:
<https://www.gan-global.org/announcement/enhancing-quality-apprenticeships-in-turkey/>

(Please note: in this session the Secretary General's remarks are in Turkish and the keynotes and panel in English)

"This collaborative event aimed to raise awareness on how to improve the quality of apprenticeship training and contribute to the development of robust programs in Türkiye."

**ILO Recommendation 208:
Enhancing Quality Apprenticeships in Türkiye**

Thursday, May 16th - 10h00-11h00 (CET)

 Akansel Koç Secretary General TISK	 Kathryn Rowan Executive Director Global Apprenticeship Network (GAN)	 Akustina Morni Director of Policy International Organisation of Employers (IOE)	
 Laurence Gentile Head Learning & Engagement Talent Acquisition dsm-firmenich, Switzerland	 Sonia Studer Head of Human Resources Nestlé, Switzerland	 Dr. Defne von Krogh Head Talent & Culture for Asset Management, Group Sustainability and Impact, Non Core and Legacy UBS	 Anet Solmaz Banking Apprentice UBS

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Implementing Quality Apprenticeships in Armenia

From 2020 to 2021, GAN undertook a project with the [Miassine Foundation](#)²⁶, supported by the City of Geneva, to improve school-to-work transitions in Armenia, particularly for young women. In 2023, we continued this initiative to promote quality apprenticeships in Gumri, in the region of Chirak. The initial project showed the need for more private sector collaboration on quality apprenticeships and the development of an apprenticeship ecosystem that better aligns skills with industry demands.

In December 2023, the first-ever visit by an ILO Director-General was made to Armenia, where he met with the country's Prime Minister. Skills development, especially for those impacted by war and refugees, was at the heart of the discussion during this milestone event. During the visit, the Miassine Foundation took the opportunity to translate the ILO Recommendation on Quality Apprenticeships (R208) into Armenian and share it with local stakeholders. While the legal framework for professional training

is still under discussion with the government, the Ministry of Education expects to pass the bill in 2024, with ILO R208 in its annexe.

A Center of Apprentices ([Maison des apprentis](#))²⁷ was created in 2022. It continues to train apprentices in the culinary arts and promote social enterprises, particularly targeting young people in vulnerable situations. The Center of Apprentices is also an inter-generational hub offering skills development workshops to older generations and young people.

In 2024, the project aims to:

- Strengthen private sector involvement in developing an apprenticeship system in the region through raising awareness and training trainers within partner companies.
- Combat the digital divide by developing basic digital skills for young people in vulnerable situations.
- Aid war victims through professional (re)integration.
- Promote intergenerational solidarity amongst peers to support the development of digital skills at the apprentice center.



Play the full video at:
<https://www.facebook.com/reel/708349291210103>

Towards the end of the year, GAN Global will support the promotion of ILO R208 with an awareness-raising workshop and a final ceremony awarding national certificates to companies and apprentices.

“Skills development, especially for those impacted by war and refugees, was at the heart of the discussion during this milestone event.”

26. <https://www.facebook.com/Miassine/>

27. <https://artzakank-echo.ch/2023/03/12/linauguration-de-la-maison-des-apprentis-par-miassine/>



By harnessing international frameworks and local expertise, this initiative seeks to catalyze sustainable change in developing a skilled and adaptable workforce that meets the needs of South Asia's rapidly evolving labour market.

Developing and upgrading skills in South Asia for the manufacturing and industrial sectors

GAN Global, with the support of IOE and the EU, and in partnership with the Employers' Federation of India (EFI) and the Confederation of Indian Industry (CII), is supporting an initiative bringing together stakeholders from India and abroad to explore best practices in skills development and governance, drawing insights from successful models in India and South Asia. A workshop will take place in June 2024 in New Delhi, India. It will involve advocating for quality apprenticeships, fostering stakeholder collaboration, and exploring strategies to secure increased government funding for vocational skills programs in the manufacturing sector. In addition, the project will produce a policy report focusing on the future of

the industrial workforce, with a specific emphasis on apprenticeship and WBL initiatives.

This report, completed through targeted engagement with employers and businesses, aims to raise awareness and drive tangible outcomes in skills development and inclusion. By harnessing international frameworks and local expertise, this initiative seeks to catalyze sustainable change in developing a skilled and adaptable workforce that meets the needs of South Asia's rapidly evolving labour market.



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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 and regional and local in-country projects with partner organizations in the Americas, Asia, Oceania, and Europe.

Chair

Laurent Freixe, Chief Executive Officer of Zone Latin America, Nestlé S.A.

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GAN Argentina; GAN Australia; GAN Colombia; GAN Guatemala; GAN New Zealand; GAN Türkiye

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