



Global Apprenticeships Network

Skills for Business - Jobs for Youth



Annual Report

December 2013 - May 2015

May 2015



Global Apprenticeships Network
Skills for Business - Jobs for Youth

The Secretariat of the GAN is hosted by the International Organisation of Employers at its Geneva offices.

If you are interested in joining the GAN, please contact: info@global-apprenticeships.org

GAN, Global Apprenticeships Network, Secretariat
c/o International Organisation of Employers
71, Avenue Louis-Casà
CH-1216 Cointrin/Geneva

Tel : +41 (0)22 929 00 11

www.global-apprenticeships.org



Global Apprenticeships Network

Skills for Business - Jobs for Youth

Acronyms

APINDO	Indonesian Employers' Association
B20	Business 20
B2B	Business-to-Business
BIAC	The OECD's Business and Advisory Committee
CEO	Chief Executive Officer
CEOE	Confederation of Employers and Industries of Spain
COO	Chief Operating Officer
COPARMEX	Mexican Employers' Association
CSR	Corporate Social Responsibility
EaFA	European Alliance for Apprenticeships
EC	European Commission
EU	European Union
FAQs	Frequently Asked Questions
G20	Group of Twenty
GAD	Global Apprenticeships Day
GAN	Global Apprenticeships Network
GNN	GAN National Network
HNWI	High Net Worth Individual
IFC	International Finance Corporation, World Bank Group
ILO	International Labour Organization
IMF	International Monetary Fund
IOE	International Organisation of Employers
KPIs	Key Performance Indicators
L20	Labour 20
MEDEF	Leading Network of Entrepreneurs in France
MNC	Multinational Corporation



Global Apprenticeships Network

Skills for Business - Jobs for Youth

NEET	Young people neither in employment, nor in education or training. Also known as “disconnected youth” in the United States and “ni-ni” (neither-nor) in Spanish-speaking countries.
NGO	Non-Governmental Organization
OECD	The Organisation for Economic Co-operation and Development
PPP	Public Private Partnership
PR	Public Relations
SME	Small or Medium Enterprise
TBD	To be determined
TISK	Turkish Confederation of Employer Associations
UN	United Nations
VET	Vocational Education and Training
VIK	Value In-kind
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WRP	Work-Readiness Program



Global Apprenticeships Network

Skills for Business - Jobs for Youth



Mission

The GAN is a [business-driven alliance](#) with the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth - notably through apprenticeships. The GAN is a network where private sector companies, business federations and associations come together to [share best practices](#), to [advocate](#) and to [commit](#) to action around [youth employability](#) and [skills development](#). The initiative is driven by business leaders, who use this global platform to [promote apprenticeship](#) and internship programmes [worldwide](#). They reach out in their respective countries and industries to mitigate the youth unemployment and skills mismatch crises. At the same time they strengthen their companies' competitive strategies by [investing in their workforces](#).

Letter from the Chair

Dear Members and Friends of the GAN,



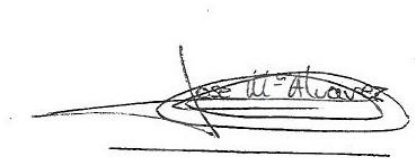
It has been an honour to take part in leading GAN's overarching goal in [promoting apprenticeships and ensuring future skills for business](#) - especially during this crucial time of economic recession.

Although headlines in the press are recently pointing towards a recovery in the global economy, changes in unemployment rates are not improving - with our youth being hit the hardest. The figures are starting with 50-60% of youth unemployed in many countries - and the figures keep growing. Although there is a supply of well-equipped young people, the problem is that employers cannot find people with the right skills.

As youth unemployment is the most challenging problem of our time, we need to collaborate and partner with others to ensure a positive impact. The GAN is an open, neutral forum and enabler of work-readiness programs - where companies commit; best practices are shared; public policies are influenced; apprenticeship status is elevated; and benchmarks are fostered.

Although it has been a fruitful journey after establishment of the GAN, thanks to the level of enthusiasm and engagement from our members and partners – much more still should be done. I look forward to even further opportunities for youth that we can provide through the GAN, the only global network of its kind.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'José M. Álvarez-Pallete López', with a horizontal line underneath.

José María Álvarez-Pallete López

Chair of the Board of the Global Apprenticeships Network,
Chief Operating Officer, Telefónica S.A.

Letter from the Executive Director

Dear Partners, Collaborators and Supporters of the GAN,



It has been an exciting eighteen months for the GAN. The GAN is not just a public private partnership, it is a [unique collaboration](#) in which all partners bring to the table its strongest attributes. Although we are a small team, we have major players supporting our agenda i.e. multi-nationals, ILO, IOE, OECD, BIAC, and 152 business and employer organisation members.

Despite our small size and young age we have been able to make our imprint. To date, we have participated in 30 major international events, collected a dozen best practices, produced five toolkits, and launched three national networks. We are continuously expanding across the globe with 24 member companies joining our network in Turkey, 80 interested participants at the GAN kick-off in Spain, of which many were representatives of SMEs and 15 companies joining in Indonesia. Our member companies have made inspiring commitments to increasing job opportunities for youth. We felt that it was important to highlight these initiatives in the [Catalogue of Best Practices](#), which is strongly linked to the Annual Report.

The next twelve months will be even more eventful with other countries wanting to adopt the GAN brand. As the coming years predict a steady surge in youth unemployment, we must react quickly to the challenges that will follow and refocus our strategic direction accordingly. With these challenges however, also come opportunities with industries in health care, advanced manufacturing and IT increasingly taking on a prominent role in providing jobs for youth. The GAN's role as a platform for the public and private sectors responds suitably to market needs and challenges, which is crucial in our evolving world. As a young organization tackling a huge issue, we thank you for your continued support, which we will need more than ever in the coming months and years.

Best regards,

A handwritten signature in black ink that reads "Shea Gopaul". The signature is written in a cursive, flowing style.

Shea Gopaul
Executive Director



Table of Contents

Part I: Launching the GAN

1. Who are we?	10
2. What do we do?	10
3. What do you get?	11
4. Why do we do it?.....	11
5. Background and Justification of the GAN.....	11
6. The Evidence for Global Business Network on Apprenticeship	12
7. Principles	12
8. Roadmap	13
9. Partners and Members	13

Part II: Activities Report: Work Plan, Achievements and Challenges

1. McKinsey-led Workshops.....	15
1.1. GAN Work Plan	15
1.2. GAN Work Plan, Achievements and Challenges.....	16
2. Advocacy/Outreach Events and Milestones	18
3. High Level Meetings where the GAN advocated for Work-Readiness Programs	19
4. Catalogue of Best Practices.....	19
5. GAN Ambassador	20
6. Global Apprenticeships Day (GAD)	20
7. Survey, Report and Toolkits.....	20
8. GAN National Networks (GNNs)	21
8.1. Distinguishing between the GAN and GNN	21
8.2. GAN National Network World Map	22
8.3. GAN National Networks	23
8.4. KPIs for the GAN and GAN National Networks.....	24
8.5. GAN National Network Activities.....	25
8.6. GAN National Network Turkey	26
8.7. GAN National Network Indonesia.....	27
8.8. GAN National Network Spain.....	27
8.9. Future GAN National Networks.....	27

Part III: Resources

1. Member and Partner Contributions	27
2. The Partnership Values of the GAN.....	27

Part IV: Annex 1 – GAN Members

1. GAN Board Members	28
2. GAN Regular Members.....	29



Global Apprenticeships Network
Skills for Business - Jobs for Youth

Part IV: Annex 2 – The GAN Ambassador

The GAN Ambassador 33

Thank you!

Thank you from the GAN 35



Global Apprenticeships Network
Skills for Business - Jobs for Youth

Part I: Launching the GAN

1. Who are we?

The Global Apprenticeships Network (GAN) is a [coalition of committed companies, employers' federations, associations and international organisations](#) dedicated to promoting quality apprenticeships¹ with the ultimate goal of creating job opportunities for youth and ensuring skills for business. It started in late 2013 as an initiative coordinated by the International Organisation of Employers (IOE) and the OECD's Business and Industry Advisory Committee (BIAC), with the support of the ILO and OECD. The GAN is the only tangible outcome of the recent G20 and B20 meetings.

2. What do we do?

As a public-private partnership, its members [commit](#) to and [advocate](#) for work-readiness programs. In a short period of time, the GAN's work plan has expanded, while its membership continues to span across several industries and countries. It has developed ['toolkits'](#), conducted [surveys](#), shared [best practices](#) with multinationals and participated in many international events.

The members participate in events and workshops; solicit new members; offer pro-bono work; and loan on externships their staff to work at the GAN Secretariat. The GAN is chaired by Mr Álvarez-Pallete López, COO of Telefónica S.A.

The GAN Board and General Council is represented at the [CEO level](#), and although the GAN is a new association, it has already developed the dynamism and insider knowledge necessary to succeed. The GAN will continue to deliver on the following:

- Providing [visibility and recognition to companies](#) committing to work-readiness opportunities for youth and facilitating knowledge diffusion between different initiatives, including toolkits on a global scale;
- [Facilitating](#) the exchange of best practices and knowledge on work-based training;
- [Elevating the status of apprentices](#) and advocating for vocational training;
- [Launching GAN National Networks](#) with local companies [committing to increase and promote apprenticeships](#); sharing best practices; and facilitating multi-stakeholder dialogue.

International institutions and partners continue to [advocate](#) and support the GAN through their global networks while collaborations with other networks such as the Fundación Bertelsmann, European Alliance for Apprenticeships (EAfA), and the UN Global Compact are strengthened.

¹While the term "apprenticeship" is well understood in some countries, other terminology is also used to describe work readiness programs, including on-the-job training, job/career readiness training, traineeship, internship, learnership, and artisanship. There is a wide range of reported experiences in countries' various approaches to apprenticeships.



Global Apprenticeships Network

Skills for Business - Jobs for Youth

3. What do you get?

As a member or partner of the GAN, you are contributing to tackling the [most important social problem of our time – youth unemployment](#). At the same time, some of the benefits include:

- [Obtaining](#) toolkits to improve work-readiness programs
- [Gaining](#) a CSR/PR boost by publicly showcasing commitments
- [Improving](#) status of work-readiness programs
- [Building](#) B2B partnerships across and within sectors
- [Linking](#) to talented youth and diverse teams

4. Why do we do it?

[Young people are the most vulnerable victims of the global recession](#). Movements around the world expressing their frustration, point to the direct link between youth unemployment and restlessness. As a result of these trends, the fear of a “lost generation” continues to mount at global and national levels. Persistent and long-term youth unemployment undermines social cohesion, making it easier for young people to turn to illegal organizations and activities, including those linked to terrorism. It is in this context that both policymakers and business leaders alike must tackle the problem of youth unemployment to prevent the long-term challenges threatening future generations. The GAN is an initiative driven by business leaders who use this global platform [to promote apprenticeships/work readiness programs](#). They reach out in their respective countries and industries to [mitigate the youth unemployment and skills mismatch crises](#). At the same time they [strengthen their companies’ competitive strategies](#) by investing in their workforce.

5. Background and justification of the GAN

According to the ILO, there are over 200 million people looking for work globally. As Christine Lagarde, Managing Director of the International Monetary Fund (IMF) visualizes this figure, “if the unemployed formed a country, it would be the fifth largest in the world.” A large proportion of this unemployed population is [75 million young people looking for work opportunities](#), who represent the world’s biggest social challenge today. In addition to this figure, are the six million youth who have given up looking for a job altogether. According to the ILO report “Global Employment Trends for Youth 2012” this figure represents youth as neither working nor studying – also known as, “NEET” rates (youth neither in employment, nor in education or training). The IFC’s 2013 Jobs Study Report estimates that 600 million jobs will be needed for youth entering the workforce by 2020 – a figure that accounts only for jobs that will be needed in developing countries.

Against this background, the ILO embarked on a feasibility study in early 2013 to gather information from businesses about their apprenticeship programs and to seek their views on how an international business network on apprenticeships could add value for them. Therefore, in collaboration with the IOE and members of the WEF Global Agenda Council on Youth Unemployment, the [feasibility study](#) collected information from multi-stakeholders on country and company apprenticeship practices; and, explored the interest and [eventual commitment of companies to join forces to promote apprenticeships through a GAN](#). Throughout the process, the study stressed the [importance of coordinating, collaborating and cooperating](#) to build on the many excellent initiatives already under way in the apprenticeships and work-based training arena. This served as the basis for setting up the GAN.

In June 2013, the L20 and B20 concluded that successful apprenticeships “must inter alia, correspond to the needs of business and have their own contractual arrangements in line with law and practice”....and

“apprenticeship systems must be workplace-centred and a significant part of the training given should be conducted in companies to ensure a work-based character”. Apprenticeships improve prospects for youth employment when leadership is driven by employers because it ensures that training meets needs and that skills are kept up-to-date with changes in technology, work practices and market dynamics.

6. The Evidence for a Global Business Network on Apprenticeship



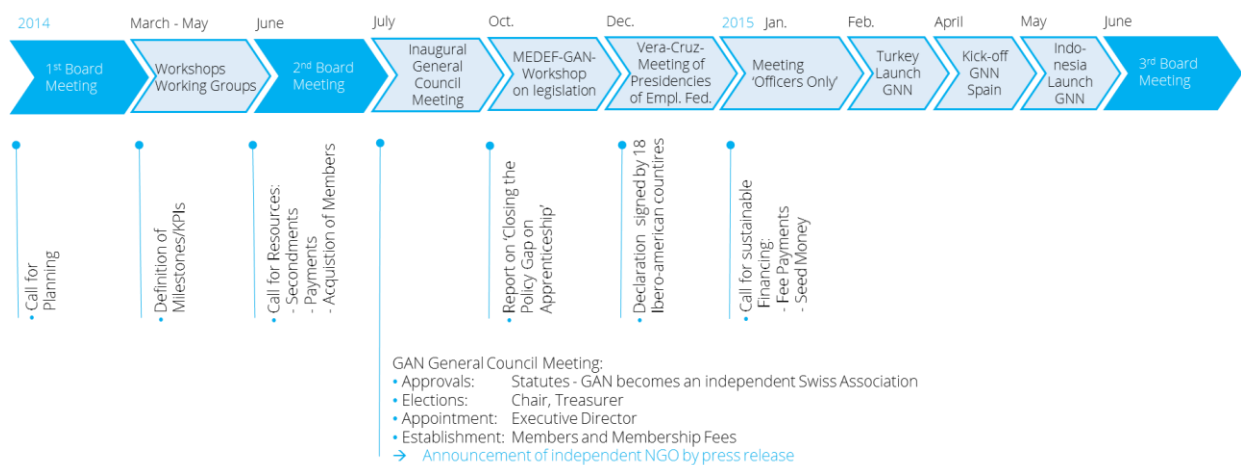
7. Principles

The current [criteria for membership to the GAN](#), as approved by the Steering Committee is that the company or organization has shown a commitment to the GAN's three core principles. The members of the GAN agree to the following simple but powerful action oriented principles:

- I. Strengthen the commitment and visibility of the companies' and organizations' workforce engaged in apprenticeships and internships as part of a sound human resources development strategy.
- II. Share the best practices in the areas of apprenticeships, internships, mentoring and on-the-job training.
- III. Encourage a network of committed companies and organizations at the global and local levels, to support effective knowledge sharing action programs and partnerships and to scale up international cooperation to this effect.

8. Roadmap

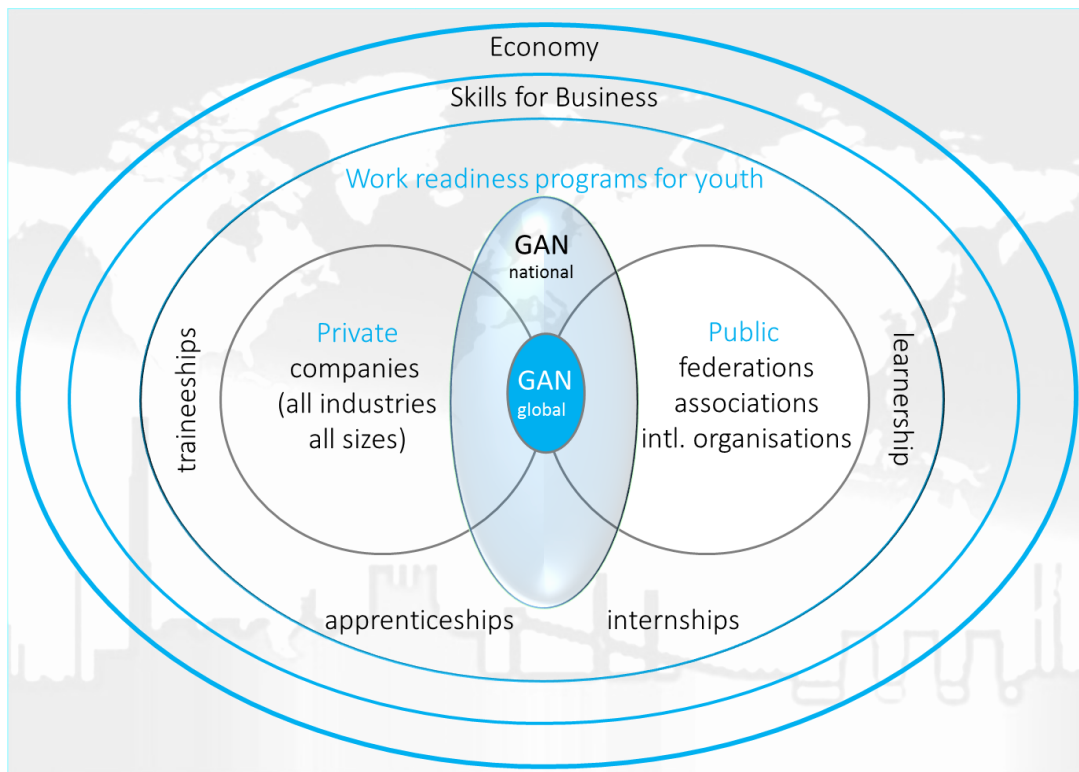
- The GAN was only established in **late 2013** and grew tremendously in a short period of time, with minimal resources.
- The announcement of being an **independent, Swiss association in July 2014** was an important step, demonstrating the neutrality and credibility of the entity, while receiving support from both the private and the public sectors.
- The GAN has made real progress on a national level with the launch of two **GAN National Networks (GNNs)** in **Turkey and Indonesia** during the first half of 2015 and a kick-off meeting in **Spain** with an official launch for June 2015. Several other countries are also interested in working with the GAN. Please refer to the map on pg. 23 which highlights all of the countries with present and possible, future GNNs.



9. Partners, Members and Collaborators

The GAN is a **public-private partnership** wherein dedicated companies (large and small), institutions namely the BIAC, ILO, IOE, OECD and employers' federations unite to tackle one of the most pressing social problems of our time – youth unemployment. While at present, mainly multinational corporations (MNCs) form the bulk of GAN membership, the next step is to tap into their supply chains and reach out to small and medium enterprises (SMEs) where most of future job growth is foreseen. Through strategic partnerships, member companies representing various industries spanning the globe **commit** to the **GAN principles**.

To accelerate its agenda, the GAN collaborates with external agencies, social partners, institutions and initiatives, e.g. Fundación Bertelsmann, G20, B20, MasterCard Foundation, UN Global Compact, WBCSD, World Bank, WEF, and the EAfA. On a country/regional level, these parties contribute to the creation of a modern workforce in the countries where the [GAN National Networks \(GNNs\)](#) operate. Please refer to Annex 1 for a list of current members.



Although small in structure, the GAN has the capabilities to influence stakeholders all over the globe through its strategic partnerships:

- The GAN reaches out to [labour and manpower ministers in 186 countries](#) through the ILO.
- Through the IOE, the GAN has access to more than [152 business and employer organisations](#) in 143 countries e.g. the Turkish Confederation of Employers Association (TISK) has over 9,000 companies and skills associations as members.
- Through the [OECD](#), the GAN reaches out to its [34 member countries](#).

Part II:

Activities Report: Work Plan, Achievements and Challenges

1. McKinsey-led workshops

In 2014, two workshops led by McKinsey & Company were offered on a pro-bono basis to GAN members:

- The first workshop was devoted to defining the GAN work plan, Key Performance Indicators (KPIs) and the value proposition of joining the GAN. Hosted by UBS, they shared best practices on the [Swiss apprenticeships system](#) with a focus on the financial sector and the [positive impact the system has on staff retention](#).
- The second workshop focused on the [key role of vocational training to move from education to employment](#) and presented successful interventions such as industry consortia, company academies, hybrid secondary and university programs and SME participation through both the supply chains and public institutions.

Overall, the workshops helped GAN members and partners to further define the GAN work plan, activities and projects. Specific projects were defined and endorsed at the GAN Board meeting. Below is an overview of the GAN projects:

1.1 GAN Work Plan

Objectives/KPIs	Projects	Description
1. Encourage more high quality work based learning ²	Toolkits and self-assessments	<ul style="list-style-type: none"> • Self-assessment and benchmarking tool • Suite of tools including checklists and “how-to guides”
2. Facilitate youth access to work-based learning	Company commitments	<ul style="list-style-type: none"> • Quantitative commitments • Visual showcasing of commitments
	Online hub / youth portal	<ul style="list-style-type: none"> • Online portal with info on apprenticeships (e.g. “day-in-the-life” vignettes, best practices, FAQs) • Potential future phase: Online services for youth (e.g. matchmaking, listings)
3. Create momentum around apprentices (awareness, regulation...)	Communications campaign	<ul style="list-style-type: none"> • Build GAN brand • Appointing ‘GAN ambassadors’

²The term “work-based learning” is used here to mean apprenticeships, internships, traineeships, learnerships and other on-the-job training experiences



Objectives/KPIs	Projects	Description
		<ul style="list-style-type: none"> • “GAN days” • Membership drive
	Proactive regulation	<ul style="list-style-type: none"> • On-going advocacy in international forums • Global report and conference on legal frameworks
	National Networks	<ul style="list-style-type: none"> • Support to set up GAN National Networks • Kit/guides on possible activities, media events

- The [projects](#) listed above were proposed in the [first phase of GAN projects and activities](#). Other areas such as global certificates, academic gatherings and an online portal with information on available job opportunities for youth and linkages with education providers were also considered important. These will be targeted in the [next phase](#) when more resources become available.
- Below please find a more detailed, and recent list of the GAN Work Plan, Achievements and Challenges:

1.2 GAN Work Plan, Achievements and Challenges

Objectives/Projects/KPIs	<input type="checkbox"/> Description	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Challenges/Comments
1. Encourage more high quality work-based learning		
	<input type="checkbox"/> Tools including checklists and “how-to-guides”	<input checked="" type="checkbox"/> Toolkit for New Members <input checked="" type="checkbox"/> Toolkit for National Networks <input checked="" type="checkbox"/> Global Apprenticeship Day for Federations and for companies released around the G20-OECD Conference and launch of first National Network in Turkey
		<input checked="" type="checkbox"/> Best practice example on launching a GAN National Network
		<input type="checkbox"/> Toolkit for SMEs; needs additional input, review content, testing and launch
		<input type="checkbox"/> More examples of best practices to come as new GAN National Networks are launched <input type="checkbox"/> Workshops should accompany tools to ensure full understanding and correct use of products
	<input type="checkbox"/> Self-assessment and benchmarking tools	<input type="checkbox"/> On hold; lack of resources



Global Apprenticeships Network

Skills for Business - Jobs for Youth

Objectives/Projects/KPIs	Description	Completed Challenges/Comments
2. Facilitate youth access to work-based learning		
Company commitments	Data collection	22.176 – a rough estimate by a few GAN companies
	Quantitative commitments	Other commitments, Telefónica, Hilton Worldwide, Nestlé, Adecco
	Visual showcasing of commitments	Published on new website and Annual Report
Online hub/youth portal	Online portal with info on apprenticeships (e.g. “day-in-the-life” vignettes, FAQs)	On hold for next year
	Future phase: Online services for youth (e.g. match-making, listings)	Potential system from a GAN company for next year
3. Create momentum around apprentices (awareness, regulation...)		
Communications campaign	Build GAN brand	Build brand and align documents, website, social media (Facebook, Twitter, LinkedIn) Numerous press releases, newsletters Various companies’ best practices
		Holistic communication strategy including guidelines, logo integration, media partnership etc. (pro bono) in second half of 2015
	Appointing “GAN Ambassadors”	Promotional film with CEO of UBS
	Membership drive, each Board Member to bring in 2 new members	120 companies contacted by GAN 500 companies contacted by GNN Outreach to foundations, development agencies, HNWI 12 companies have joined the GAN, 24 joined Turkish GNN, 10 joined Indonesian GNN Welcome kit for new members
	Advocacy events, improving the social status of apprenticeships	Numerous events attended with presentations and press coverage. See page 20



Global Apprenticeships Network

Skills for Business - Jobs for Youth

Objectives/Projects/KPIs	Description	Completed Challenges/Comments
Proactive regulation	Ongoing advocacy in international forums	<ul style="list-style-type: none"> ✓ G20, WEF, EU, ILO, OECD, UN Global Compact meetings, forums
	Global report and conference on legal frameworks	<ul style="list-style-type: none"> ✓ IOE-GAN-BIAC survey of apprenticeship practices in G20 countries released ✓ MEDEF-GAN Report on 'Closing the Policy Gap on Apprenticeships': Launched at G20-OECD Conference and at launch of first GNN in Turkey; available on website ➤ considered very useful; could be further developed with other countries' best practices examples
GAN National Networks	Turkey	<ul style="list-style-type: none"> ✓ Successful launch of first GNN in Antalya at the G20-OECD-Conference; 24 member companies committing ✓ Turkey as best practice example, defined concrete action plan
	Indonesia	<ul style="list-style-type: none"> ✓ Kick-off meeting. 45 companies attended ✓ Successful launch of second GNN in Jakarta on May 28; 15 companies committing
	Spain	<ul style="list-style-type: none"> ✓ Kick-off meeting on April 22 in Madrid; 80 participants ➤ Official launch on June 18
	India	<ul style="list-style-type: none"> ✓ Meetings on November 28 and March 12 ➤ Challenges in timing and commitment
	Latin America	<ul style="list-style-type: none"> ✓ Declaration signed by 18 Ibero-american countries on December 5 to set up GNNs
	Mexico	<ul style="list-style-type: none"> ✓ Kick-off planned for June, launch in October
	Egypt	<ul style="list-style-type: none"> ✓ Presented at tripartite conference in Cairo ➤ Under discussion as to next steps and leadership
	Saudi Arabia, Colombia, Tanzania, Kenya, South	<ul style="list-style-type: none"> ✓ Discussion have taken place ➤ Concrete plans tbd



Global Apprenticeships Network

Skills for Business - Jobs for Youth

Objectives/Projects/KPIs	<input type="checkbox"/> Description	<input checked="" type="checkbox"/> Completed <input type="checkbox"/> Challenges/Comments
	Africa, many other interested	
Governance	<input type="checkbox"/> Set up of association <input type="checkbox"/> Set up of the General Council, the Management Board and the Steering Committee <input type="checkbox"/> Set up accounts <input type="checkbox"/> Auditors	<input checked="" type="checkbox"/> All completed <input type="checkbox"/> Enormous work unforeseen and expensive – outsourcing to be considered

Meeting the KPI objectives listed above is highly dependent on the level of engagement of member companies, especially on a local level. Tracking progress and measuring impact with a simple tracking system needs to be put in place where data will be inputted locally, then uploaded to the global headquarters system. The activities, commitments, media campaigns, use of the tools, and the results of the assessments will need to be handled in a consistent manner and with supervision and training to ensure the quality of the activities and integrity of the data.

2. Advocacy/Outreach Events and Milestones

Because of the enthusiasm displayed by members on their commitments around work-readiness programs, the focus has been on the [quality of partnerships](#) as opposed to quantity. In total, the GAN was represented in over [30 international events](#) by mid-2015 and published [39 news releases](#). News and press releases are regularly disseminated to IOE and BIAC members – to [152 business and employer organisations in 143 countries](#). In addition, the GAN [Facebook](#) page and [Twitter hash tag #GAN4skills](#) have been set up.

The table below refers to [major events](#) in which the GAN has influenced and engaged in the global, public debate surrounding policy and expertise on quality apprenticeship programs:

3. High Level Meetings where the GAN Advocated for Work-Readiness Programs

	Events	Outcomes
	EU Conference on Youth Unemployment April 8 th , 2014, Brussels	Sharing of Best Practices
	G20 Labour & Employment Ministers Meeting September 10-11 th , 2014, Melbourne	Influence Policy Debate
	OECD Forum May 2014, Paris	Advocacy
	GAN & MEDEF Event on Apprenticeships legislative & Regulatory Frameworks, Oct 30 th , 2014, Paris	Report on Policy Gap
	G20 Leaders Summit November 15-16 th , 2014, Brisbane	Influence Policy Debate
	XXV Meeting of IberoAmerican Presidents of Employers' Organisations, Dec 5-6 th , 2014, Veracruz	Declaration signed by 15 federations
	World Economic Forum Annual Meeting January 21-24 th , 2015, Davos	Showcase new models
	G20-B20, Launch of Turkish GAN National Network February 25-26 th , 2015, Antalya	Toolkits launched
	Spanish GAN National Network Kick-Off Meeting April 22 nd , 2015, Madrid	Advocacy with emphasis on SMEs
	Indonesian GAN National Network Launch May 28 th , 2015, Jakarta	Advocacy with emphasis on Policy

* Please refer to our complete list of events on our website at: <http://global-apprenticeships.org/events/>



Global Apprenticeships Network

Skills for Business - Jobs for Youth

4. Catalogue of Best Practices

To date, the GAN has collected best practices from 12 member companies which can also be accessed on the website. These experiences are a reflection of the unique partnership that the GAN represents. Whether these work-readiness programs create shared value; promote entrepreneurship in young tech students; or, bridge the skills gap – they all contribute in their own way to the GAN Mission in creating job opportunities for youth and developing skills. The “Catalogue of Best Practices and Commitment by Member Companies and Partners” is available on our Website.

5. GAN Ambassador

To improve the social status of apprentices and to showcase the diverse range of sectors in which apprenticeships play an important role, the GAN presents examples of successful former apprentices through its GAN Ambassador status. The current GAN Ambassador is Mr Sergio Ermotti, CEO of UBS. Please refer to [Annex 2](#) for more on the special role of the GAN Ambassador and Mr Ermotti’s motivating journey from apprentice to CEO.

6. Global Apprenticeships Day (GAD)

As the toolkits contain a special focus on GAD, the GAN, along with a coalition of committed companies, employers’ federations and associations will dedicate a day devoted to GAD. GAD aims to i) raise awareness and understanding of apprenticeships, ii) highlight the benefit of apprenticeships as a valuable education and career path and iii) celebrate individual success stories.

7. Survey, Report and Toolkits

- At the G20-OECD-EC Conference on quality apprenticeships in 2014, GAN/IOE/Biac presented the findings of their [joint survey](#), which had been sent out to national member federations in the G20 countries. According to the survey’s findings, in a large number of G20 countries, social [partners do not always engage sufficiently in the governance of VET systems](#). Basically, these systems fail to deliver their main function: to equip young people with the skills they need to enter the labour market sustainably. The findings of the GAN-IOE-Biac Survey highlight [the need to establish GAN National and Regional Networks, as well as for employers’ federations to lead the multi-stakeholder dialogue](#).
- The [GAN-MEDEF report](#) on “Closing the policy gap on apprenticeships” was released at the Turkish GNN launch and showcases case studies on legislative frameworks in France, Spain, Switzerland, Turkey, and the UK. Best practices to promote apprenticeships and other forms of work-readiness programmes despite unsatisfactory legislative frameworks is an integral part of the report and is available on the website at: <http://global-apprenticeships.org/news/news-details/article/3-days-to-go-launch-of-the-first-gan-national-network-in-turkey/>
- As part of the launch of the first GNN in Turkey, the first toolkit which is a Guide for New GAN Members, and three other new toolkits were released in Turkey: the Basics on GNNs and two guides on Celebrating Global Apprenticeship Day- available for companies and employers’ federations. These two toolkits were kindly supported by Samsung Electronics and are available on the website at: <http://global-apprenticeships.org/news/news-details/article/1-day-to-go-launch-of-the-first-gan-national-network-in-turkey/>
- Shortly after the first GNN launch event in Turkey, another toolkit on “Best Practice Examples on Launching a National Network” was released and kindly supported by TISK. The toolkit contains useful tips and a self-assessment to help other countries in their efforts to launch similar GNNs. It can be found on the website at:

<http://global-apprenticeships.org/news/news-details/article/toolkit-on-best-practice-examples-of-launching-gan-national-networks-gnns-released-based-on-turkey/>

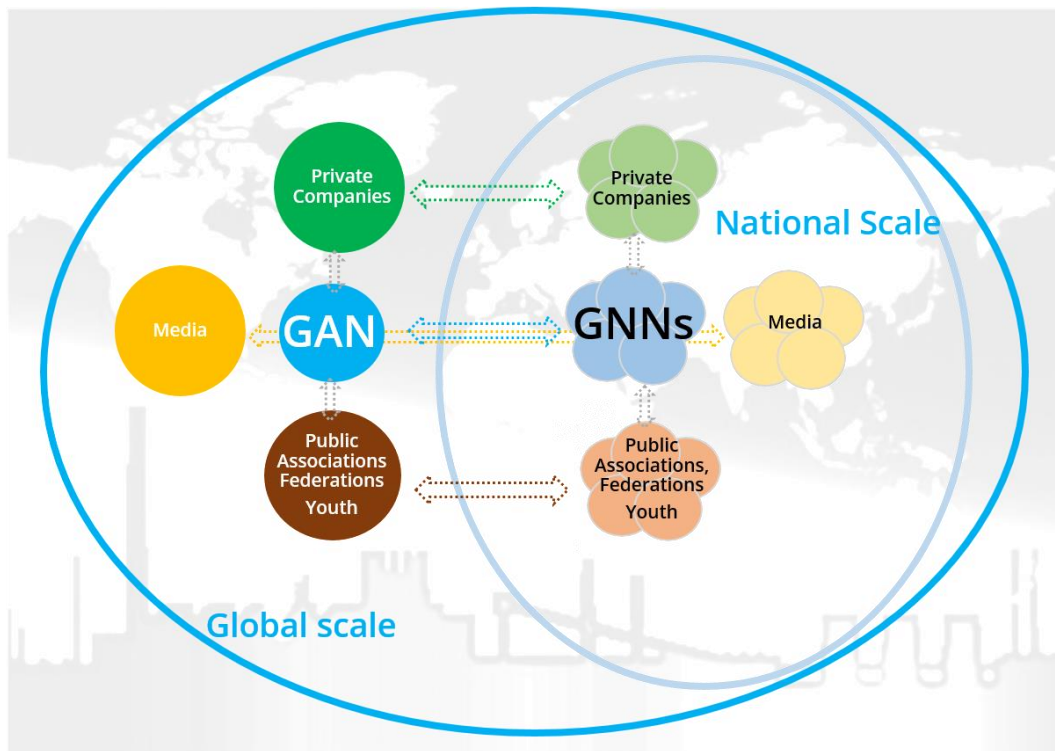
- As we continue to work on quantifying GAN commitments to youth, a sixth toolkit for SMEs on Apprenticeship/Internship programs is underway. This document will illustrate the best practices of GAN member apprenticeship/work-readiness programs.

For the toolkits, discussions are ongoing with various partners to build on existing guides as to avoid duplication. By working with partners, the GAN capitalizes on the many excellent tools and initiatives already developed on these topics. With the assistance of Telefónica S.A. and Samsung Electronics, the GAN has made progress in this area and thanks to their contributions, we are able to provide these resources free of charge. All of the reports and toolkits can be downloaded from the webpage.

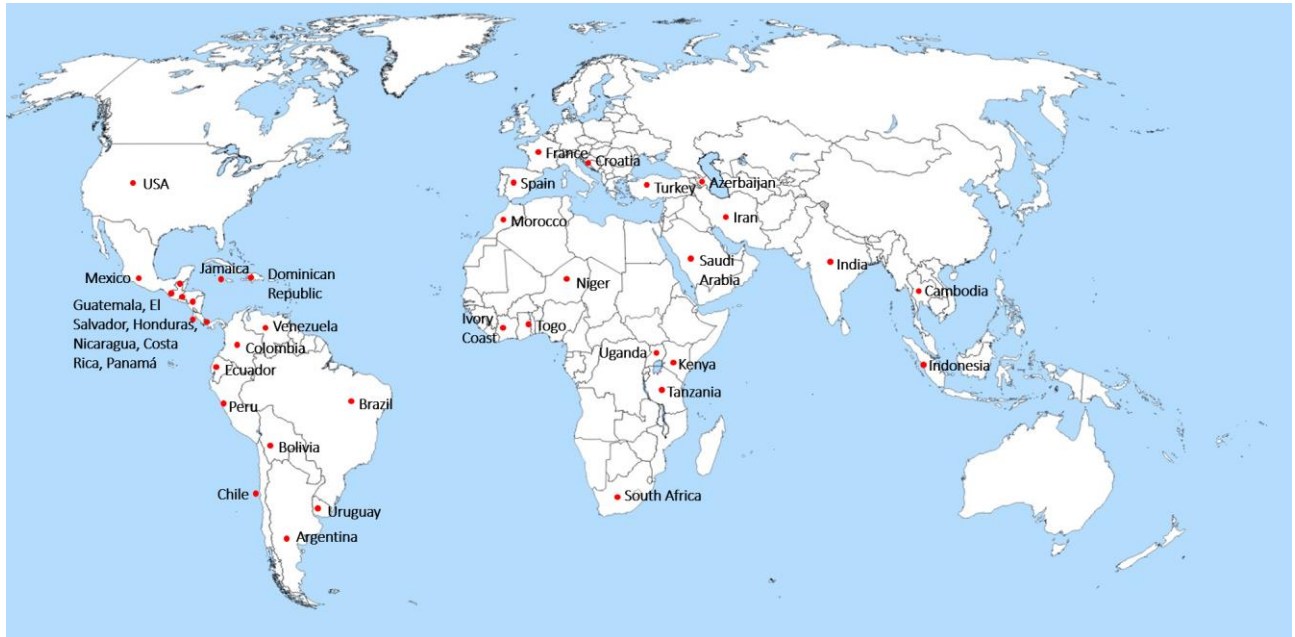
8. GAN National Networks (GNNs)

8.1 Distinguishing between the GAN and GNN

- The **GAN Global Network is of a strategic nature** and deals with global coordination, fundraising, invitations to leading companies and partners, development of toolkits, overall comparative policy and legislation, international meetings/forums (G20/B20), and oversight.
- **The GNNs are the platform, on the ground**, which allows the GAN to achieve concrete results. The GNNs essential role is to quantify commitments and root the GAN concepts within the national context – catering to the distinct economic, cultural and institutional needs present at the national and local level.



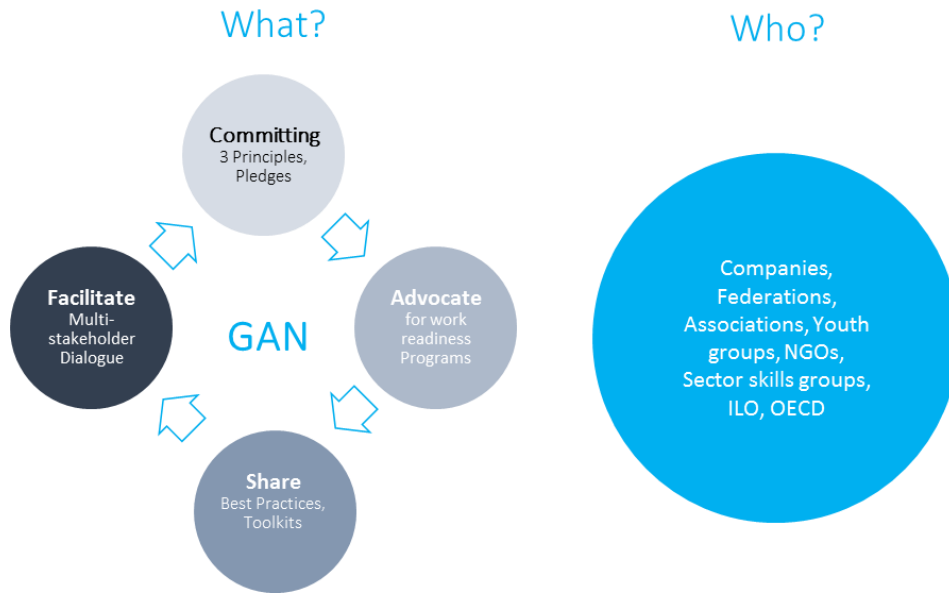
8.2 GAN National Network World Map



The GNNs are driven by committed CEOs and engage in activities defined by the local partners. Below is a description of possible activities:

- **Committing**
to action by companies, e.g. increase apprenticeships, internship opportunities, visits to schools, engagement with training providers and other activities that promote apprenticeships, engagement with SMEs in the supply-chain.
- **Sharing**
of best practices and “know-how” by companies. This information would be uploaded on the GAN website (GAN Talks) and eventually on a local website in the local language.
- **Participating**
in awareness raising campaigns, media campaigns, and outreach events.
- **Engaging with:**
 - **governments**, vocational training institutions and other actors on training curriculum design and execution.
 - **local celebrities** (e.g., sports, movie stars) and CEOs, who may have started their career as an apprentice, to advocate for apprenticeships, internships and vocational training, and to serve as role models.
 - **sectorial groups** to address sector-specific needs (e.g. employer engagement in training).

8.3 GAN National Networks



- During the McKinsey-led workshops, [key performance indicators \(KPIs\)](#) were identified and can be used to measure the impact of the GNN in the region they operate. Please refer to the table on the next page on how success of a GNN can be measured, the type of data to be collected and the method of collection:

8.4 KPIs for the GAN and GAN National Networks

	Metric	Actual	2016 target
Outcomes	<ul style="list-style-type: none"> Youth in apprenticeships 	<ul style="list-style-type: none"> Number of youth participating 	<ul style="list-style-type: none"> Report from companies
	<ul style="list-style-type: none"> Commitments made for apprenticeship opportunities 	<ul style="list-style-type: none"> Total number of opportunities committed to the GAN to be created by companies (not only GAN members) 	<ul style="list-style-type: none"> GNNs input to database
	<ul style="list-style-type: none"> Youth reporting improved employment prospects as a result of apprenticeship 	<ul style="list-style-type: none"> Number of youth completing an apprenticeship via the GAN and reporting that they are in sustainable employment 	<ul style="list-style-type: none"> Youth survey
Outputs	<ul style="list-style-type: none"> Companies benefiting from tools 	<ul style="list-style-type: none"> Number of companies using one or more GAN created tools 	<ul style="list-style-type: none"> GAN Secretariat records
	<ul style="list-style-type: none"> Awareness of GAN 	<ul style="list-style-type: none"> Awareness of GAN and its activities by employers 	<ul style="list-style-type: none"> Survey through federations
	<ul style="list-style-type: none"> Youth participating in Apprenticeship Day 	<ul style="list-style-type: none"> Youth involved and benefitting from Apprenticeship Day activities 	<ul style="list-style-type: none"> GNNs input to database
	<ul style="list-style-type: none"> SMEs participating in Apprenticeship Day 	<ul style="list-style-type: none"> Youth involved and benefitting from Apprenticeship Day activities 	<ul style="list-style-type: none"> GNNs input to database
	<ul style="list-style-type: none"> Companies making commitments 	<ul style="list-style-type: none"> Number of companies with formal commitments listed on GAN portal 	<ul style="list-style-type: none"> GAN website
Inputs	<ul style="list-style-type: none"> Advocacy reports 	<ul style="list-style-type: none"> Number of reports disseminated 	<ul style="list-style-type: none"> GAN Secretariat records
	<ul style="list-style-type: none"> Members joined 	<ul style="list-style-type: none"> Members 	<ul style="list-style-type: none"> GNNs input to database
	<ul style="list-style-type: none"> Tools developed 	<ul style="list-style-type: none"> Tools completed and used with at least one employer 	<ul style="list-style-type: none"> GAN Secretariat records
	<ul style="list-style-type: none"> Communication events 	<ul style="list-style-type: none"> Public events hosted by GAN 	<ul style="list-style-type: none"> GNNs input to database
	<ul style="list-style-type: none"> Meetings in international forums 	<ul style="list-style-type: none"> Meetings held by int'l organizations (e.g. OECD) with GAN representation 	<ul style="list-style-type: none"> GAN Secretariat & GNN records
	<ul style="list-style-type: none"> Best-practice sharing events 	<ul style="list-style-type: none"> Meetings with multiple GAN members to share best practices 	<ul style="list-style-type: none"> GAN Secretariat & GNN records



Global Apprenticeships Network

Skills for Business - Jobs for Youth

8.5 GAN National Network Activities

The interest in launching GNNs has exceeded expectations. [The first GNN was launched in Turkey](#) in February 2015. Currently there are more than [30 federations](#) (including those in low-income countries) wanting to start GNNs. Furthermore, there are discussions on having regional and city specific networks within countries.

[GAN activities at a national level](#) are beginning to make real progress. Employers' federations in several countries are discussing locally on how to establish GNNs in the near future. In [Turkey, Spain and Indonesia](#), GNNs have been launched with concrete work plans being defined. Initial guidelines have been drafted with possible activities such as: local companies committing to more apprenticeships, internships and workforce readiness programmes; advocacy campaigns; "apprenticeship days"; as well as federations leading multi-stakeholder dialogue with relevant social partners.

Work continues with the employers' federations in defining country-specific needs, identifying possible partners, activities and budget. Some of the countries have already started engaging in outreach and fine-tuning their plans. Below is an update of the progress of each GNN:

8.6 GAN National Network Turkey



The first GNN was launched in [Turkey](#), on [25 February 2015](#), as part of the G20-OECD Conference on Promoting Quality Apprenticeships in Antalya. It was attended by over 200 high-level national and international representatives from government, organizations, associations and business. It is the [first GNN worldwide](#) and represents a major milestone on the journey of the GAN, making a meaningful declaration against youth unemployment both on a national and global level. It was established by the [Turkish Confederation of Employer Associations \(TISK\)](#), with the

participation of 24 large scale companies including Hilton Worldwide, Samsung Electronics, UBS, Koç Holding, Mercedes Benz, and Coca-Cola sharing best-practices. While these companies commit to the GAN principles, the Turkish GNN decides on its upcoming work plan and priorities. Given the fact that Turkey has one of the largest population of youth in the region, which is rapidly expanding, the focus for the Turkish GNN is mainly around [advocacy](#) for work-readiness programs and elevating the status of apprenticeships.



8.7 GAN National Network Indonesia



In [Indonesia](#), the GNN launch was on [28 May 2015](#) with 15 companies joining the network. It is the first GNN in Asia and was established by GAN member, Astra International, along with the [Indonesia Employers' Federation \(APINDO\)](#), and the ILO Bangkok and ILO Indonesia offices. As youth unemployment rates in Indonesia remain the highest in the region, the focus will be on [policies and legislation](#) to address the problem of skills mismatch and promoting a healthy foundation for the nation's social and economic future.

8.8 GAN National Network Spain



In [Spain](#), a kick-off meeting took place on [22 April 2015](#), with the support of [Confederación Española de Organizaciones Empresariales \(CEOE\)](#). With 80 participants present, Ericsson, Samsung Electronics, and Telefónica S.A. shared best practices. Of particular interest during the meeting was the focus on the work being done [with small and medium enterprises \(SMEs\)](#), as much of future job growth in Spain depends on this sector. The official Spanish GNN launch is on [18 June 2015](#).

8.9 Future GAN National Networks

- In [Colombia, Mexico, Saudi Arabia, Tanzania, Kenya, South Africa, and many other countries](#), discussions have already taken place with local member companies and partners.
- Overall, resources for the GNNs are being raised however, more project funds need to be raised to catch up with the demand, especially for those networks in [developing countries](#).



Part III: Resources

1. Member and Partner Contributions

The GAN is extremely grateful to the many companies and organizations that have contributed in providing technical expertise and financial contributions to implement its work plan. The GAN also benefited from in-kind contributions (Adecco Group, Ericsson, Samsung Electronics, Telefónica, UBS, IOE, OECD), pro-bono work (McKinsey & Company) lending of staff (Telefónica, UBS), and hosting of events (Telefónica, UBS, APINDO, IOE, OECD, G20/B20, CEOE, COPARMEX, TISK). The GAN has evolved very quickly (from December 2013 to May 2015) and this would not have been achieved without the support of the GAN members, partners and the GAN Team. Please see below a chart explaining the partnership values between the GAN and member companies/partners:

2. The partnership values of the GAN

Fundamentals	<ul style="list-style-type: none">• Financial stability to meet the GAN's needs to deliver against the short-, mid- and long-term objectives (KPIs) and challenges on a global and national scale.• Minimal commitment of 2 years.
Flexibility	<ul style="list-style-type: none">• Flexibility to include various partners regardless of size, industry, location, demographic, financial and organizational structure.• Possibility to adapt the system over time without losing GAN principles.
Fairness	<ul style="list-style-type: none">• Same value/benefit ratio for equal level of partners. Transparency and open communication about activities of each partner.
Focus	<ul style="list-style-type: none">• In-kind contributions/funding to be considered if they add relevant value in reaching the GAN objectives (need to have vs. nice to have)• Funding in general to be accepted only when partner commits to the three core principles of the GAN.



Part IV:

Annex 1:

List of Current Members

1. GAN Board Members

Company	CEO/COO
1. Adecco Group	Mr. Patrick De Maeseneire
2. Ericsson	Mr. Hans Vestberg
3. Huawei Technologies Co., Ltd	Mr. Hu Houkun (Ken Hu)
4. Samsung Electronics	Mr. Jong Kyun (JK) Shin
5. Telefónica S.A.	Mr. José María Álvarez-Pallete López
6. UBS AG	Mr. Sergio Ermotti
7. Hilton Worldwide	Mr. Christopher J. Nassetta
National Employer's Federation	Focal Point
8. Africa: Morocco Confédération Générale des Entreprises du Maroc (CGEM)	Mr. Jamal Belahrach
9. Asia: Indonesia Indonesia Employers' Association (APINDO)	Mr. P. Agung Pambudhi
10. Europe: France Movement of the Enterprises of France (MEDEF)	Mr. Antoine Foucher
11. Latin America: Colombia National Business Association of Colombia (ANDI)	Mr. Alberto Echavarría Saldarriaga
International Organisation	Focal Point
12. International Labour Organization (ILO)	Ms. Azita Berar Awad
13. Organization for Economic Development and Cooperation (OECD)	Mr. Stefano Scarpetta
14. International Organisation of Employers (IOE)	Ms. Linda Kromjong
15. Business and Industry Advisory Committee to the OECD (BIAC)	Mr. Bernhard Welschke
16. The Global Apprenticeships Network (GAN)	Ms. Shea Gopaul (Non-voting member)



2. GAN Regular Members

Company	CEO/COO
1. Astra International	Mr. Prijono Sugiarto
2. Gi Group	Mr. Stefano Colli-Lanzi
3. Nestlé S.A.	Mr. Paul Bulcke
4. Randstad Holding	Mr. Jacques van der Broek
5. The MasterCard Foundation	Ms. Reeta Roy
National Employer's Federation	Focal Point
6. Europe: Croatia Croatian Employers' Association (CEA)	Ms. Lidija Horvatić, Director, International Relations and EU Affairs
7. Asia: India Employers' Federation of India (EFI)	Mr. Sharad S. Patil, Secretary-General Mr. R.S. Maker, Executive Director
8. Asia/Middle East: Saudi Arabia – Jeddah Chamber of Commerce & Industry	Dr. Lama Al Sulaiman, Deputy Chairwoman
9. Middle East/Europe: Turkey Turkish Confederation of Employer Associations (TISK)	Mr. Bülent Pirlir, Secretary General
10. Asia/Middle East: Azerbaijan National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic	Mr. Adil Gurbanov, Deputy Secretary-General
11. Africa: South Africa Business Unity South Africa (BUSAs)	Mr. Jabu Mabuza, President/Chairman
12. Africa: Côte d'Ivoire Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)	Mr. Lakoun Ouattara, Secretary General
13. Africa: Togo Conseil National du Patronat du Togo (CNP Togo)	Mr. Jean Daniel Setho, Vice-President
14. Africa: Kenya Federation of Kenya Employers (FKE)	Ms. Jacqueline Mugo, Executive Director
15. Africa: Uganda Federation of Uganda Employers (FUE)	Mr. Douglas Opio, Lead of Policy and Research
16. Africa: Niger Conseil National du Patronat Nigerien (CNPN)	Mr. Idi Issaka, Secretary General
17. Caribbean: Jamaica Jamaica Employer's Federation (JEF)	Ms. Brenda V. Cuthbert, Chief Executive Officer



Global Apprenticeships Network

Skills for Business - Jobs for Youth

National Employer's Federation	Focal Point
18. North America: USA United States Council for International Business (USCIB)	Ms. Ronnie L. Goldberg, Senior Counsel
19. Europe: Spain Confederación Española de Organizaciones Empresariales (CEOE)	Mr. Juan Rosell Lastortras
20. South America: Argentina Industrial Union of Argentina (UIA)	Mr. Daniel Funes de Rioja, Vice-President
21. Asia/Middle East: Iran Iranian Confederation of Employers' Associations	Mr. Mohammad Otaredian, President
22. South America: Mexico Confederación Patronal de la República Mexicana (COPARMEX) Confederación de Cámaras Industriales de los Estados Unidos Mexicanos (CONCAMIN)	Mr. Juan Pablo Castañón, President Mr. Francisco Funtanet Manje
23. South America: Guatemala Comité Coordinador de Asociaciones Agrícolas, Comerciales industriales y Financieras (CACIF)	Mr. Roberto Ardón Quiñónez, Executive Director
24. South America: Honduras Consejo Hondureño de la Empresa Privada (COHEP)	Mr. Armando Urtecho, Executive Director
25. South America: Nicaragua Consejo Superior de la Empresa Privada (COSEP)	Mr. José Adan Aguerri, President
26. South America: Costa Rica Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado (UCCAEP)	Mr. Ronald Jimenez, President
27. South America: Dominican Republic Confederación Patronal de la República Dominicana (COPARDOM)	Mr. Joel A. Santos Echevarría, President
28. South America: Panama Consejo Nacional de la Empresa Privada (CONEP)	Ms. Elisa Suárez de Gómez, President
29. South America: Ecuador Federación Nacional de Cámaras de Industrias y Producción del Ecuador (FNICIE)	Mr. Richard Martinez Alvarado, President



Global Apprenticeships Network

Skills for Business - Jobs for Youth

National Employer's Federation	Focal Point
30. South America: Venezuela Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela (Fedecámaras)	Mr. Jorge Roig, President
31. South America: Chile Confederación de la Producción y del Comercio (CPC)	Mr. Andrés Santa Cruz, President
32. South America: Uruguay Cámara Nacional de Comercio y Servicios de Uruguay (CNCS)	Mr. Carlos Perera, President
33. South America: Brazil Confederação Nacional da Industria (CNI)	Mr. Robson Braga de Andrade, President
34. South America: El Salvador Asociación Nacional de la Empresa Privada (ANEP)	Mr. Jorge José Daboub, President
35. South America: Peru Confederación Nacional de Instituciones Empresariales Privadas (CONFIEP)	Mr. Alfonso García Miró, President
36. South America: Bolivia Confederación de Empresarios Privados de Bolivia (CEPB)	Mr. Ronald m. Nostas Ardaya, President

Annex 2:

The GAN Ambassador

UBS CEO, Sergio Ermotti and GAN Ambassador, elevates the status of apprenticeship by sharing his story on the journey from apprentice to CEO



- The GAN is grateful to have Mr Sergio Ermotti, CEO of UBS AG, on board as GAN Ambassador.
- Having started his career as an apprentice at a financial services company, Sergio Ermotti exemplifies the benefits of on-the-job training and lifelong learning.
- Most of his career has been rooted in Switzerland - known as the land of excellent cheese, chocolates and efficiency. The country can also attribute much of its success to its apprenticeship system. In his LinkedIn article on "The Importance of Being an Apprentice," Mr Ermotti shares his view on the Swiss apprenticeship system:

- "One of the great inventors and a founding father of the United States. The only chef to hold three Michelin stars in three different cities. And me. What do we three have in common? A commitment to excellence? I would hope so. That, and we all began our careers as apprentices.
- So I am delighted that today, my company, UBS has joined the Global Apprenticeships Network (GAN). GAN is about helping young people developing business skills and improving their employment opportunities. As a former banking apprentice, this has a special resonance for me. [And I believe that the foundation my apprenticeship gave me has been an important factor in my own career progression.](#)"
- Youth unemployment is a major concern in many countries around the world. Something like 80 million 15-24 year-olds globally are unemployed and the youth unemployment rate is three times worse than the average. That is a massive waste of potential. So signing up to an initiative like GAN that helps tackle this, feels very right for UBS, where we focus our community support on education and entrepreneurship.
- An apprenticeship can help you fulfil your goals. As well as teaching hard skills in your chosen vocation, an apprenticeship also teaches the softer skills that matter to employers, like [communication skills, teamwork and a strong work ethic](#). It can also equip you with a solid base for an entrepreneurial career.
- So apprenticeships work for individuals. It also makes sense for companies. I see the advantages of work-based training in UBS every day. We offer a wide range of training programs including apprenticeships to 2,000 young people in 50 countries every year. In a business that fundamentally succeeds or fails on the basis of the people it attracts and retains, [this creates a strong talent pipeline](#).

- By joining GAN, UBS is strengthening its already strong commitment to apprenticeships and internships. And UBS has also committed [to sharing best practice and knowledge](#) to promote apprenticeships. Success would ultimately be other future leaders of UBS having been apprentices.
- Apprenticeships also make sense for the wider economy. I do not think it is any coincidence that two of the most successful economies in Europe, Switzerland and Germany, have a well-developed [tradition of apprenticeship](#). And I might suggest that in some countries where there is more of an 'elitario' approach, there is a correlation with economic ineffectiveness. Certainly I believe [that it is an important function of education to help people fulfil their potential. And that governments need to equip its citizen with the skills the economy can use. Apprenticeships do just that.](#)



- There used to be a stigma attached to apprenticeships, as if it made you a second-class citizen. Maybe linked to the fact that an apprenticeship is not seen as being as prestigious as being a graduate from some famous school. But this second-tier perception is not based on the reality of the value it can bring. I think there is some, perhaps too much of that, even today in some places. And in some countries where economies are not growing, or recovering, as expected.
- Today apprenticeships are much better structured than when I did mine. Now you can do an apprenticeship without compromising your ability to return to academic studies. And for many people, it makes much more sense to complete an apprenticeship that gives them marketable skills than it would to take a degree that doesn't differentiate them or make them any more employable.
- With around 40% of the population now graduating across the OECD, we need a debate in some countries as to how well this type of education is preparing for their future workforce. This is important when, in too many markets, we can see clear signs that the economy is not going in the right direction.
- If you are a young person and you already know what career path you want to pursue, [I would encourage you to think hard about whether an apprenticeship would be the best way to prepare you.](#) For many vocations, it's the best way in. And if you have the ambition to run your own business, it's also worth considering if an apprenticeship will equip you with a skillset that will give you a head start.
- In theory, there is no difference between theory and practice. In practice, there really is. It worked for Benjamin Franklin and his printing apprenticeship. And Alain Ducasse about his at Les Prés d'Eugénie, the birthplace of Nouvelle Cuisine."



Global Apprenticeships Network

Skills for Business - Jobs for Youth



Thank you!

None of this work would have been accomplished without the support of the very dedicated GAN Team, GAN Members and Partners all mentioned throughout the report. As we strive to strengthen our financial base, we will continue to fundraise to support and launch GNNs in the several countries that have expressed interest in the GAN brand and activities that promote youth work-readiness programs. It is only through the GNNs that the GAN can successfully achieve the KPIs and consequently make a meaningful contribution in increasing job opportunities for tomorrow's generations.