

**GAN GLOBAL** | Shaping Workforces  
of the Future

## Annual Report 2024–25



# Preface

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## GAN at a Glance

The Global Apprenticeship Network (GAN) is a business-driven, multi-sector alliance that promotes apprenticeship and work-based learning (WBL). 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.

### Board Members

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 apprenticeships and WBL empower people and businesses to meet the rapidly evolving demands of today's labor market.

Visit [gan-global.org](https://gan-global.org)  
for more information

### Quality Apprenticeships

At the heart of our efforts is the promotion of quality apprenticeships aligned with the International Labour Organization's (ILO) [Recommendation on Quality Apprenticeships \(R208\)](#).<sup>1</sup> This guiding framework reinforces the importance of social dialogue, inclusivity, and sustainable business practices, all of which are essential to building resilient economies and societies.

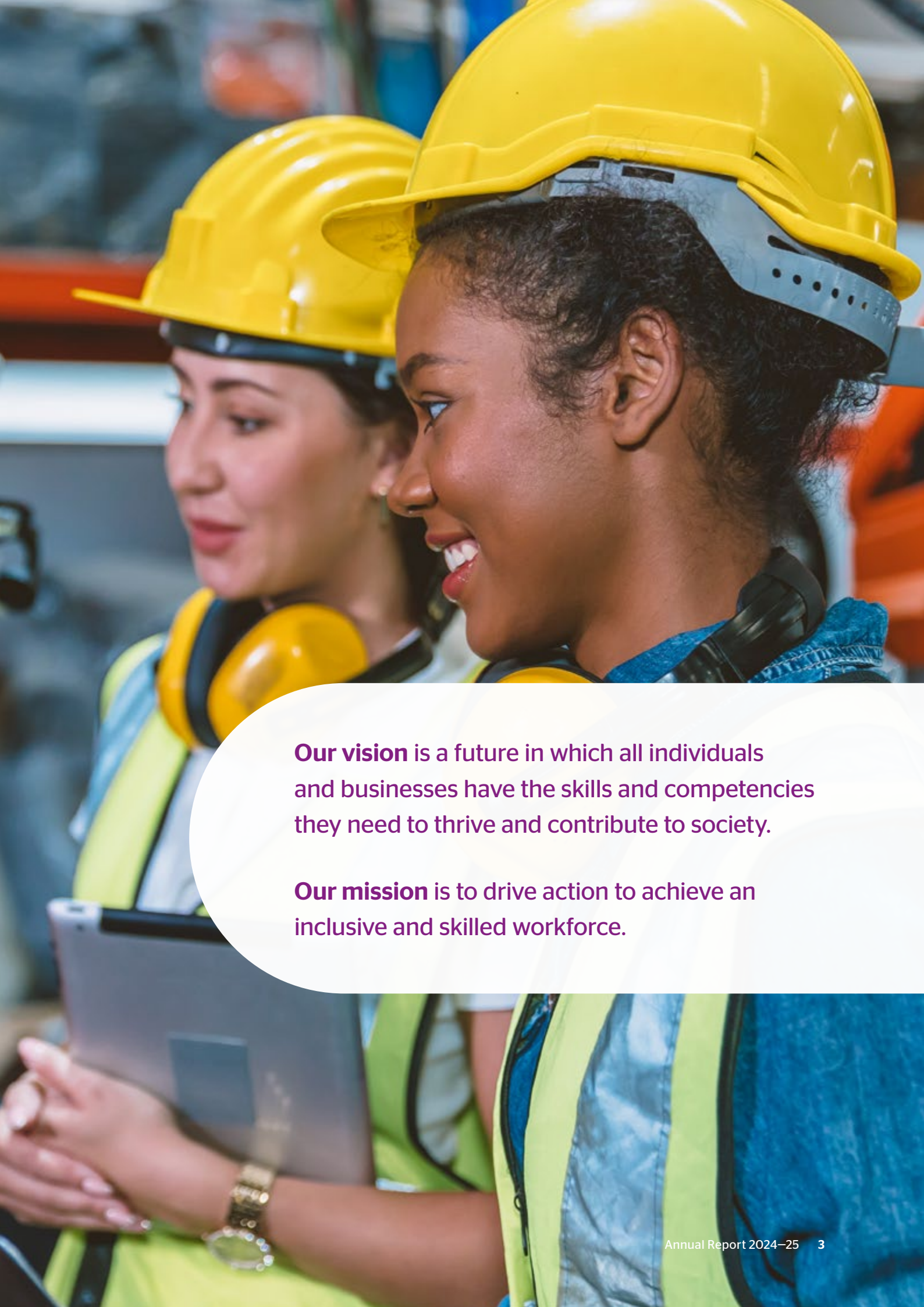
### Our Approach

Our unique approach combines global advocacy with local action. Through our GAN country networks, spanning regions from the Americas and Africa to Oceania and Asia, we implement targeted initiatives, foster peer-to-peer learning, and drive private sector engagement. Our networks convene with governments, employers, companies, training providers, and civil society to scale effective apprenticeship and WBL models and tailor solutions to national and regional needs.

### The Future of Work

As GAN marks over a decade of impact, we remain committed to shaping the future of work by championing quality apprenticeships, fostering sustainable employment, and supporting continuous skilling, reskilling, and upskilling worldwide.

<sup>1</sup> [https://normlex.ilo.org/dyn/nrmlx\\_en/f?p=NORMLEXPUB:12100:0::NO::P12100\\_INSTRUMENT\\_ID:4347381](https://normlex.ilo.org/dyn/nrmlx_en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:4347381)



**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.



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# Letter from the Outgoing Chair

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As I reflect on my six years as Chair of the Global Apprenticeship Network, I am filled with a deep sense of pride and gratitude. Serving in this role has been an incredible journey, shaped by collaboration, innovation, and a shared commitment to expanding quality apprenticeships worldwide. Working alongside dedicated partners, visionary leaders, and passionate advocates who believe in the power of apprenticeships to transform lives, businesses, and economies has been an honor.

Over the past six years, we have witnessed remarkable progress. GAN has continued to expand its global reach, deepen its impact, and strengthen its partnerships with employers, governments, and international organizations. We have helped shape policy discussions, contributed to global frameworks, and supported companies in developing inclusive and future-ready apprenticeship programs.

In 2024, we celebrated major milestones, including our tenth anniversary, the launches of GAN USA and the Corporate Champions for Apprenticeships, as well as a commitment to making apprenticeships more inclusive and accessible. These achievements are a testament to the unwavering dedication of our network and the shared belief that investing in apprenticeships is investing in the future.

While we have accomplished much, our work is far from over. The global workforce continues to evolve, and the need for agile, high-quality training solutions has never been greater. GAN's mission remains critical: championing apprenticeships as a key driver of workforce development, economic growth, and social mobility. I have no doubt that GAN will continue to lead the way, building on its strong foundation to create even greater opportunities for learners and employers alike.

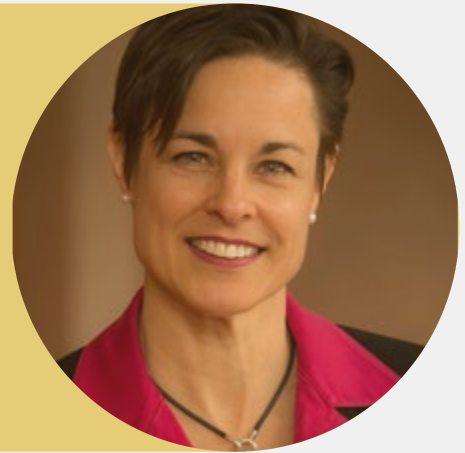
As I step down as Chair, I want to express my heartfelt thanks to the GAN Board, the Secretariat, our country networks, and all our stakeholders who have made this journey so meaningful. Your dedication and passion inspire me, and I look forward to seeing GAN continue to thrive in the years ahead. Thank you for your unwavering support and commitment to the apprenticeship movement. Together, we have built something truly impactful; the best is yet to come.

With gratitude, **Laurent Freixe**, Chief Executive Officer, Nestlé S.A. and Chair, GAN Global

A handwritten signature in black ink, consisting of a stylized 'L' followed by a series of loops and a final horizontal stroke.

# Opening Message

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As we look back on the last year and continue our work into 2025, I am proud to present our achievements in the GAN 2024-25 Annual Report. We have continued to expand our global footprint, forging new partnerships and strengthening our engagement with governments, businesses, and training providers. Our presence in the US, India and several other corners of the globe, along with the development of an Employer Roadmap for Quality Apprenticeships, and our participation in key international dialogues, such as the World Economic Forum in Davos and ILO's Global Business and Disability Network Conference, have positioned us as a leading voice in shaping the future of work.

One of the key highlights of this year has been our focus on inclusion and accessibility in apprenticeship programs. Through initiatives such as our webinar on inclusive apprenticeships for people with disabilities and our research-driven approach to expanding white-collar apprenticeships for vulnerable communities, we are demonstrating that work-based learning can and must be a tool for opportunity for all.

As we celebrate a decade of impact since GAN's inception, we remain steadfast in our mission to bridge the gap between education and employment. The world of work is evolving rapidly, with digitalization, clean energy transitions, and demographic shifts reshaping industries and skills demands. Apprenticeships and work-based learning are more critical than ever in preparing the workforce of the future.

I extend my deepest gratitude to our members, partners, supporters, and the GAN team for their unwavering dedication to advancing quality apprenticeships. Your commitment fuels our collective success, and together, we will continue to unlock opportunities for individuals and economies alike.

With appreciation, **Kathryn Rowan**,  
Executive Director, GAN Global

A handwritten signature of Kathryn Rowan in black ink, written in a cursive style.



**We advocate for quality apprenticeships and work-based learning to bridge the skills gap in the evolving world of work.**

## Our Story

In 2014, 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, governments and business leaders alike called for measures to address the problem. As part of their response, ILO, the International Organisation of Employers (IOE), the Organisation of Economic Co-operation and Development (OECD), and Business at OECD established GAN Global.

Initially tasked with creating a business-led network promoting apprenticeships to get young people into the workforce and equip them with the skills needed to succeed, GAN's mandate has since expanded. Today, we encompass all forms of WBL to reflect the evolving world of work. This approach acknowledges that it is not just young people who need to develop skills but also workers

of all ages who require flexible and lifelong training opportunities and businesses looking for skilled labor. We convene business, policy, and government stakeholders to collaborate on bridging the skills gap and preparing individuals and businesses for the ever-changing future of work.

### **Strategy**

Our primary role is to encourage businesses to implement apprenticeship and WBL programs and support the creation of an enabling policy environment. We achieve this by advocating for quality apprenticeships and WBL aligned with international standards, sharing company best practices and innovative solutions to inspire effective apprenticeship models, implementing global and country-level projects through a multi-stakeholder approach, and promoting inclusive and sustainable pathways to employment that address the needs of both individuals and businesses.

# The GAN Organization

GAN Global's governance structure promotes effective decision-making and strategic direction between corporate members, policymakers from international organizations, and employer and business member organizations. The General Council, comprising all association members, including corporate members, founding partners, and country networks, holds the ultimate responsibility for GAN's strategic oversight. The Management Board ensures the implementation of the General Council's decisions and oversees GAN's operations. Learn more about our organization: [Organizational Statutes](#).<sup>1</sup>

## New Board Member: SAP

We are delighted to announce that SAP, a global leader in enterprise software solutions, has expressed its intent to join GAN Global Management Board. SAP has a rich history of investing in talent development through innovative apprenticeship programs. Notably, in 2023, SAP UK & Ireland launched [a comprehensive Apprenticeship Scheme](#)<sup>2</sup> aimed at upskilling existing employees and equipping new talent with essential skills to thrive within the organization's ecosystem. This initiative reflects their commitment to nurturing a skilled workforce capable of driving business transformation at scale.

By joining GAN, SAP will enhance its efforts to expand apprenticeship opportunities and contribute to the global dialogue on work-based learning. This collaboration exemplifies the shared vision of both organizations to create inclusive and sustainable pathways for individuals to develop competencies needed in today's dynamic labor market.

We warmly welcome SAP to the GAN community and look forward to a fruitful partnership that advances the future of apprenticeships and work-based learning.



<sup>1</sup> <https://www.gan-global.org/wp-content/uploads/2022/02/2020-Statutes-FINAL-22-May-2020.pdf>

<sup>2</sup> <https://news.sap.com/uk/2023/11/sap-invests-in-long-term-uk-talent-development-with-degree-apprenticeship-scheme/>



**Our structure promotes effective decision-making and strategic direction between our stakeholders.**

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# Partnerships

## GAN at WorldSkills 2024

GAN Global was proud to be a Coalition Partner of the WorldSkills Conference 2024 in Lyon, France. The event gathered governments, policymakers, industry, education providers, and youth, providing a unique platform for exchange and action. Our Executive Director, Kathryn Rowan, moderated a session on 'Breaking Stereotypes: Building Gender Equity in Skills' with our members L'Oréal and the OECD. The session explored policy strategies to close gender gaps in skills training, reinforcing GAN's commitment to breaking stereotypes and fostering inclusive learning environments. The Adecco Group, another GAN Global member, also contributed to a session sharing strategies to attract more women into science, technology, engineering and mathematics (STEM) fields.

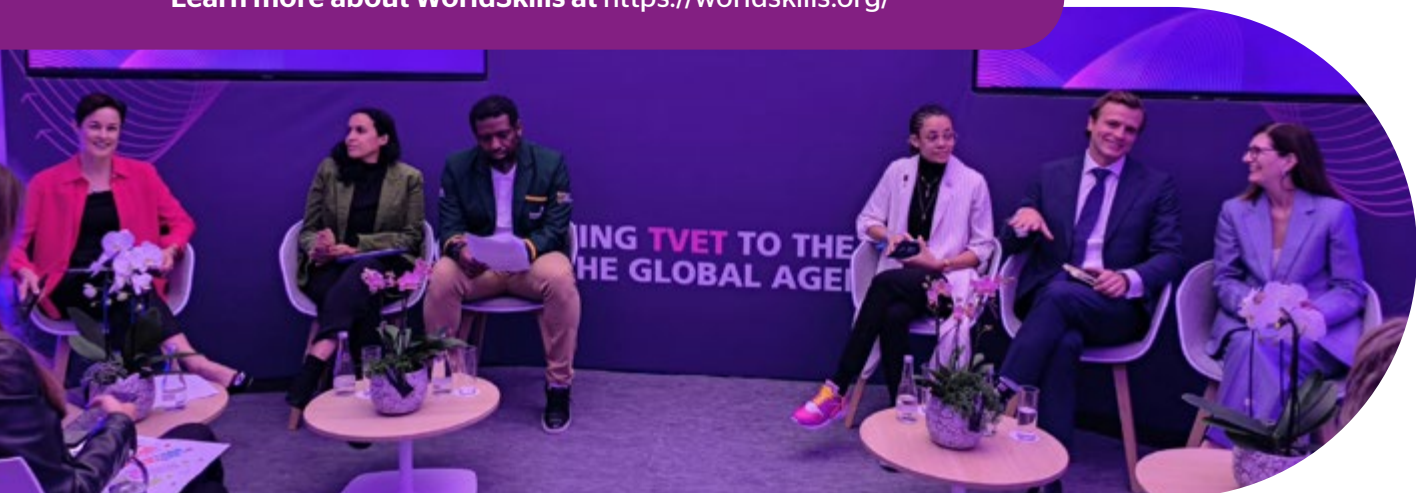
In another session on tools and systems in Quality Assurance, GAN Australia introduced its innovative employer accreditation model, which focuses on enhancing quality apprenticeships.

The conference demonstrated that diversity in skills training is not only essential but a competitive advantage and recognized that apprenticeships and work-based learning are pivotal for developing tomorrow's workforce.

For a full wrap-up, read Kathryn's reflection [on FE News](https://www.fenews.co.uk/exclusive/a-reflection-on-gender-equity-in-tvet-and-youth-empowerment-the-2024-worldskills-conference-in-lyon)<sup>3</sup> and relive the highlights from the [WorldSkills Conference 2024](https://worldskillsconference2024.com/index.html).<sup>4</sup>



Learn more about WorldSkills at <https://worldskills.org/>



<sup>3</sup> <https://www.fenews.co.uk/exclusive/a-reflection-on-gender-equity-in-tvet-and-youth-empowerment-the-2024-worldskills-conference-in-lyon>  
<sup>4</sup> <https://worldskillsconference2024.com/index.html>



## Partnership Activities with the International Labour Organization

### GAN Global at the 112th International Labour Conference

We participated in the 112th International Labour Conference in June 2024, where global leaders, policymakers, and industry experts examined critical issues in employment and labor. A highlight of our participation was Kathryn's involvement in a session celebrating the 60th anniversary of Convention 122 on Employment Policy, reflecting on the Convention's relevance today and how it can support structural transformation and just transitions. Kathryn delivered compelling insights during this session, discussing the role of the private sector in adopting apprenticeships and work-based learning to adapt to a new world of work.

Listen to the recording [here](#)<sup>5</sup>



### ILO Global Coalition for Social Justice

We are proud to partner with the [International Labour Organization Global Coalition for Social Justice](#),<sup>6</sup> 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. In a recent video, Kathryn highlighted the significant contributions of quality apprenticeships to social justice, diversity, equity, and inclusion.

Watch the video [here](#)<sup>7</sup>



To commemorate World Social Justice Day on February 20, GAN Global, with the Global Alliance for YOUTH, GAN Guatemala, and GAN Argentina, organized a webinar on Employability for Social Justice in Latin America. This online event opened with the [Inter-American Centre for Knowledge Development in Vocational Training \(ILO-CINTERFOR\)](#)<sup>8</sup> emphasizing the role of R208 in ensuring quality standards and the importance of dialogue between governments, employers, and workers.

<sup>5</sup> <https://live.ilo.org/events/60-years-convention-122-employment-policy-supporting-structural-transformation-and-just>

<sup>6</sup> <https://social-justice-coalition.ilo.org/>

<sup>7</sup> <https://x.com/ilo/status/1801336234955956629>

<sup>8</sup> <https://www.oitcinterfor.org/en/home>

## Relaunch of the ILO Guide for Policymakers on Quality Apprenticeships

ILO launched its new [Guide for Policymakers on Quality Apprenticeships](#),<sup>9</sup> a comprehensive reference tool designed to support the implementation of R208 and the development of robust apprenticeship systems. This guide is a resource for policymakers, including government representatives, employers' and workers' organizations, and other stakeholders, such as technical and vocational education and training (TVET) institutions.

Watch the [launch](#)<sup>10</sup>



Structured across eight chapters, the guide mirrors the key components of R208, offering clear definitions, policy frameworks, and practical examples from ILO member states worldwide. The chapters cover essential themes such as the scope and means of implementation, regulatory frames, protection of apprentices, apprenticeship agreements, promotion strategies, and international cooperation. Each section explains the significance of these issues and highlights concrete actions countries have taken to strengthen their apprenticeship systems.

The guide emphasizes mainstreaming apprenticeships within national policies, ensuring protections for apprentices, and fostering equality and diversity, which resonates with GAN Global's mission. Its focus on promoting apprenticeships through sectoral skills bodies, sustainable financing, and awareness-raising campaigns highlights the importance of cohesive strategies for scaling work-based learning opportunities.

As GAN Global continues to support its national networks in strengthening apprenticeship systems, this guide will serve as a vital tool, reinforcing the shared goal of fostering inclusive, high-quality apprenticeships across the globe.

### Turning Policy into Action for Employers

In 2024, following the adoption of R208, GAN developed an Employer Roadmap to help translate the ILO Recommendation on Quality Apprenticeships into implementable steps for companies:

For 2025, we plan to expand on the Roadmap to include the business case for quality apprenticeships through more in-depth case studies, a step-by-step guide on implementation, and guidelines for companies on calculating the return on investment (ROI).

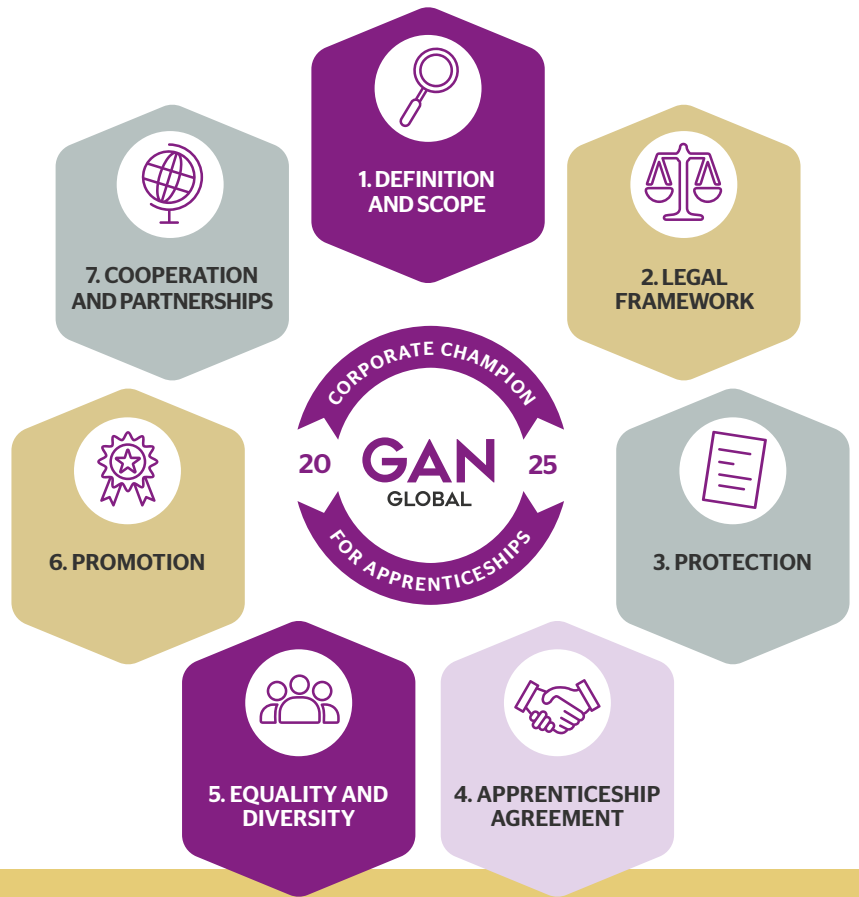
**The new Guide is a comprehensive reference tool to support the implementation of R208 and the development of robust apprenticeship systems**

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<sup>9</sup> [https://www.ilo.org/sites/default/files/2024-12/1684\\_SKILLS\\_Quality\\_Apprenticeships\\_WEB.pdf](https://www.ilo.org/sites/default/files/2024-12/1684_SKILLS_Quality_Apprenticeships_WEB.pdf)

<sup>10</sup> <https://www.youtube.com/watch?v=7g9HvLUPx3s&t=2s>

# Translating the ILO Recommendation on Quality Apprenticeships for the Private Sector



## Why become a Corporate Champion for Apprenticeships?

The employer roadmap is part of GAN Global’s Corporate Champions for Apprenticeships initiative, which highlights companies committed to advancing quality apprenticeships worldwide. These champions serve as leaders in implementing ILO R208, sharing best practices to inspire widespread business engagement and peer learning. Through this initiative, GAN Global mobilizes the private sector to foster inclusive, demand-driven training systems that equip workers and businesses with the skills needed for the future of work.<sup>11</sup>



11 [https://www.gan-global.org/wp-content/uploads/2024/03/GAN\\_CorporateChampions\\_Flyer\\_A5.pdf](https://www.gan-global.org/wp-content/uploads/2024/03/GAN_CorporateChampions_Flyer_A5.pdf)



## Partnership Activities with Swiss-Based Organizations

### “Dual or Not Dual?": A Recap of a Seminar with the Swiss Federal University for Vocational Education and Training

Our Executive Director, Kathryn Rowan, took part in ‘Dual or Not Dual: Which Model Should be Favored in International Cooperation Projects?’, a seminar hosted by the Swiss Federal University for Vocational Education and Training (SFUVET) in Bern, Switzerland. This event convened industry leaders, vocational education experts, and students to examine how various dual education models can drive workforce development globally. Kathryn emphasized the role of cross-border cooperation and quality apprenticeships in creating adaptable career pathways. She highlighted GAN’s commitment to aligning young talent with global job market demands and stressed the importance of strong international networks in empowering youth through accessible, high-quality education-to-employment programs.

Learn more about it [here](#)<sup>12</sup>



### The Donor Committee for Dual Vocational Education and Training Launches a Peer-to-Peer Learning Series

GAN Global participated in the Donor Committee for Dual Vocational Education and Training (DC dVET) launch of a Peer-to-Peer Learning Series. This initiative provides a unique platform for international stakeholders to exchange insights and best practices on dual VET models, fostering collaboration among governments, private sector actors, and training institutions to improve VET and enhance workforce preparedness across diverse economic contexts.

Read about the launch [here](#)<sup>13</sup>



<sup>12</sup> <https://www.hefp.swiss/news/journee-detudes-dual-ou-pas-dual-quel-modele-privilegier-dans-les-projets-de-cooperation>

<sup>13</sup> [https://www.linkedin.com/posts/donor-committee-for-dual-vocational-education-and-training-dc-dvet\\_dcdvet-dualvet-development-ug-Post-7263487880918888448-SFWX/?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/donor-committee-for-dual-vocational-education-and-training-dc-dvet_dcdvet-dualvet-development-ug-Post-7263487880918888448-SFWX/?utm_source=share&utm_medium=member_desktop)



# Projects



## Transforming Skills for the Future through Quality Apprenticeships with Employers and Business Organizations

In partnership with the [International Organization of Employers \(IOE\)](https://www.ioe-emp.org/)<sup>14</sup> and with the support of the European Union, GAN Global led several activities and projects to provide capacity building for employer and business organizations in promoting skills through quality apprenticeships. The activities included:

### A two-day workshop on skills in South Asia

A two-day workshop hosted in June 2024 in New Delhi, India, organized in partnership with the IOE, the Confederation of Indian Industry (CII), and the Employers Federation of India (EFI). The event brought together over 45 participants representing government, employer associations, and private companies from India and around the world. Stakeholders collaborated to find solutions and adapt vocational training, WBL, lifelong learning, and skills development initiatives related to the evolving labor market in the manufacturing and industrial sectors to their local contexts.

The workshop focused on adapting Industrial Training Institutions and TVET to future work requirements and leveraging apprenticeships to create sustainable workforces.

The event highlighted best practices from India and included diverse perspectives from South Asian countries, the Caribbean, and East Africa. It featured distinguished speakers, including Secretary Shri Atul Kumar Tiwari and representatives from GAN Global's membership, such as ILO, the Adecco Group, Bühler, dsm-firmenich, and Nestlé.

Insights and recommendations from this workshop were presented in a report aiming to increase quality apprenticeships across South Asia's manufacturing and industrial sectors. The report, [Developing and Upgrading Skills for the Manufacturing and Industrial Sectors](#),<sup>15</sup> proposes policies to sustainably develop the region's manufacturing and industrial sectors, focusing on India, Bangladesh, Sri Lanka, Pakistan, and Nepal. It highlights successful employer-driven initiatives, including Bühler's Swiss-style apprenticeship program in India, as models for skills development.

<sup>14</sup> <https://www.ioe-emp.org/>

<sup>15</sup> <https://www.gan-global.org/announcement/new-policy-review-strengthening-skills-development-in-south-asias-manufacturing-and-industrial-sectors/>

### **A webinar on inclusive apprenticeships**

A [webinar](#),<sup>16</sup> in partnership with ILO's [Global Business and Disability Network \(ILO GDBN\)](#)<sup>17</sup> and IOE, which deepened GAN Global's commitment to fostering inclusive work-based learning and advancing apprenticeship opportunities for persons with disabilities. The webinar, 'Tapping into Talent: Inclusive Apprenticeships and Work-Based Learning for People with Disabilities,' was held in November 2024 and explored strategies to expand apprenticeships and WBL opportunities for persons with disabilities, highlighting case studies and industry best practices, including from GAN member companies Nestlé and Adaptive Construction Solutions (ACS).

### **The webinar explored strategies to expand apprenticeships and WBL opportunities for persons with disabilities.**

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### **A factsheet**

The release of [Closing the Skills Gaps: Inclusive Apprenticeships and Work-Based Learning](#),<sup>18</sup> a factsheet highlighting the key role of inclusive skills development programs in addressing talent shortages, as 74% of employers worldwide struggle to find qualified workers. By harnessing the potential of underutilized talent, particularly persons with disabilities, who make up 16% of the global population but often face significant employment barriers, businesses can build more diverse, innovative, and resilient workforces.

The factsheet presents practical guidance for companies, detailing inclusive hiring practices, mentorship programs, and accessibility measures. It also features case studies from GAN Global's board members and leading employers, including Nestlé, the Adecco Group, and ACS, demonstrating how inclusive apprenticeships drive retention, profitability, and workforce innovation.



<sup>16</sup> <https://www.youtube.com/watch?v=JRniHo1LVrQ>

<sup>17</sup> <https://www.businessanddisability.org/>

<sup>18</sup> <https://www.ioe-emp.org/index.php?elD=dumpFile&t=f&f=162223&token=a867083cda2e45b44b4c08a222c7af97f433f7d9>

## Promoting Quality Apprenticeships with the Global Alliance for YOUth

Throughout 2024, GAN Global collaborated with the [Global Alliance for YOUth](https://www.globalallianceforyouth.org/)<sup>19</sup> on a social media campaign and webinar series to showcase the benefits of apprenticeships for businesses and young people. This initiative spotlighted apprentices and trainers from leading companies worldwide, providing a global perspective on the transformative role of work-based learning programs.

The campaign featured testimonials from apprentices and trainers from organizations including UBS, Nestlé, Bühler, Accenture, Microsoft, Lipton, L'Oréal, dsm-firmenich, and GAN Guatemala, covering a diverse range of roles in banking, IT, business, human resources, lab technology, consulting, and supply chain management. The stories highlighted the personal and professional impact of work-based learning programs and their role in equipping young professionals with future-ready skills. The campaign culminated in two webinars:

### October 2024

GAN Global hosted a session on adapting Swiss apprenticeship models to international contexts, featuring insights from the Embassy of Switzerland in the USA alongside representatives from Bühler and UBS. The discussion emphasized the scalability of the Swiss approach to apprenticeships and its potential to address workforce challenges in industries beyond traditional technical roles.

### February 2025

In celebration of World Social Justice Day, GAN Global co-hosted a webinar with GAN Guatemala and GAN Argentina, focusing on apprenticeships as a tool for economic inclusion in Latin America. The discussion featured experts from Nestlé, dsm-firmenich, and Tassaroli S.A., who reinforced the role of skills development programs in promoting diversity, social mobility, and business success. The Inter-American Centre for Knowledge Development in Vocational Training (ILO-CINTERFOR) emphasized the role of R208 in ensuring quality standards and the importance of dialogue between governments, employers, and workers. Speakers showed how structured, high-quality programs create pathways for underrepresented groups and contribute to sustainable economic and business growth.

Through the collaboration, GAN Global and the Global Alliance for YOUth strengthened advocacy efforts around R208 and the importance of private-sector engagement in work-based learning. Moving forward, the partnership will focus on developing the business case and ROI for companies.



<sup>19</sup> <https://www.globalallianceforyouth.org/homepage>

## Improved Labor Integration of Vulnerable Youth in Armenia through Apprenticeship

In partnership with the [Miassine Foundation](#),<sup>20</sup> an Armenia-based NGO, and with the generous support of the City of Geneva, GAN Global completed a joint project on 'Improved Labor Integration of Vulnerable Youth in Armenia through Apprenticeship.' The project started in 2020 and has received technical support from ILO and the University of Applied Sciences and Arts of Western Switzerland (HES-SO Valais), and focused on six regions: Chirak, Lori, Tavoush, Gegharkunik, Syunik, and Yerevan. Five hundred young people from socially vulnerable backgrounds, particularly orphans, had access to personalized and work-based career guidance to strengthen their ability to choose a profession and undertake an apprenticeship. Simultaneously, employers benefited from the skills the apprentices brought to their businesses.

In 2023, the City of Geneva supported a second phase of the project, which ensured the creation of the House of Apprentices (Maison des Apprentis) in the region of Chirak. The House of Apprentices trains master trainers and apprentices and provides a network for companies. It also offers digital skills to young and older people and psychological support for victims of war, including refugees from Nagorno-Karabakh.

With Armenia's new apprenticeship law, adopted in 2024, the country is taking significant steps toward sustainable, high-quality work-based learning opportunities.

As part of the final phase of this six-year project, GAN Global visited Yerevan and Gyumri in February 2025, including a visit to the House of Apprentices. One of the highlights of the visit was a Best Apprentices Awards Ceremony hosted by the Mayor of Gyumri (the second largest city in Armenia) to honor young talents excelling in baking, pastry-making, hospitality, and digital skills. This event marked a milestone in Armenia's growing apprenticeship ecosystem.

Find out more about the project's objectives and deliverables in the [Intermediate Report \(in French\)](#).<sup>21</sup>



<sup>20</sup> <https://www.facebook.com/Miassine/>

<sup>21</sup> [https://www.gan-global.org/wp-content/uploads/2025/02/Rapport-intermediaire-Apprentissage-2024\\_Miassine.pdf](https://www.gan-global.org/wp-content/uploads/2025/02/Rapport-intermediaire-Apprentissage-2024_Miassine.pdf)

## Survey on Inclusive, Demand-Driven Apprenticeship Models in the US

With the generous support of the JPMorgan Chase Foundation, GAN Global produced a comprehensive study to examine the state of apprenticeships in the United States, focusing on employer perspectives and the expansion of white-collar apprenticeships. The report [Expanding Inclusive Demand-Driven Apprenticeships in the US: An Employers Perspective](#)<sup>22</sup> highlights businesses' growing commitment to apprenticeships and identifies key challenges and opportunities in scaling these programs in the United States.

The study incorporated findings from a survey of more than 100 employers from various industries, alongside focus group discussions with business leaders, policymakers, and education professionals. Employers overwhelmingly recognized the value of apprenticeships, with many planning on expanding their programs. There was particular interest in developing apprenticeships in white-collar fields such as project management and operations.

**GAN Global produced a comprehensive study to examine the state of apprenticeships in the United States, focusing on employer perspectives and the expansion of white-collar apprenticeships.**

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However, barriers such as resource limitations, administrative complexities, and a lack of awareness about funding opportunities continue to hinder growth. The report emphasizes the need for stronger public-private partnerships, greater outreach to underrepresented communities, and streamlined regulatory processes to make apprenticeships more accessible and sustainable. This research provides a foundation for advancing high-quality apprenticeships as a key driver of workforce development in the United States.



<sup>22</sup> <https://www.gan-global.org/wp-content/uploads/2025/03/JPM-US-Apprenticeships-Report-March-2025.pdf>



**The research provided a foundation for advancing high-quality apprenticeships as a key driver of workforce development in the US.**

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# Country Networks

Each GAN Network advances the GAN concept within its national context.

## The Americas

- [GAN Argentina](#)
- [GAN Colombia](#)
- [GAN Guatemala](#)
- [GAN USA](#)

## Asia

- [GAN Armenia](#)
- [GAN India](#)
- [GAN Türkiye](#)



## Africa

- [GAN Namibia](#)

## Oceania

- [GAN Australia](#)
- [GAN New Zealand](#)



## GAN USA

In October 2024, GAN Global proudly launched [GAN USA](https://www.gan-usa.org/en),<sup>23</sup> marking a significant milestone in advancing employer engagement in quality apprenticeship programs in the country. Hosted by [ACS](https://goapprenticeship.com/)<sup>24</sup> at its newly inaugurated Apprenticeship Innovation Center in Houston, Texas, the launch event brought together business leaders, government representatives, and educational partners to explore the pivotal role of apprenticeships in shaping a future-ready workforce. ACS, a member of GAN Global's Board of Directors since 2023, is a veteran-owned and operated organization, supporting apprenticeship placement and workforce development in the United States. The launch event featured keynote addresses by Kathryn Rowan and Nicholas Morgan, President of ACS and GAN USA's Board Chair, highlighting the alignment between the network's mission and R208 on Quality Apprenticeships.

GAN USA is committed to shaping the workforce of the future and broadening economic prosperity by promoting high-quality apprenticeships and WBL.

The network's core mission revolves around three strategic priorities: ensuring excellence and consistency in apprenticeship programs nationwide, influencing domestic and international policies to align workforce skills with evolving labor market demands, and acknowledging and celebrating employers who demonstrate leadership and innovation in apprenticeship training. With a strong leadership team, GAN USA aims to cultivate private sector leadership, drive policy development, and promote evidence-based strategies for skilling, reskilling, and upskilling the US labor market.

GAN USA will continue to engage with national and state-level partners, such as Apprenticeships for America and the US Department of Labor, to strengthen apprenticeship ecosystems and support sector leaders in connecting and scaling innovative WBL programs. By leveraging GAN Global's expertise and local partnerships, GAN USA can influence workforce development and create inclusive, sustainable education-to-employment pathways.

To learn more about GAN USA and its initiatives, visit [www.gan-usa.org/en](https://www.gan-usa.org/en)

<sup>23</sup> <https://www.gan-usa.org/en>  
<sup>24</sup> <https://goapprenticeship.com/>

## GAN Australia

In July 2024, GAN Australia certified its first group of employers under its Quality Apprenticeship accreditation program, recognizing their commitment to excellence in training and support. After a rigorous assessment process, nine leading employers from the group training sector, a model unique to Australia, were awarded certification for aligning with international standards of quality apprenticeships. The recognized companies have demonstrated a steadfast commitment to fair wages, safe working conditions, ongoing skills development, and promoting inclusive and diverse workplaces. Their leadership sets a high benchmark for Australian apprenticeship programs and reinforces GAN Australia's mission to build a future-proof workforce.

In early 2025, GAN Australia relaunched its accreditation program during National Apprenticeship Week. This system recognizes and rewards employers who demonstrate excellence in providing high-quality apprenticeship opportunities in alignment with national legislation and R208. Get more insights on [GAN Australia's Quality Apprenticeship accreditation program](https://gan-australia.org/quality-apprenticeships-accreditation/).<sup>25</sup>

GAN Australia contributed to the Government of Australia's report, [Skills for Tomorrow: Shaping the Future of Australian Apprenticeships](https://gan-australia.org/final-report-skills-for-tomorrow-shaping-the-future-of-australian-apprenticeships/),<sup>26</sup> providing key insights into skills development, employer engagement, and evolving workforce needs. It also published a background on the [strategic review](https://gan-australia.org/insights-and-recommendations-from-the-strategic-review-of-the-australian-apprenticeship-incentives-system/),<sup>27</sup> conducted by the Australian Apprenticeship Incentives System, offering recommendations to enhance support mechanisms for both apprentices and employers. Check out their [latest quarterly newsletter](https://gan-australia.org/latest-quarterly-newsletter)<sup>28</sup> for industry trends, government initiatives, and best practices for strengthening quality apprenticeships.



## GAN Australia certified its first group of employers under the Quality Apprenticeship accreditation program in 2024

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<sup>25</sup> <https://gan-australia.org/quality-apprenticeships-accreditation/>

<sup>26</sup> <https://gan-australia.org/final-report-skills-for-tomorrow-shaping-the-future-of-australian-apprenticeships/>

<sup>27</sup> <https://gan-australia.org/insights-and-recommendations-from-the-strategic-review-of-the-australian-apprenticeship-incentives-system/>

<sup>28</sup> [https://gan-australia.org/?mailpoet\\_router&endpoint=view\\_in\\_browser&action=view&data=WzE2LCZmE3NjZNGY1ZjUjLDAsMCw3LDFd](https://gan-australia.org/?mailpoet_router&endpoint=view_in_browser&action=view&data=WzE2LCZmE3NjZNGY1ZjUjLDAsMCw3LDFd)

## GAN Guatemala

In September 2024, GAN Guatemala took part in the Global Youth Economic Opportunities (GYEO) Summit in Washington, DC. With the theme ‘YEO 2030: Youth Driving the Green Economy,’ the summit focused on how climate change affects youth livelihoods and the growing need for green jobs and entrepreneurship.

GAN Guatemala, collaborating with its host, CACIF Joven, co-hosted a breakout session on ‘Unlocking Tomorrow’s Opportunities: Private Sector Contributions to a Sustainable Future.’ The session highlighted private sector investments in sustainability, green skills development, and youth inclusion, with a regional focus on Guatemala and the United States. It featured strategies on sustainability reporting, alliance-building, and fostering youth leadership.

In March 2025, GAN Guatemala partnered with the Universidad del Valle de Guatemala to offer quality work-based learning opportunities to its students through its member companies. In addition, GAN Guatemala will develop joint projects to promote practical learning and improve youth employability in the country.

[Learn more about the alliance.](https://www.linkedin.com/posts/gan-guatemala_empleabilidadjuvenil-guatemala-educaciaejnytrabajo-actividad-7310100704902144001-tq-s?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAyvnwBNvCGtg4xGIPkR0Jmddzdh3OosZc)<sup>29</sup>

<sup>29</sup> [https://www.linkedin.com/posts/gan-guatemala\\_empleabilidadjuvenil-guatemala-educaciaejnytrabajo-actividad-7310100704902144001-tq-s?utm\\_source=share&utm\\_medium=member\\_desktop&rcm=ACoAAAyvnwBNvCGtg4xGIPkR0Jmddzdh3OosZc](https://www.linkedin.com/posts/gan-guatemala_empleabilidadjuvenil-guatemala-educaciaejnytrabajo-actividad-7310100704902144001-tq-s?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAyvnwBNvCGtg4xGIPkR0Jmddzdh3OosZc)



## GAN New Zealand

In July 2024, GAN New Zealand partnered with the Edge Foundation for a virtual study tour, bringing together experts and stakeholders to explore innovative strategies for vocational education, education-to-work transitions, and employer engagement. The sessions spotlighted New Zealand's multifaceted approach to improving pathways to work, including the National Certificate of Educational Achievement (NCEA), the Youth Guarantee Free Scheme, Secondary Tertiary Alignment Resource (STAR), Gateway programs, and Trade Academies. These initiatives collectively aim to provide diverse educational routes, enabling students to combine vocational training with traditional schooling and gain work experience.

Kathryn Rowan, representing GAN Global, contributed valuable insights during the final session. She highlighted the organization's efforts in promoting quality apprenticeships, referencing successful programs from GAN members like the Adecco Group and Accenture. Kathryn also discussed GAN's [Corporate Champions for Apprenticeships initiative](#), launched at Davos 2024, which seeks to build private sector commitment to quality apprenticeships in line with R208.

The study tour also explored the importance of joint qualification development with industry approval, the use of stackable credentials, and the integration of vocational pathways within company training strategies with examples from Mitre 10 and McDonald's New Zealand. This collaboration highlighted the growing emphasis on degree-level apprenticeships, flexible training models, and industry-aligned qualifications as key drivers for future workforce readiness.

[Get to know<sup>31</sup> some of their local apprentices](#)



Explore member's [case studies](#)<sup>30</sup>



<sup>30</sup> <https://gan-newzealand.org/latest-news-and-events/>

<sup>31</sup> [https://www.linkedin.com/pulse/sparking-change-female-electrical-apprentices-journey-new-srore?trk=public\\_post\\_feed-article-content](https://www.linkedin.com/pulse/sparking-change-female-electrical-apprentices-journey-new-srore?trk=public_post_feed-article-content)

## Three New Country Networks Launched in India, Armenia and Namibia

We are proud to announce the launch of three new networks spanning our global reach to Asia and Africa. Hosted by leading local organizations with connections to government and employers, as well as a deep expertise in workforce development, GAN India, GAN Namibia, and GAN Armenia are uniquely positioned to harness their local insights, foster cross-sector partnerships, and drive innovative apprenticeship solutions to address the distinct economic and cultural needs of their regions. For more information on the host organizations and the networks.



Check out our press release [here](https://www.gan-global.org/announcement/the-global-apprenticeship-network-launches-in-india-namibia-and-armenia/)<sup>32</sup>



Pamu Farms of New Zealand

32 <https://www.gan-global.org/announcement/the-global-apprenticeship-network-launches-in-india-namibia-and-armenia/>



WATCH the GAN Global special anniversary video [here](#)<sup>32</sup>



# Postface

## GAN Celebrates Ten Years at the World Economic Forum's Annual General Meeting

GAN celebrated a significant milestone: ten years of advancing quality apprenticeships and work-based learning worldwide. In collaboration with UBS, GAN Global hosted a gathering that brought together business leaders, policymakers, and skills development experts to discuss the future of apprenticeships in an evolving digital economy.

High-level speakers from Nestlé, ILO, IOE, the Adecco Group, UBS, and Bühler contributed to the timely discussion. The key takeaway was that the private sector plays a critical role in bridging the skills gap through apprenticeships and championing digital innovation and technology. Additionally, collaboration is key: we need government on board and supportive policies to create more opportunities for the next generation.

Together, we renewed our collective commitment to scale quality apprenticeships worldwide. Since its inception, GAN has been instrumental in promoting quality apprenticeships, expanding work-based

learning opportunities, and strengthening collaboration between businesses, governments, and international organizations.

The celebration also highlighted the Corporate Champions for Apprenticeships initiative, launched in Davos the previous year, which continues to engage the private sector in advancing R208 on Quality Apprenticeships. As part of the commemoration, GAN Global premiered a [special anniversary video](#)<sup>33</sup> displaying its impact across the world.

GAN Global's future remains rooted in driving commitments and innovation in apprenticeships, fostering new partnerships, and equipping businesses and individuals with the tools needed to succeed in the future of work. The next decade of GAN's journey will focus on expanding access, deepening industry engagement, and ensuring that work-based learning and quality apprenticeships continue to play a pivotal role in shaping the global workforce.

<sup>33</sup> <https://youtu.be/hMLhd-t8c9E>



# Thank you

## To our members for your continued support and collaboration!

GAN Global Headquarters is in Geneva, Switzerland. We are a worldwide network, collaborating with multinational companies and local and regional partners, including IOE members, ILO regional and country offices, and non-governmental organizations.

We have also established GAN Networks in 10 countries, along with regional and local in-country projects with partner organizations in the Americas, Asia, Oceania, Africa, and Europe.

### GAN Global Corporate Members and Champions





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