

2025-26

ANNUAL REPORT

A Year of Momentum, Leadership
and Future-Ready Skills



Preface

GAN at a Glance

The Global Apprenticeship network (GAN) believes that work-based learning (WBL) is the future. Our vision is that both individuals and businesses have the skills and talent needed to thrive and contribute to society.

How? By championing WBL, with a focus on quality apprenticeships, while sharing industry best practices from our members and partners to help businesses and systems realize the potential of WBL. We work across borders and communities, connecting the private sector, international organizations, and policymakers to help translate policy into action.

Through our network, knowledge, and partnerships, we support the design and implementation of quality apprenticeship systems, helping people develop relevant skills for work while enabling businesses to access and grow the talent they need.

Our Members

Our members are senior 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.

Quality Apprenticeships

At the heart of our efforts is the promotion of quality apprenticeships, aligned with the International Labour Organization's Recommendation on Quality Apprenticeships ([R208](#)) adopted in 2023. This guiding framework reinforces the importance of social dialogue, inclusion, and sustainable business practices, all of which are essential to building resilient economies and societies.

Apprenticeships have long connected learning with earning by blending real-world experience and structured education. According to R208, it is a formal, paid training arrangement based on a written agreement, combining on-the-job and off-the-job learning and leading to a recognized qualification. This global framework reflects today's rapidly evolving world of work and underscores the importance of lifelong learning, decent work, and social protection.

Quality apprenticeships don't just build skills, they help align education with labor market needs, strengthen business competitiveness, and open pathways to meaningful employment for people of all ages.

How We Work

We combine both global advocacy and local action. Through our nine country networks, spanning the Americas, Africa, Oceania, Europe and Asia, we **connect** public and private organizations committed to WBL and apprenticeships. We encourage peer-to-peer learning, from global policy to local delivery.

We build knowledge on how to design and **implement** quality apprenticeships through projects, as well as member, partner, and network expertise, tailoring that to both national and regional needs. And, we **share** best practices from employers and partners to scale what works.

Visit gan-global.org
for more information



Our Vision is a world in which all individuals and businesses have the skills and talent they need to thrive and contribute to society.



Our Mission is to champion Quality Apprenticeships as a key driver for workforce development, social mobility, and economic growth.



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Chair's Message

It is my privilege to address you in this milestone year for GAN Global. As we reflect on 2025–26, one message stands out clearly: we have entered a new era of momentum, influence, and impact. Across our network, we are witnessing an unprecedented convergence of private-sector leadership, youth aspirations, and policy innovation. This comes together at exactly the moment when the world of work is being shaped by digitalization and artificial intelligence (AI).

The past year marked a significant transition for our organization. We embarked on a new chapter with an energized governance team and a renewed commitment to elevating work-based learning (WBL) worldwide. I am honored to serve alongside Vice Chair Irene Mark-Eisenring (Bühler Group), Treasurer Marc van der Net (Accenture), and Secretary Roberto Suárez Santos (IOE), a group united by a shared belief that apprenticeships are central to building resilient, inclusive, and future-ready economies.

Our global engagements throughout the year highlighted this urgency. From the Accelerating Impact Together event at Bühler's headquarters in Switzerland to the [AI, Skills & Apprenticeships convening at SAP in Germany](#), GAN Global helped place apprenticeships squarely at the center of the conversation on responsible AI adoption. Companies, governments, educators, and, importantly, young people emphasized that the future workforce requires not just digital fluency, but equitable access to meaningful learning pathways. We were proud to launch the [GAN Global Principles for Responsible AI & Apprenticeships](#), setting a benchmark for how organizations can leverage technology while safeguarding opportunity and inclusion.

Our [Country Networks](#) and local activities continued to demonstrate the strength of local action shaping global impact, contributing vital insights for reimagining skills systems in fast-changing labor markets. These national experiences, rooted in community needs and employer realities, are the backbone of GAN Global's unique value.



Looking ahead to [WorldSkills Shanghai 2026](#), GAN Global aims to shape an international stage that will highlight excellence, innovation, and ambition. Our engagement with partners, including the International Labour Organization (ILO) and the Organization for Economic Co-operation and Development (OECD), reinforces our commitment to accelerating progress for young people and employers worldwide.

I am inspired by the collective leadership of our members, partners, and country networks. At the heart of this momentum are GAN Global's corporate members, who collectively enable more than 20,000 apprenticeship opportunities each year, creating meaningful career pathways worldwide.

Your dedication ensures that apprenticeships remain not only relevant, but transformative – opening doors for women and underrepresented groups, aligning learning with industry demand and preparing people everywhere to thrive in an AI-enabled future. Thank you for your trust, your collaboration, and your unwavering belief in the power of skills.

Together, we are shaping a world where every individual has the opportunity to learn, grow, and contribute to a more inclusive global economy.

Michael Kienle

Chair, Global Apprenticeship Network (GAN Global) and Global VP of Talent Acquisition, L'Oréal

Executive Director's Message

As we look back on 2025–26, I am proud to share a year defined by acceleration, collaboration, and a bold reimagining of how skills are developed in a world transformed by technology. GAN Global's work this year reflects a simple truth:

When companies, policymakers, and young people come together with a shared purpose, systems change.

Across all regions, we heard the same call: industries urgently need talent equipped for an AI-enabled economy, and young people need access to learning pathways that are inclusive, relevant, and future-focused. GAN Global stepped decisively into this moment. By bringing employers, policymakers, and youth voices to the table, we explored how apprenticeships can remain a cornerstone of workforce development in an era shaped by advanced digital tools.

Equally powerful were the stories emerging from our country networks and local activities, where innovation is happening every day. Argentina's push towards a dual education model, Australia's recognition of quality employers and apprentices, New Zealand's industry research, Türkiye's employer-led excellence, Guatemala's pathways for youth employability, and India's landmark report on women's participation in apprenticeships, each shows how local leadership is shaping global solutions. These local activities are the beating heart of GAN Global: close to employers, close to young people and communities, and instrumental in turning ideas into action.

Our advocacy work also gained new momentum. Through contributions to advancing Quality Apprenticeships and highlighting its ROI, to the planning for WorldSkills Shanghai 2026, and to dialogues hosted by organizations



including the OECD, IOE and ILO, GAN Global continued to highlight the value of WBL as a driver of competitiveness, equity, and resilience. Everywhere, the message resonates: apprenticeships are not just a training model, they are a strategic investment in people, productivity, and prosperity.

As Executive Director, I am deeply grateful for the commitment of our global members, our Board, our Country Networks, and our partners. Your leadership enables us to remain agile, responsive, and ambitious in a time of rapid change. And to the young people whose voices and experiences guide our work: you remind us why this mission matters.

Looking ahead, we will continue to expand our global impact and champion systems that meet the needs of both today's employers and tomorrow's workforce. The year to come will build on the strong foundation we have laid, driven by collaboration, innovation, and our shared belief that every person deserves the chance to thrive in the future of work. **Together, we are not only preparing for the future, we are shaping it.**

Kathryn Rowan
Executive Director, GAN Global

OUR STORY

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

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 still stayed 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, the International Labour Organization (ILO), the International Organization of Employers (IOE), the Organization 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, in addition to apprenticeships, we promote all forms of work-based learning (WBL) to reflect the ever-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.



NEW LEADERSHIP

2025-26 marked a significant transition in GAN Global's leadership. We welcomed a **new governance team** committed to elevating work-based learning worldwide:

CHAIR



Michael Kienle
Global VP of Talent
Acquisition, L'Oréal

VICE-CHAIR



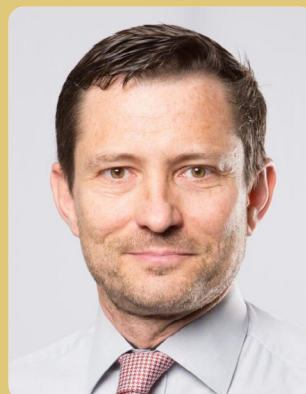
**Irene
Mark-Eisenring**
CHRO, Bühler Group

TREASURER



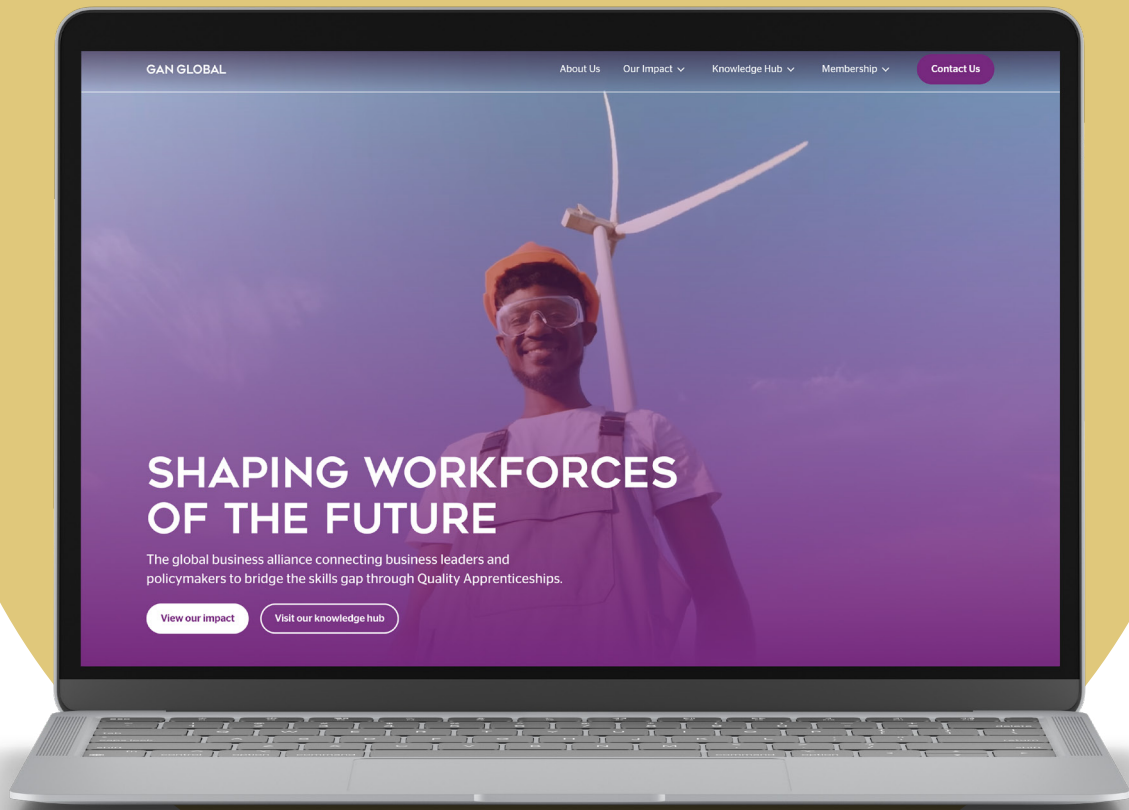
Marc van der Net
Strategic & Consulting
Lead, Accenture

SECRETARY



**Roberto
Suárez Santos**
Secretary-General, IOE





A MILESTONE YEAR

Last year, as we marked ten years of impact, GAN reaffirmed its role as a global convenor, bringing together businesses, governments, and youth to champion high-quality work-based learning and advocate for its transformative power in a world undergoing rapid change. 2025-26 also brought a year of renewed commitment in which collaboration deepened, partnerships were strengthened, and more visibility on the power of apprenticeship was garnered. Across continents, [GAN members](#), partners, and [country networks](#) galvanized around a shared mission: ensuring individuals

and employers are equipped for a labor market transformed by digitalization and shifting economic realities.

We kicked off 2025 at the [World Economic Forum's Annual General Meeting in Davos](#), celebrating a [decade of GAN Global](#) at a high-level side event co-hosted by UBS. Business leaders, policymakers, and skills experts gathered to explore how apprenticeships can evolve in an increasingly digital economy, setting a powerful tone for the year ahead.



We also ushered in the next chapter of our work with the launch of the [Quality Apprenticeships Implementation and Return on Investment Guide](#), accompanied by a [new website](#) that better reflects our evolution, global reach, expertise, and collective impact around the world. Together, these tools demonstrate our commitment to providing employers and policymakers with practical and evidence-based resources that are timely.

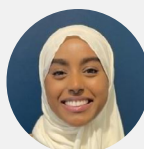
This year was also shaped by the extraordinary momentum of our country networks, which continue to serve as laboratories of innovation and engines of local impact. From advancing dual education reforms in Argentina and accelerating green transitions in Türkiye, to driving policy discussions in New Zealand and expanding employer incentives in Namibia, our networks continued to move global commitments towards tangible results for both learners and employers.

What truly made this decade a milestone however, was a spirit of collaboration that connected our initiatives across industries and borders. We facilitated greater peer learning, shed more light on youth voices, and fostered multi-stakeholder dialogue. Together, these moments defined a year of renewal, reinvention, and rising ambition. As GAN Global enters its second decade, we stand more united, more future-focused, and more committed than ever to shaping an inclusive and skills-driven future of work.

In November, board members gathered at Bühler HQ in Uzwil, Switzerland to revisit GAN Global's value proposition, mission, and vision align on priorities and set the direction for the years ahead. Taking stock of a decade of progress and charting the strategic direction of the organization for the years ahead, the board members solidified our shared commitment to strengthen work-based learning, elevate private-sector leadership, and spotlight youth voices to futureproof the next generation of workers.



I chose to do an apprenticeship as it offers a more hands-on approach to learning, allowing me to gain practical experience in the technical field while also earning a wage.



Israa Ibrahim

Software Developer Apprentice,
Microsoft, United Kingdom

Global Activities

AI and Apprenticeships Take Center Stage

2025 was a year when the global conversation on skills development shifted decisively around technology, AI, and its impact on young people entering the labor market. At the heart of this discussion, GAN Global members reinforced the urgency of preparing learners for a world where human skills, resilience, adaptability, and continuous learning are essential components of technical training. As global markets continue to transform, GAN's vision of ensuring that every learner has a pathway to meaningful work and every employer has access to skilled talent remains more relevant than ever.

Our discussions on AI and apprenticeships began at Bühler's HQ in Uzwil, Switzerland in November 2025 with our [*Accelerating Impact Together*](#) event. Business leaders, policymakers, and apprentices explored how AI is transforming the future of apprenticeships and shared ideas on how tech, industry, and skill development can align. We explored the challenges of an increasingly digitalized world, as well as the opportunities to prepare young people for the next wave of technological advancements.

At this event, we also had an insider peek into Bühler HQ's Energy Centre to witness the Swiss apprenticeship model where learning and

Apprenticeship programs provide a clear pathway to higher-level employment and can lead to stable and well-paying careers. I have the opportunity to learn directly from experienced professionals in their field.

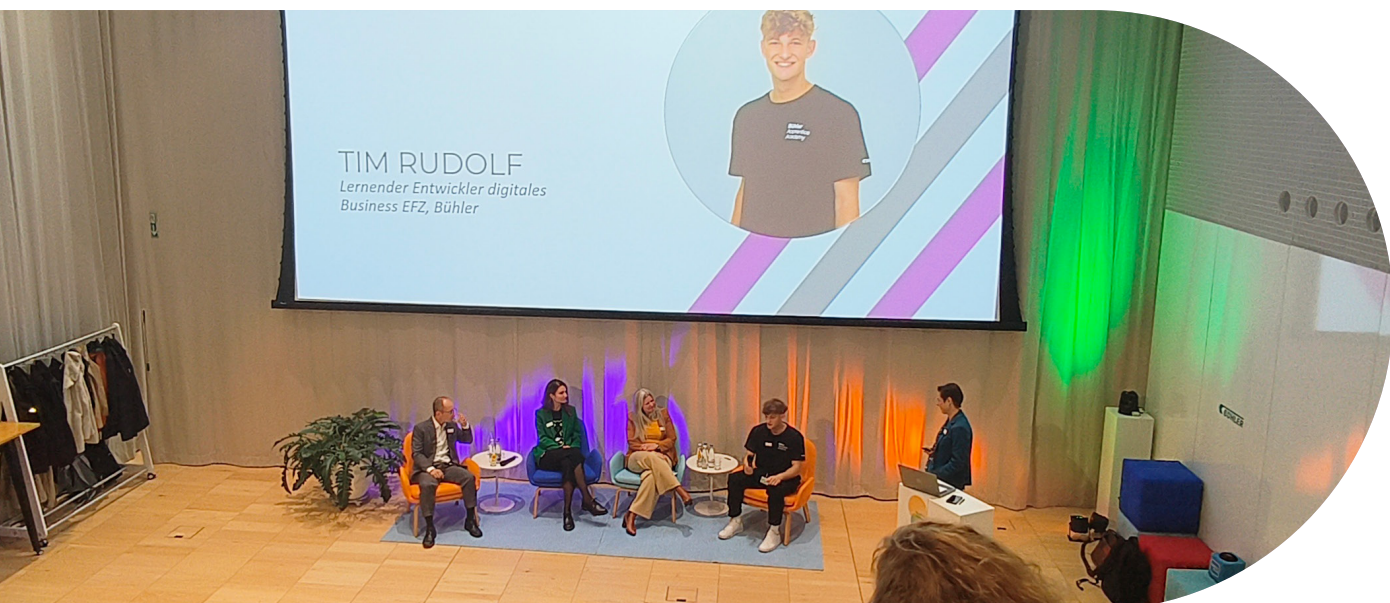


Katie

Business Apprentice,
Bühler, USA

innovation comes to life. We learned about the company's history with vocational training that has been embedded in its culture for generations. As a result, Bühler fosters a multi-generational team of experts who work directly together and continuously learn from one another.

We heard from a Bühler apprentice in Digital Business Development who shared his experience on how Bühler's apprenticeship program developed his technical and foundational skills on clarity, confidence and ownership.





Continuing the discussion on [Skills, AI, Apprenticeships & the Future of Talent](#), in March 2026, GAN Global and its members and partners convened at SAP HQ in Walldorf, Germany. There we explored AI as a catalyst for talent transformation, highlighting how companies can build future ready pipelines, strengthen early career opportunities, and ensure its responsible use in learning and development. The event also featured a panel with international students from Germany, India, Hungary, Ireland, and China as part of the SAP STAR (Student Training and Rotation Program). The students presented to a diverse group of industry leaders the skills they are developing while helping to shape AI solutions across regions.



In 1979, the STAR program began in Germany. Today, it has grown to a global program in 17 countries with 220 students per year.

Designed based on the principles of the German dual system, SAP's programs combine classroom learning with rotating practical phases that expose learners to multiple countries, teams, and technologies. This structure accelerates both skill development and confidence, giving apprentices broad insight into the company's operations before choosing their specialization.



According to GAN Global Board Member, Soledad Alvarado Ganzhorn, Senior Vice-President and Global Head of SAP Next Gen,

“AI will continue to reshape work, but the real story is about how people will rise with it. When organizations invest in developing their workforce and empower individuals to grow with technology, they don’t just adapt to the future, they define it.”

Recognizing the need for responsible AI use in learning and development, GAN Global launched the [Principles for Responsible AI & Apprenticeships](#). These principles highlight how companies can ensure that apprenticeships help build AI-ready talent to futureproof employability. The clear guardrails and actions as outlined here can help businesses integrate AI responsibly and effectively into apprenticeship programmes:



PRINCIPLES FOR RESPONSIBLE AI & APPRENTICESHIPS

1. Put People at the Center

Companies should prioritize augmentation instead of displacement, so that humans overview all AI tasks, alongside making sure apprentices know what AI is used and why.

2. Make AI Fluency Foundational

AI literacy is an essential, and sits alongside things like safety training. Mentors, trainers and supervisors need upskilling first so the entire company knows AI’s capabilities, restrictions, and when to avoid using it.

3. Design AI-integrated Workflows

Reduce admin and maximize apprentice practice time with AI while mapping tasks into people-led, AI-assisted, machine-led segments with defined handoffs and verification steps.

4. Build the Human Skills AI Can't Replace

Skills like critical thinking, communication and ethical judgement must still be a part of evaluation, rather than just skills in using tools. Apprentices should feel empowered to question everything and defend their decisions.

5. Foster Continuous Learning Beyond Apprenticeship

Create clear progression routes beyond apprenticeship which should be supported by stackable, skills-based frameworks that treat the beginning like a lifelong learning journey.

Advancing Youth Employability

GAN Global continued its strong advocacy for removing the systemic barriers that prevent young people, particularly those from underrepresented communities, from accessing quality work-based learning. Against a backdrop of rapid technological change, persistent skills mismatches, and continued pressure on labor markets, GAN focused on practical and scalable actions that bring companies and policymakers together to support young people's pathways into decent work.

Expanding our work in youth engagement and outreach, we launched targeted initiatives to raise awareness on apprenticeship and WBL to individuals and businesses. Through a series of sessions and activities, supported by the [Global Alliance for YOUth](#) and co-created with the Dual Education Task force, GAN Global championed the ROI of apprenticeships and the case for dual education models. This resulted in strengthened partnerships and digital campaigns to highlight success stories demonstrating apprenticeships as high-quality routes to rewarding careers across industries from manufacturing to IT.



The campaign covered 50 testimonials from company trainers and apprentices across several industries and countries, such as Switzerland, Ecuador, Mexico, Guatemala, China, US, UK, France and Pakistan.

It also featured apprentices from a variety of job roles, including Commercial, HR and Consumer Marketing Apprentices, Security Specialists and Branch Managers, showing that apprenticeship can be applied in almost any role.

Following our digital campaign, we conducted research on the [business case and ROI of apprenticeships](#), collecting 10 in-depth company case studies to demonstrate the value of apprenticeships. These case studies showed how apprenticeships work best when they are aligned to business needs, supported by leadership, and measured beyond completion rates, including progression, performance, and long-term impact.

APPRENTICESHIPS

Business ROI



Higher Retention



Faster Time-to-Productivity



Reduced Recruitment Cost



Stronger Internal Pipelines



The results of the study also culminated in a practical guide for companies of all sizes and sectors to use when implementing a [quality apprenticeship program and calculating its ROI](#). This guide gives employers practical resources to make the business case for investment in apprenticeships.

Looking ahead to [WorldSkills Shanghai 2026](#), taking place on 22-27 September, GAN Global is playing a central role in the conference planning as a coalition partner. Throughout 2025-26, we have contributed to planning sessions hosted by [UNESCO and OECD in Paris](#) and [UNIDO](#).

[\(the United Nations Industrial Development Organization\) in Vienna](#). These planning dialogues focused on TVET modernization, private-sector collaboration, and inclusive pathways, with the program themes for Shanghai centering on excellence, digitalization, inclusion, and employer engagement. The event will feature speakers from our membership on themes related to public-private partnerships, AI, and skills.

On a local level, the [123NextGen panel \(in French\)](#) saw GAN's Executive Director Kathryn Rowan share insights on communication, apprenticeship innovation, and next-generation workforce needs. This conversation emphasized the critical importance of aligning learning systems with real employer demand and needs, while ensuring young people have access to future-ready training opportunities. Attracting and retaining apprentices, changing public perception of apprenticeships, the crucial role of mentorship, and ensuring quality were aspects explored in depth during this discussion.

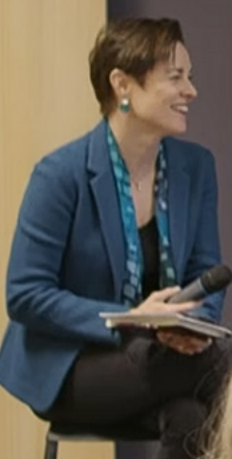


The program opened a door for me at a time when I really needed it. It provided me with an excellent career opportunity, along with all the tools that anyone needs to be successful at work.



Ahmad Aladawi

Security Delivery Specialist and Accenture Graduate, Apprenticeship Program, USA



INDIA

HER PATH, HER POWER

Continuing our work on knowledge generation, sharing and global learning, GAN Global also produces research, case studies, and practical tools helping companies design and scale youth employability initiatives. Our latest report launched in 2026 was developed with TeamLease Degree Apprenticeship (TLDA) in India. Including successful case studies from Bühler and Nestlé, we give insight on how apprenticeships can close gender gaps and empower women in the country.

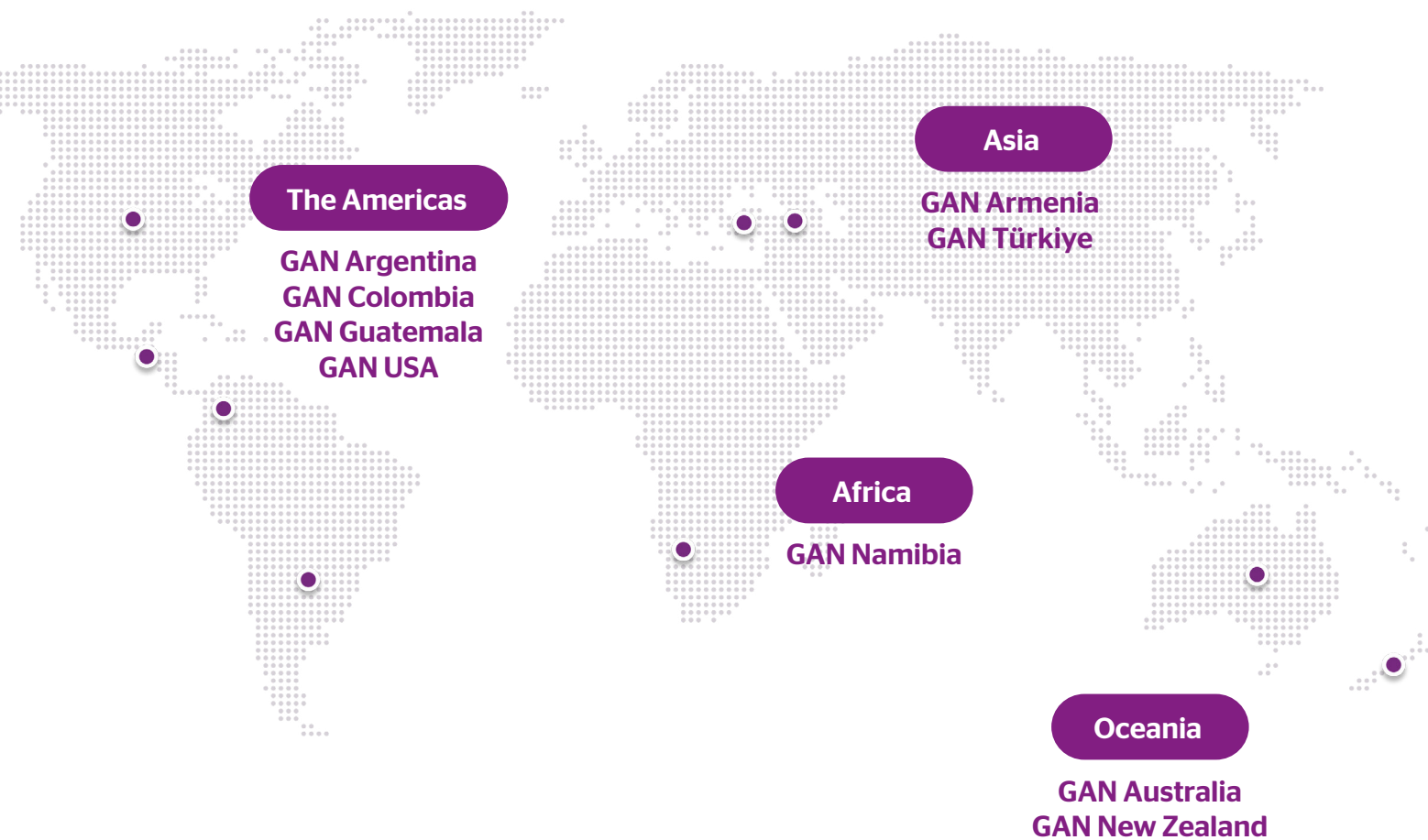
In a country at a crossroads on women's labour participation and empowerment,

Apprenticeships show enormous potential, offering a 40% increase in women's employability.

The report explores the critical role of skilling and WBL in narrowing gender gaps and driving inclusive growth in India. It examines how well-structured apprenticeship programs can dismantle barriers, create sustainable career pathways, and foster collaboration among government, business, civil society, and training providers. Read the full report [here](#).



2023 Bühler Academy in India



Country Networks

[GAN Country Networks](#) serve as laboratories of innovation: meeting local skills needs, scaling apprenticeships, and adapting to fast-evolving labor markets. Contributing to the core of our global impact, the country networks have translated global policy into local action across diverse economic and cultural landscapes. Throughout the year, our country networks have continued to deepen partnerships with government, industry, educational and training institutions, strengthening their roles as catalysts for employment pathways and responsible skills development.

While each country network operates within its own local context, together, they illustrate how collaboration across borders can drive global progress on apprenticeships and work-based learning. This year, we saw increased momentum in strengthening and revitalizing the country networks. Some have broadened their membership base, while others have invested in

more peer-to-peer learning activities. This has resulted in some networks partnering with their respective governments to advocate for employer and apprentice friendly policies, while other networks are strengthening recognition of quality employers and their efforts in developing skills in the workplace.

A major development in 2025-26 was the increase in cross-network collaboration. GAN Global has been coordinating a collaborative spirit to share insights on communication strategies, resource mobilization, long-term sustainability plans, and advocacy. Throughout the year, our country networks have contributed data, case studies, and impact stories highlighting real world benefits of employer-led training. This plays a central role in generating evidence and insights, and strengthens our global network.

The 2025–26 highlights below demonstrate a few powerful examples at the local level.



GAN ARGENTINA

[GAN Argentina](#)'s strategic pivot led them to collaborate more closely with provincial governments, unlocking new pilots and policy innovations across the country. For example, in Buenos Aires, a dual education pilot with Nestlé is currently under evaluation, informing broader provincial approaches to scaling WBL. In Chubut, authorities are working on designing a dual education strategy tailored to the region's metalworking industry. And in Cordoba, the government is interested in introducing dual education at the secondary level, signaling a shift towards long-term systemic change.

In 2025-26, GAN Argentina navigated a challenging national context, marked by uncertainty in technical education funding, by moving closer to the provinces that are driving progress on dual education in the country. At the heart of this momentum is [Tassaroli S.A.](#), a standout GAN Argentina member whose work exemplifies what employer-led innovation can achieve, even in difficult conditions. They blend hands-on technical training with structured mentorship, providing young people with not only technical skills, but also confidence, purpose, and pathways to decent work.

Learn more about GAN Argentina [here](#)

GAN ARMENIA

Quality Apprenticeships in Shirak

Building upon the successful completion of a [six-year City of Geneva-funded project](#), which culminated in the establishment of the [House of Apprentices in Gyumri](#), GAN Global is developing a new project on green apprenticeships for just transition, aligned with the 17th meeting of the Conference of the Parties (COP 17) to the Convention on Biological Diversity (CBD) which will take place in Yerevan, Armenia in October 2026. The House of Apprentices, which we had the pleasure of visiting last year, is a special place where young people, mostly from vulnerable communities, come together to learn skills in the hospitality, baking and IT sectors.

For the next project, we envision the House of Apprentices acting as the headquarters to diffuse and consolidate learning experiences in 11 other regions of the country, with a focus on green skills and green jobs.

Learn more about GAN Armenia [here](#)



GAN AUSTRALIA

[GAN Australia](#) had a year of exceptional momentum, strengthening employer excellence and elevating apprenticeship pathways nationwide. The year began with the launch of the 2025 [Quality Apprenticeships Employer Accreditation](#), introduced during National Apprenticeship Week. This innovative certification recognizes employers who demonstrate high-quality training programs,

Setting a new benchmark for industry leadership across Australia.

In partnership with the Apprenticeship Employer Network (AEN), the network hosted its [Annual Future of Apprenticeships Luncheon](#), featuring insights from the Minister for Skills and Training, Hon. Andrew Giles, and celebrating 40 years

of impact by AEN. The event highlighted the power of Group Training and featured inspiring apprentice voices.

Another major milestone this year was the release of their [‘Skills for Tomorrow’](#) report, paired with a practical [apprenticeship ROI tool](#) that provides evidence-based data for employers and policymakers. Together, these resources support the case for investing in high-quality apprenticeships demonstrating clear economic and social returns.

Other amazing highlights include the [2025 International Scholarship](#), and a policy paper advocating for expanded pre-apprenticeship funding, access, and employer partnerships, all rounding out a year of significant impact.



Learn more about GAN Australia [here](#)



GAN GUATEMALA

GAN Guatemala advanced its mission on multiple fronts in 2025–26. In partnership with Guatemala No Se Detiene, Junior Achievement, and CACIF (the Coordinating Committee of Agricultural, Commercial, Industrial, and Financial Associations), the network surveyed students on their perceptions of the labor market. Presented at a [national launch event](#) in October, [the findings](#) shed light on youth expectations, skills gaps, and the need for stronger employer engagement. The event sparked meaningful dialogue on how apprenticeships and internships can better connect student expectations with education, formal employment, and career mobility in Guatemala’s evolving economy.

Alongside this research, GAN Guatemala launched an Innovation Consulting Program with UVG Bridge Business School, enabling students

to work on real business challenges. The initiative combines creative problem-solving, mentorship, and professional development while helping companies design practical and future-ready solutions to business problems.

The network also deepened collaboration with the Ministry of Education, which is forming a private-sector consultation group to guide upcoming dual education reforms. With growing employer engagement, expanding WBL placements, and deeper legislative influence, GAN Guatemala is reinforcing its position as a key connector between young people, businesses, and policymakers.

Learn more about GAN Guatemala [here](#)

GAN NEW ZEALAND

GAN New Zealand continued to solidify its reputation as a thought leader in skills development, publishing a series of compelling case studies across construction, agribusiness, and hairdressing. These stories showcase how employer-driven training models open meaningful pathways for young people, spotlighting both student success and industry commitment. The network's advocacy also gained traction through its support for the New Zealand Initiative's [call to expand school-to-industry pathways](#), an effort highlighted by a foreword from GAN New Zealand's National Coordinator, Josh Williams.

A major highlight from last year was the [New Zealand Vocational Education Training Research Forum \(NZVETRF\)](#), co-hosted with Skills Consulting and BCITO (Building and Construction Industry Training Organization). The two-day

event brought together employers, educators, and government leaders to examine the future of vocational pathways, school-to-work transitions, and system agility in the country. Ministers Penny Simmonds and Erica Stanford participated, signalling strong government interest in research-informed policy change. GAN Global Executive Director Kathryn Rowan delivered a keynote alongside Craig Robertson, CEO of the Victorian Skills Authority, offering insights on quality apprenticeships, private-sector leadership, and cross-border collaboration.

Throughout the year, GAN New Zealand continued to highlight inclusive stories, like [Rhiannon's journey](#) as a woman thriving in the electrical trade, reinforcing the network's commitment to gender equity and modern vocational pathways.

Learn more about GAN New Zealand [here](#)

GAN GLOBAL CORPORATE CHAMPIONS FOR APPRENTICESHIPS

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

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



OUR COMMITMENT

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

WHAT ARE THE GUIDING PRINCIPLES?

The Guiding Principles propose actions to ensure that a company's apprenticeship program meets the ILO's quality standards. These principles are supported by businesses who view apprenticeship as key to developing robust talent supply chains. They see apprenticeship as a positive contribution beyond the company's bottom line - good for business, the individual, and society.



Joining as a work-study student allowed me to pursue my studies as well as take on an apprenticeship. I have seized opportunities to take on new roles, contributed to the growth of the agency and furthered my leadership journey.



Clement

Principal Recruitment Consultant - Finance & Accounting / Banking & Insurance - Paris, The Adecco Group

GAN TÜRKIYE

Throughout 2025-26, GAN Türkiye deepened member engagement through targeted initiatives shaped by employer needs. A highlight was the [“Building Skills Together”](#) session co-hosted with GAN Global, featuring global best practices from UBS and local leadership from Migros Türkiye and Anadolu Isuzu. Contributions from the [TISK](#) (Turkish Confederation of Employer Associations) Secretary General, Akansel Koç and GAN Global Executive Director Kathryn Rowan discussed the critical role of employer-led training in building a future-ready workforce.

The network further expanded its impact with the successful delivery of [“From Policy to Practice: Building Green and Digital Skills through Work-Based Learning”](#). The session brought together employers, public institutions, and education experts to explore how apprenticeship models can accelerate green and digital transitions. TISK and GAN Global set the stage for rich insights from İŞKUR (Turkish Employment Agency), Borçelik Technical Academy, and [GAN USA](#). The event boosted visibility for national best practices, strengthened cooperation nationally, and laid the groundwork for change.

The network entered 2026 at a pivotal moment, as the government announced an €8.8 billion youth employment package aimed at strengthening school-to-work transitions, wage subsidies, and WBL. This national priority has opened new opportunities for GAN Türkiye to position itself as a key convenor for employers, a visibility partner for government, and a leading advocate for high-quality WBL models.



Learn more about GAN Türkiye [here](#)

Closing

TOGETHER, WE SHAPE THE WORKFORCE OF TOMORROW



As we conclude the year, our 2025–26 journey reflects a growing movement: harnessing company innovation and championing collaboration across borders to ensure that quality apprenticeships reach those who need them most. From the boardrooms of global multinationals to vocational training centres in Armenia, Guatemala, and Namibia, the belief is the same: that learning by doing changes lives. We're defined more than the progress we've made. This year's achievements also reflect the power of collaboration on a shared goal of upholding WBL and apprenticeship in shaping resilient economies and empowered communities.

The year ahead will amplify this momentum as AI, inclusion, and global partnerships define the next chapter of quality apprenticeships worldwide. Our coalition has responded to a rapidly shifting global landscape with creativity and conviction resulting in expanded opportunities, strengthened partnerships, new pilot projects and a vision for

greater equity through WBL. As we look ahead, we do so with optimism for the possibilities that lie ahead. GAN Global will continue to convene, advocate, and implement by elevating employer leadership, amplifying the voices of apprentices, and advocating for agile, inclusive skills systems worldwide.

In the near future, we look forward to seeing you with GAN Guatemala, GAN New Zealand, and GAN Australia at the [virtual Canadian Apprenticeship Forum \(CAF\) May 2026 Global Apprenticeship Symposium](#) to explore what's working globally and what can be adapted to strengthen Canada's apprenticeship ecosystem.

A big thank you to our members, partners, and supporters. Your dedication, your insights and your belief in apprenticeship and WBL make our mission possible. Together, we are not only preparing for the future, we are shaping it.

Thank You

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