



Global Apprenticeship Network (GAN)

Statutes

Revision date: 27 May 2026

Preamble

1. The Global Apprenticeship Network (GAN) is a global, business-driven alliance through which private sector companies, employer and business organizations, international organizations, and thought-leaders work together to promote sustainable workforce development through work-based learning (WBL), including apprenticeships. Our goal is to create an equitable future for all segments of the workforce and a sustainable talent pipeline for business by promoting work-based learning.
2. The GAN was established in 2013 by the International Organization of Employers (IOE), Business at OECD (BIAC), the International Labor Organization (ILO) and the Organization for Economic Co-operation and Development (OECD) in response to the G20 and B20 priorities of responding to the global youth unemployment crisis and the need for business to ensure skills for the future.
3. The GAN promotes and supports local GAN networks in the development and execution of activities relating to work-based learning, including apprenticeships. Each GAN network will sign a memorandum of understanding with GAN.

Article 1: Constitution

1. GAN is a non-profit association governed by the present statutes and by Articles 60 et seq. of the Swiss Civil Code. It is neutral politically and non-denominational.
2. The headquarters of the GAN are in the Canton of Geneva, Switzerland, and officially recognized by the State of Geneva in its Commercial Registry.
3. The GAN shall remain in operation indefinitely.

Article 2: Objectives

1. The GAN's mission is to champion Quality Apprenticeships as a key driver for workforce development, social mobility, and economic growth. Its vision is a world in which all individuals and businesses have the skills and talent they need to thrive and contribute to society.
2. To achieve its vision and mission, GAN will:
 - a. Provide a platform for companies that drive workforce development, social mobility, and economic growth through work-based learning programs, including apprenticeships.
 - b. Connect public and private organizations committed to apprenticeships and skilling, from global policy to local delivery.
 - c. Build knowledge on how to design and implement quality apprenticeships through projects and member, partner, and network expertise.
 - d. Share best practices on work-based learning from employers and partners to help scale what works.
 - e. Elevate the status of apprentices and advocate for work-based learning and vocational training.
 - f. Organize GAN local networks to promote work-based learning including apprenticeships, within different national contexts, raise awareness at the local level, and influence public policies.

Article 3: Membership

1. The GAN membership consists of entities:
 - a. whose objectives are compatible with those of the GAN;
 - b. who have made a demonstrable commitment to work-based learning;
 - c. who pay an annual member fee or make an agreed in-kind contribution.
2. Members can be:
 - a. companies who may join as a board member or as a Corporate Champion for Apprenticeship;

- b. organizations operating globally that are advocating for or implementing work-based learning programs;
 - c. organizations that host a GAN Network;
 - d. GAN founding members International Organization of Employers (IOE), Business at OECD (BIAC), the International Labor Organization (ILO) and the Organization for Economic Co-operation and Development (OECD);
 - e. employer and business organizations.
3. All existing and prospective members are subject to membership criteria established and decided by the Management Board.
4. Requests to become a member must be addressed to the Management Board. The Management Board admits new members and informs the General Council accordingly.
5. A corporate member who has not paid membership fees by the end of the year may be removed from membership of the GAN.

Article 4: Relations with other Organizations

1. To further the GAN work program, a memorandum of understanding may be established between the GAN and other organizations.
2. Establishment of relations should be reported to the Management Board.

Article 5: The Governing Bodies of GAN

1. The GAN will have the following governing bodies:
 - a. General Council
 - b. Management Board
 - c. Executive Committee
 - d. Committees as established by the Management Board
 - e. Auditors.

Article 6: The General Council

1. The General Council is the representative and consultative body of the GAN. It provides guidance, oversight, and strategic input on the priorities and programmatic strategy of the organization, serving as a forum for collective dialogue among members.
2. The General Council is composed of all the members, with each member having one vote. Decisions are taken by majority and shall take the form of recommendations and endorsements, which shall be duly considered by the Management Board and Secretariat in decision-making.
3. The General Council shall:
 - a. Provide guidance on GAN's overall strategic orientation and programmatic priorities.
 - b. Serve as a consultative body on major developments affecting the organization.
 - c. Receive reports from the Management Board and Secretariat on strategy, activities, and financial performance.
 - d. Confirm or acknowledge matters expressly referred to it under these Statutes.
4. The General Council shall meet at least once a year.
5. The Management Board shall inform the General Council members in writing of the date of the General Assembly at least six weeks in advance. The proposed agenda and relevant documentation shall be sent to each member at least 14 days prior to the date of the meeting.

6. Between meetings and in cases of absence at meetings, consultations, decisions, or endorsements may be collected via email.
7. The General Council shall meet in an extraordinary session if called upon by the Chair, or the Executive Director acting on their behalf, or by one-fifth of the Members by written request to the Chair or the Executive Director.

Article 7: The Management Board

1. The GAN Management Board is the principal governing and decision-making body of the GAN, responsible for setting strategic direction, taking decisions, and overseeing the effective management of the organization.
2. The GAN Management Board shall consist of:
 - a. Companies that are admitted as Board members.
 - b. For company members, only senior leaders may be elected members. Each board member shall nominate a Focal Point responsible for the day-to-day contact with GAN, who may exceptionally attend Management Board Meetings.
 - c. Senior officials from the founding members.
 - d. Up to three representatives from employer and business organizations, or GAN Networks, as invited by the Board and confirmed by the General Council, for a renewable term of 2 years.
3. The Chair, Vice-Chair, Treasurer, and Secretary shall form the Executive Committee.
 - a. The Executive Committee provides strategic leadership, governance oversight, and stewardship of GAN Global's mission, resources, and credibility between meetings of the Management Board and General Council.
 - b. The Chair shall preside over the General Council and Management Board.
 - c. The Management Board shall elect the Chair of the Management Board, a Vice-Chair, and the Treasurer for a period of 2 years, renewable.
 - d. The Management Board shall appoint the Secretary among its members.
4. The duties of the GAN Management Board shall include:
 - a. Defining and approving GAN's strategic decisions, taking into account guidance and recommendations from the General Council.
 - b. Approving policies, positions, and strategies of the GAN.
 - c. Approving the annual budget and overseeing financial management.
 - d. Setting membership fees.
 - e. Admitting new members and informing the General Council; making decisions as to the withdrawal of membership.
 - f. Appointing and supervising the Executive Director of the GAN.
 - g. Establishing and overseeing Committees, including the Executive Committee.
 - h. Ensuring sound governance, financial integrity, and effective management of the GAN and its Secretariat.
5. The Management Board shall appoint an Executive Director who will be responsible for the implementation of the strategy, delivery of the work program, and the management of the Secretariat.
 - a. The Executive Director shall be ex-officio without voting rights.
 - b. The Executive Director shall be accountable to the General Council and Management Board and must enjoy their full confidence.
 - c. The Management Board shall have the authority to dismiss the Executive Director in accordance with the terms of his or her contract.
 - d. The duties of the Executive Director will be as set out in their contract of employment.

6. The Management Board reserves the right to recommend to the General Council that previous Executive Directors be named Executive Director Emeritus. This will give rights to receiving documentation, attending meetings on the invitation of the Chair, but no voting rights.
7. The members of the Board act in a volunteer capacity and will not receive compensation. Travel costs and expenses associated with GAN activities are generally not reimbursed.
8. The Management Board shall meet up to two times a year, at least once in a statutory session towards the end of the calendar year, and up to once in an informal session.

Article 8: Committees

1. The Management Board, in collaboration with the Secretariat, may facilitate the establishment of committees or working groups as needed to support GAN's mission, priorities, and programming.
2. The mandate, composition, duration, and reporting arrangements of such committees shall be determined by the Secretariat, in consultation with the Executive Committee.
3. Committees shall operate in an advisory and support capacity.

Article 9: Auditors

1. The Management Board appoints an external auditor that is independent from the Organization. The auditor is appointed for a 2-year term and may be reappointed.
2. The auditor proceeds to a limited audit of the accounts of the GAN and submits a yearly financial report to the General Council.

Article 10: Authorized Signatories

1. Any two of the joint signatures of the Chair, Vice-Chair, the Treasurer, Secretary, and the Executive Director shall be authorized for the purposes of official and legal documents.
2. Within the strict framework of daily management in the ordinary course of business, the GAN shall be validly represented vis-à-vis third parties by the Executive Director.

Article 11: Finances

1. Income will be generated through membership fees, project funding, grants, subsidies, and other revenue generating opportunities.
2. The draft budget shall be established by the Treasurer, on the proposal and with the cooperation of the GAN Executive Director. The draft budget shall be submitted to the Management Board for approval.
3. The daily financial administration of the GAN shall be the responsibility of the Executive Director under the supervision of the Treasurer.

Article 12: Revision of the Statutes

1. A proposal for revision of the statutes shall be considered at the meeting of the General Council upon the recommendation of the Management Board.
2. Any proposal for revision shall reach the Executive Director at least two months before the date of the meeting of the General Council. Such proposal shall be sent to all Members of the Organization at least three weeks before the date of the annual ordinary meeting. No amendments to the Statutes shall be adopted unless more than half of the Members agree. Ballots may be accepted by email.

Article 13: Liability

1. The liability of the GAN is limited to the assets of the Organization. Any personal liability of the Members or the bodies of the Organization for the liabilities of the association is excluded. For the individuals acting for the Organization, Article 55, para. 3 of the Swiss Civil Code applies (personal liability in the event of wrongful behavior).

Article 14: Dissolution

1. A motion to dissolve the GAN can only be placed on the agenda of a General Council meeting on a proposal signed by at least one fifth of General Council Members.
2. The motion for dissolution shall be placed on the agenda of the following meeting of the General Council. No decision to dissolve the GAN shall be taken unless three-quarters of the Members are present and unless the proposal is voted for by three-quarters of the Members present.
3. In the case of the GAN being dissolved, the assets should be allotted to a non-profit organization pursuing goals of public interest similar to those of the organization and benefiting from tax exemption. The assets cannot be returned to the founders or members, nor be used to their own profit.

The present Statutes have been approved by the GAN General Council in Geneva on 27 May 2026.

For the Association



Secretary to the Board



Executive Director

