



Global
Apprenticeships
Network

Annual Report
2015 / 2016

Mission

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

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The Secretariat of the GAN is located at the International Organisation of Employers (IOE) Secretariat in Geneva, Switzerland.

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Acronyms

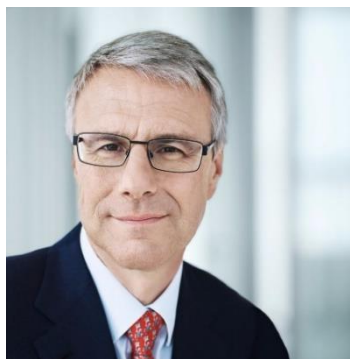
ACT/EMP	ILO Bureau for Employers' Activities
ANDI	Asociación de Industriales de Colombia (National Business Association of Colombia)
APINDO	Asosiasi Pengusaha Indonesia (Indonesian Employers' Association)
ATE	Association of Tanzania Employers
B2O	Business 20
B2B	Business-to-Business
BIAC	The OECD's Business and Advisory Committee
BUSA	Business Unity South Africa
CEPB	Confederación de Empresarios Privados de Bolivia (Central Employers' Organization in Bolivia)
CEO	Chief Executive Officer
CEOE	Confederación Española de Organizaciones Empresariales (Spanish Confederation of Employers' Organizations)
CGECI	La Confédération Générale des Entreprises de Côte d'Ivoire (Confederation of Employers of Côte d'Ivoire)
CNCS	Cámara Nacional de Comercio y Servicios de Uruguay (National Business Organization of Uruguay)
CNI	Confederação Nacional da Industria (National Confederation of Industry in Brazil)
CNP	Conseil National du Patronat du Togo (National Confederation of Employers of Togo)
CNPN	Conseil National du Patronat Nigérien (National Confederation of Employers of Niger)
COHEP	Consejo Hondureño de la Empresa Privada (National Honduran Council for Private Enterprise)
CONEP	Consejo Nacional de la Empresa Privada (National Panamanian Council for Private Enterprise)
CONFIEP	Confederación Nacional de Instituciones Empresariales Privadas (National Peruvian Confederation for Private Enterprise)
COO	Chief Operating Officer
COPARDOM	Confederación Patronal de la República Dominicana (Employers' Confederation of the Dominican Republic)
COPARMEX	Confederación Patronal de la República Mexicana (Mexican Employers' Association)
COSEP	Consejo Superior de la Empresa Privada (National Nicaraguan Council for Private Enterprise)
CPC	Confederación de la Producción y del Comercio (Chilean Employers' Association)
CSR	Corporate Social Responsibility
DVET	Dual Vocational Education & Training
EAfA	European Alliance for Apprenticeships
ECAM	Employer's Consultative Association of Malawi
EC	European Commission
ED	Executive Director

EFC	Employers Federation of Ceylon (Sri Lanka)
EU	European Union
FAQs	Frequently Asked Questions
FDFP	Fonds de Développement de la Formation Professionnelle (Côte d'Ivoire)
FKE	Federation of Kenya Employers
FUE	Federation of Uganda Employers
G20	Group of 20
GAD	Global Apprenticeships Day
GAN	Global Apprenticeships Network
GNN	GAN National Network
ICT	Information and Communications Technology
IBM	International Business Machines
IHEID	Institut de Hautes Études Internationales et du Développement (Graduate Institute of International and Development Studies)
ILC	International Labour Conference
ILO	International Labour Organization
IMF	International Monetary Fund
IOE	International Organisation of Employers
IT	Information Technology
IYF	International Youth Foundation
JEF	Jamaica Employer's Federation
KPIs	Key Performance Indicators
L20	Labour 20
M&E	Monitoring and Evaluation
MEDEF	Mouvement des Entreprises de France (French Business Confederation)
MNC	Multinational Corporation
NEET	Young people neither in employment, nor in education or training. Also known as "disconnected youth" in the United States and "ni-ni" (neither-nor) in Spanish-speaking countries.
NEF	Namibian Employers' Federation
NGO	Non-Governmental Organization
OECD	The Organisation for Economic Co-operation and Development
OJT	On-the-job training
PPP	Public Private Partnership
PR	Public Relations
PTS	IYF Passport to Success Program
RH	GAN Regional Hub
SME	Small or Medium Enterprise

STEM	Science, Technology, Engineering and Math
S4YE	Solutions for Youth Employment
TBD	To be determined
TISK	Türkiye İşveren Sendikaları Konfederasyonu (Turkish Confederation of Employer Associations)
UIA	Unión Industrial Argentina (Argentine Industrial Union)
UN	United Nations
UN SDG	Sustainable Development Goal
USCIB	United States Council for International Business
USDOL	United States Department of Labor
VET	Vocational Education and Training
VIK	Value In-kind
WEF	World Economic Forum
WRP	Work Readiness Program



Letter from the Chair



Dear GAN Members and Friends,

José María Álvarez-Pallete López, chief operating officer of Telefonica, laid the foundations for the GAN as its first chairman. To him we owe an immense debt of gratitude in leading the GAN from its inception to a global network spanning four continents.

That honour – and responsibility – has passed to me. We have made significant strides, but our task has barely begun. Global economic forces and many governments' policies mean the challenges of tackling youth unemployment remain tough.

More than 620 million young people around the world need skills to find work. They can and must benefit from our efforts. Employment is an essential component of everyone's life; by ensuring the employability of our youngsters, we are building their future, and also the future of our companies and countries prosperity. We know a lack of work experience is a challenging obstacle for young people striving for jobs. Countries with well tested work-based vocational training schemes have shown exemplary results in tackling youth unemployment. We must give young people the right skills and work experience for today's businesses, easing the path to the careers ladder and helping to bridge the widening skills mismatch.

This report catalogues some of our achievements. We can be justly proud to have laid the groundwork for additional GAN National Networks on top of our current five countries. And we can look with hope to the US and its "renaissance in apprenticeships" which aims to create a direct link to a talent pipeline by connecting business and education. The GAN's involvement with the US Department of Labor in supporting the expansion of high-quality apprenticeships both nationally and beyond is a huge milestone. I am determined to expand it.

But we also face immense challenges. Young people are the most vulnerable victims of the global recession. We must lead by example, sharing best practices, advocating and committing to action around youth employability and skills development. Only thus can we extend and deepen apprenticeship and internship schemes worldwide.

My mandate in January 2016 to chair the GAN came soon after I assumed my position as Adecco Group CEO in September 2015. It marked a further step up in our company's engagement in youth employability solutions. But success for the GAN depends, as ever, on the engagement of the powerful coalition we represent. A coalition composed of institutional leaders representing key policy platforms in the field of youth employment, such as the ILO, the IOE, the OECD and BIAC. Together with the leaders of major companies which at the GAN Board level include, next to the Adecco Group, Accenture, Hilton Worldwide, Huawei Technologies, IBM, Telefónica and UBS and further company CEOs supporting the GAN such as Astra, GI Group, Nestlé, Randstad Holding, Samsung Electronics and The MasterCard Foundation, the network today already stretches over 150 companies with the CEO members of GAN National Networks. Combined with partnerships with the Bertelsmann Foundation and DIGITALEUROPE, we all share a commitment to tackle the youth unemployment crisis. I truly believe that the GAN, as a cutting-edge public-private partnership, can have great impact in alleviating youth unemployment and overcoming the dilemma of skills mismatch, and I am determined to advance this purpose.

Yours sincerely,

Alain Dehaze
GAN Chair and CEO of the Adecco Group



Letter from the Executive Director



Dear Partners, Collaborators and Supporters of the GAN,

The last year has been an industrious and invigorating time for the GAN. With your support, we have made tremendous strides in opening more doors to promote skills for business and jobs for youth. Growing our network across the continents of Asia, the Americas, Europe, and Africa, we bring together leaders from several sectors to pledge their support in achieving our unified goal.

Every day we are confronted with stories of youth turning to a desolate path by contributing to the war on terror; or on the other side of the coin, risking their lives migrating to seek refuge in what they believe will be a safer place, with more opportunities. In this context, the youth unemployment crisis has been famously referred to as a “ticking time bomb.” I believe, however, that this bomb has already exploded, with lack of social cohesion and stability as testimony to the rippling effects of youth unemployment.

In this context, I fervently believe that innovate public-private partnerships such as ours are powerful tools to address these challenges. Although it takes a great deal of time and resources to properly establish national apprenticeship systems, define competencies and programs for new apprenticeship fields - the benefits for businesses and the national economy are priceless.

We have been diligently working on measuring our coalition’s impact and through our GAN Global companies alone - who represent about a dozen multinationals - we have reached over 9 million youth! This figure is only a conservative count of the youth who have participated in advocacy events and have been offered training, apprenticeships, internships, traineeships, or jobs. The number is much higher when we count the training programs offered to vulnerable groups or consider the opportunities offered through our GNNs. These activities are worthy of mention and we hope that these efforts will one day lead to more systematic reforms that encourage the adoption of “quality apprenticeships” and thus a more stable environment for all.

We continue to make strides even with our Secretariat’s small size and young age: over the last 3 years, we’ve shared at least 112 best practices, participated in 134 events, hosted 21 new active web and social media accounts, established 7 partnerships/collaborations, and engaged with 17 global members and partners. Our real impact on the ground, however, is measured by our country-level work where we have already launched 5 GAN National Networks (GNNs), with several more in the pipeline for next year. Our GNNs have amassed over 154 committed companies worldwide, facilitated multi-stakeholder dialogue to positively impact country legislation and incentivize apprenticeships for member companies, and advocated for apprenticeships through GAN Ambassadors and Corporate Social Responsibility (CSR) events. This has created countless new opportunities for youth.

As the coming years predict increased youth unemployment and underemployment, and as our world continues to move at a rapid pace due to technological advances, the work of the GAN has only begun. By serving as a global platform for businesses and others to share insights on skills development and future workforce needs, the GAN will play an important role well beyond 2016. Our 6 October Board/International Apprenticeships Meeting in Washington, DC is an opportunity not only for GAN Members to demonstrate their commitments and pledges towards youth employment, but also for Members to discuss upcoming issues that will define workplace needs in the coming years, including integrating more young women in the science, technology, engineering and math (STEM) fields and providing training for young refugees/migrants.

I would like to thank you and encourage you to continue supporting our efforts in sparking a Global Apprenticeship Movement.

Best regards,

A handwritten signature in black ink that reads "Shea Gopaul". The script is fluid and cursive.

Shea Gopaul
GAN Executive Director



Part I Context

YOUTH ARE 3X MORE LIKELY TO BE UNEMPLOYED THAN ADULTS

The GAN is a platform where workforce pioneers come together to **promote apprenticeships and work readiness programs** in the countries where they operate.

The Global Apprenticeships Network (GAN) was launched in late 2013 as a coalition of committed companies, employer federations, associations and international organizations¹ dedicated to promoting quality apprenticeships² with the ultimate goal of creating job opportunities for youth³ and ensuring skilled employees for businesses. The GAN was founded during the aftermath of the global recession when young people suffered as its most vulnerable victims and the unemployment crisis skyrocketed in virtually all corners of the globe. Driven by business leaders representing several sectors and industries, our common goal is to open the door to skills for business and jobs for youth. A private sector-led coalition ensures that the training provided and supported by businesses actually meets the demands of the labour market.

¹ Please see Annex I for the Current List of Members.

² The term "apprenticeship" is often misunderstood, and other terminology which may be used to describe similar work readiness programs include on-the-job training (OJT), job/career readiness training, traineeship, internship, learnership, artisanship, etc. Countries' approaches to apprenticeships vary widely and the use of the term "apprenticeship" in this document is inclusive of all of these models.

³ Youth is defined differently by every company and country. The ILO defines youth as the ages between 15-24 years.

Justification for the GAN & Future Trends

71 MILLION UNEMPLOYED YOUTH

In comparison to 2013 when the GAN was initially conceived, the current youth unemployment situation has unfortunately not improved. There is still a daunting road ahead for the GAN, with global unemployment levels increasing and 27 million more people afflicted in 2015 than before the economic crisis - bringing the total up to 197.1 million.⁴ The global youth unemployment rate is 13.1%, which is three times the adult unemployment rate⁵ leading to an estimate of 71 million unemployed youth. This is only expected to increase in 2016-17.⁶

The following highlights new challenges and trends in youth unemployment, which will define and shape future approaches to developing solutions:

- An increasing number of working youth are either in extreme or moderate poverty. Today, this affects 38% of working youth.⁷
- A tragic number of youths who are not in employment, education or training (NEET) have given up on job prospects altogether. Worldwide, 621 million youth worldwide are NEET⁸ - this represents close to the entire population of Latin America!
- Prolonged youth unemployment, which is also an increasing trend, has severe long-term consequences on individuals and society as a whole. For the individual, as noted in the International Monetary Fund's (IMF) brief on the "Scarred Generation," this can lead to skills erosion and fuel a lack of self-confidence as well as a mistrust and weariness towards socioeconomic and political systems. It is a dangerous cycle in which "the longer a person is unemployed, the longer the scarring effects are likely to last."⁹
- Various studies also show that the longer one is unemployed, the more severe the wage penalties are in the long run. Adolescence is a formative period of a person's life, which shapes one's social, economic and mental growth for years to come, and there is no denying that youth unemployment leads to a massive waste of potential and threatens social cohesion in almost all countries. This is particularly dangerous in our technologically-advanced economy, where human capital is increasingly valuable.
- In the long term, this affects not only an individual's life and livelihood but overall economic growth as well. Working youth who experience poverty cause a strain on the state in terms of increased social assistance and decreased tax revenue.¹⁰ Furthermore, as population growth slows, high youth unemployment can exacerbate the burden experienced by the younger generation as they support a disproportionately larger generation of retirees.¹¹

On the supply side, the conundrum is that there are jobs to be filled; however, employers find that they are not able to fill these jobs due to the problem of skills mismatch, where they cannot find enough people with the right skills to match the needs of today's workplace. It is predicted that this problem will be further exacerbated as technological advances will either render several jobs obsolete, or demand skills that must

⁴ ILO World Employment Social Outlook, Trends 2016, p. 3

⁵ ILO, Global Employment Trends for Youth 2015, p.6

⁶ ILO, World Employment Social Outlook Youth, 24 August 2016, p.3

⁷ ILO, 24 August 2016, http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_513728/lang-en/index.htm

⁸ World Bank World Development Report, 2013, p.4

⁹ <http://www.imf.org/external/pubs/ft/fandd/2012/03/morsy.htm>

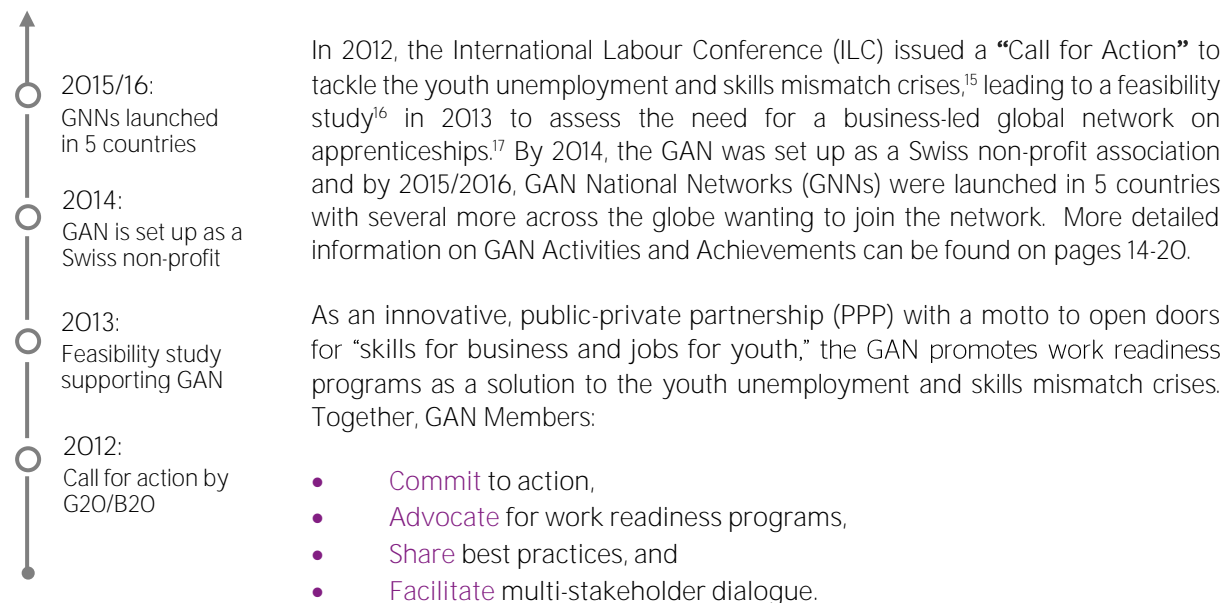
¹⁰ Bridging Europe, Consequences of High Youth Unemployment, 27 April 2014, <http://www.bridgingeurope.net/consequences-of-high-youth-unemployment.html>

¹¹ Deloitte, IOE and BIAAC, The Youth Unemployment Opportunity: Understanding Labor Market Policies Across the G20 and Beyond, p.7

adapt to a rapidly changing environment. The changes fuelled by technology will have to be considered in further policies and activities that address youth unemployment. Studies forecast that in the near future, the overarching skills that will be most in-demand by employers will be complex problem solving skills, social skills and process skills, as routine or unskilled jobs will be increasingly computerized.¹² In fact, as the world's technological and economic climate continues to change at an increasingly rapid rate, it is estimated that by 2025 roughly 60% of youth entering the workforce will be doing jobs that as of today, do not yet exist.¹³

Other issues facing today's workforce include integrating more young women in STEM fields and including vulnerable groups into the workplace, such as migrants and refugees. While refugees flee armed conflict and/or persecution, migrants move to other countries for better economic opportunities. With an increasing number of people around the world who are working, and yet still in poverty, a startling trend is seen in the number of young migrants who are seeking better opportunities abroad, with more than half of them migrating to developed economies. Meanwhile, across all regions wide gender gaps still exist, with young women facing higher unemployment rates.¹⁴ Integrating both refugees and migrants quickly and effectively into the labour market is an issue many countries, especially in Europe, are facing.

GAN History



In its third year of operation, the GAN has accomplished great strides with 5 GNNs launched and several more in the pipeline. Through the GNNs, the GAN has amassed 154 companies and expanded its reach to over 9,382,712 youth.¹⁸ The 6 October International Apprenticeship Meeting in Washington, D.C. is a huge milestone for the GAN, linking several domestic, regional, and international initiatives to its network.

¹² http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf

¹³ Adecco Group, The Future of Work and the Talent Imperative, 13 September 2016, p.9
http://www.amcham.ch/events/content/160913_ZH_Alain_Debove.pdf

¹⁴ http://www.ilo.org/wcmsp5/groups/public/-dgreports/-dcomm/-publ/documents/publication/wcms_513741.pdf

¹⁵ The Call for Action “included expanding apprenticeships as part of an urgent and balanced policy approach to moving more young people into decent work.”

¹⁶ <http://www.gan-global.org/#!report/y23qy>

¹⁷ Shea Gopaul, Feasibility Study for a Global Business Network on Apprenticeship, 2013, Foreword

¹⁸ The total was calculated based on activities by only GAN Global member companies as published in their latest annual reports, CSR reports, and other recent publications accessible on company websites.

Linking GAN's work to the UN's Sustainable Development Goals (SDGs)

The youth unemployment crisis touches upon all three aspects of the sustainable development agenda - economic, social and environmental. In September 2015, world leaders from both the private and public sectors committed to adopting to what is known as the "most inclusive development agenda the world has ever seen" - the 2030 Agenda for Sustainable Development. Although the SDGs have been agreed upon by governments, its success relies on all parties, including businesses, for implementation. Building on the fact that the poverty rate for working youth has skyrocketed, the GAN acknowledges the importance of convening business leaders, representing all sectors, in support of advancing the 2030 Agenda to eliminate poverty and inequalities, through linking our work directly with the following SDGs:



GOAL 4

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- 4.5 Eliminate gender disparities in education and ensure equal access to all levels of education
- 4.b By 2020, substantially expand globally the number of scholarships available to developing countries for enrolment in higher education, including vocational training.



GOAL 8

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization



GOAL 17

Strengthen the means of implementation and revitalize the global partnership for sustainable development.

- 17.17 Encourage and promote effective public, public-private and civil society partnerships

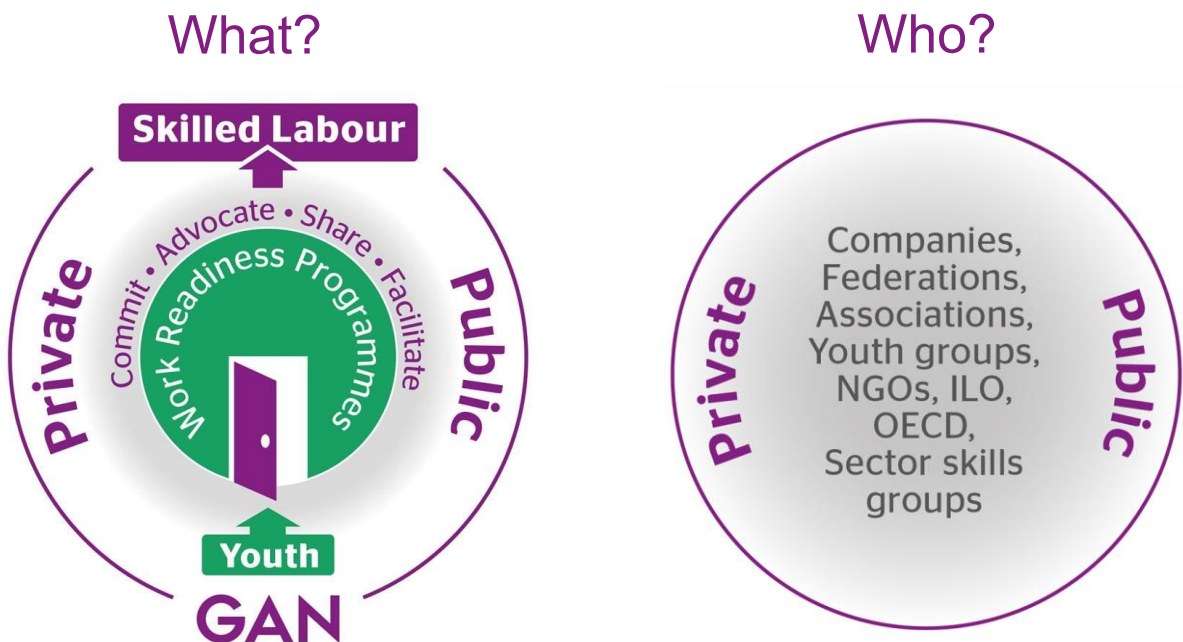
Part II | Activities Report

Work Plan

When the GAN initially began operation, Key Performance Indicators (KPIs) were defined based on pro-bono McKinsey-led workshops. Although the ultimate goal of increasing “skills for business, jobs for youth” remains the same, the GAN has evolved in its strategic direction. Given the progress and interest generated at the country level, the GAN now uses the KPIs as a framework to lead the GNNs. Therefore, the Work Plan for the GAN Global Secretariat also takes into account the GNNs’ work in implementing advocacy campaigns, hosting apprenticeship days, encouraging local companies to commit to work-readiness programs, etc. On a global level, this allows the Global Secretariat to stay small and lean and to continue acting as a facilitator to:

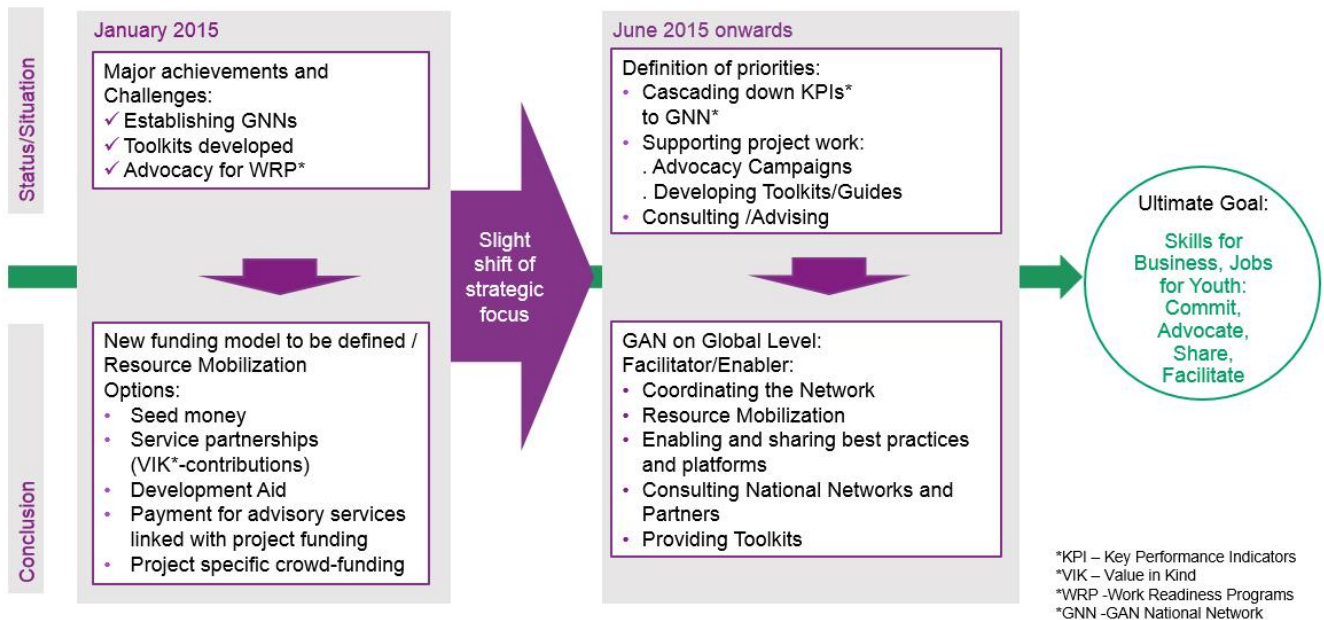
- Coordinate the network,
- Focus on advocacy and facilitation at global and national levels,
- Mobilize resources,
- Continue on project-based work, such as toolkits,
- Enable and share best practices and platforms,
- Advise GNNs and partners.

The GAN Work Plan & Activities are based around the following themes: **Commit**, **Advocate**, **Share** and **Facilitate**



The Secretariat relies on various partners, including the ILO and other technical agencies who have offices in the countries where the GNNs operate. In the regions where the GNNs are established, these partners provide guidance, expertise and technical support on workshops, advocacy, etc.

Periodically, the KPIs will be refined to take into account country/regional needs, GNN resources, partners, budget and experience from previous years. Measuring its impact largely depends on the GNNs' work plan and activities during a 3-5 year period. The chart below displays the evolution of GAN's strategic direction, taking into account the KPIs, achievements, challenges, and outlook.



Model: GAN Strategy for 2015 onwards

Key Performance Indicators (KPIs) Table

The current, updated GAN KPIs focus on four themes, based on the GAN Principles (See Annex II): Commit to action; Advocate for work readiness programs; Share best practices; and, Facilitate multi-stakeholder dialogue and partnerships. These KPIs are also used as a basis to define the work program on a national level. For more information on KPIs at the GNN level, please refer to Annex III.

Achievements

The 2016 Catalogue of Best Practices¹⁹ highlights a unique and diverse range of just a few selected examples of the various approaches that GAN companies and partners use to advance and promote apprenticeships and work-based training through their innovative programs, spanning several industries and countries.

¹⁹ Available on our website on www.gan-global.org/gan4jobs

Through diligent research, we found inspiring data that suggests the current and ongoing pledges will positively impact over 9,382,712 youth²⁰ through 2020! Furthermore, this figure only represents data from 13 GAN Member Companies.²¹



Commit to Action

When counting the effects of the 154 GAN National Network (GNN) companies, the evidence gathered from our International Organization Partners, and the pledges from other vulnerable groups such as women, the impact is much greater! These numbers are proof that GAN Member Companies are bridging the skills gap and already investing in valuable initiatives and programs for youth. The journey ahead in establishing proper apprenticeship systems is a long and costly road. However, we remain optimistic as we are reaching ambitious targets quickly through public and private partnerships.

Although it will take several years and a long-term vision to change education systems, mind-sets, government policies, and enlist buy-in from various key stakeholders - our GAN Members have provided several examples of activities that can already be implemented in the short and medium term. One GAN Member, Hilton Worldwide, is known as a trailblazer in its industry for setting up an innovative apprenticeship program in Turkey by combining expertise from Turkey, the Netherlands and the UK. In the near future, they will also be setting up new apprenticeship programs in the US focused on the tourism and hospitality sector.

The purpose of highlighting these examples in the Catalogue of Best Practices is to inspire other industry partners to follow suit. Although apprenticeships must be adapted to local, regional and national contexts, Hilton Worldwide shows that it is possible to create hybrid programs by combining expertise from various country experiences. As most GAN Members are Multinational Corporations (MNCs) spanning a wide range

²⁰ The definition of youth varies slightly by company. The initiatives counted within this figure include those that are ongoing or have been recently launched. Opportunities include various training programs such as advice on CV writing, interviews, extending education and training, work readiness programs, apprenticeships, traineeships, internships, employment, etc.

²¹ The figure is much higher if all GAN member companies through the GAN National Networks are taken into account.

of industries and countries, they have valuable knowledge in cross-country and industry experiences to share with other Members.

The 6 October GAN Board/International Apprenticeship Meeting in Washington, D.C. will feature announcements of new pledges from Members and Partners, adding on to our impressive figures and our growing library of best practices. It is our aim that the 6 October meeting will lead to a coordinated Global Apprenticeship Movement. We hope that other key stakeholders will be inspired by our numbers and the varied best practice examples of our Members and Partners. By leading a Global Apprenticeship Movement, one day we hope that our collective efforts will open the door to systems that encourage apprenticeships and foster youth employment at the national levels.

There are many benefits to joining the GAN and committing to its Principles. The table in Annex IV highlights just a few of the advantages of contributing to our network and advancing a coordinated Global Apprenticeship Movement, to ensure skills for business and jobs for youth.

Advocate for Work Readiness Programs

The GAN's potential for outreach remains immense through its partnerships, as highlighted on page 20. We leverage the strengths of our Members and Partners and act as a convener of the various parties depending on the country and focus of activities. As our members represent some of the largest companies and organizations, spanning several industries across the globe, the potential to change mindsets on apprenticeships and to spread the message on work readiness programs is boundless.

The GAN Global Secretariat has participated in over 134 advocacy events to spread the news on the GAN and its progress with GNNs, some of which are illustrated in Annex V in the Calendar of Events. The GAN Advocacy Toolkit, released on Global Apprenticeship Day,²² stresses the importance of school visits to influence key stakeholders on the value of apprenticeship. Other events linked to company corporate social responsibility (CSR) activities are also encouraged, such as GAN Turkey's recognition of member company achievements through a Best Apprenticeship Award. Starting from the inside out, the GAN Global Secretariat is starting to make waves, as evidenced through its activities focused around committing, advocating, sharing and facilitating.

Aside from disseminating knowledge on the GANs' work, advocacy involves changing perceptions and this can be an especially powerful tool to promote apprenticeships around the world. Our experience has shown that even the term "apprenticeship" itself is either misunderstood or does not exist at all in many countries. As we acquire more in-country experience, we also find that new terminology is being used, which reflects the evolving nature of apprenticeship and its recent comeback in many countries. For example, in Indonesia, they use the all-encompassing term "pemagangan" which may include concepts such as on-the-job training (OJT), job/career readiness training, traineeship, internship, etc. In Africa, the terms **"attachment"**, **"learnership"** and **"placement"** are more preferable. Meanwhile, on the other side of the globe, in the US state of Colorado, the term "residency" is being applied and extended to several non-traditional apprenticeship sectors including advanced manufacturing, healthcare, information technology (IT), banking and finance, as a testimony to the evolution and "renaissance in apprenticeship" that some countries are embracing.

The changing terminology for apprenticeship highlights the general impression that "apprenticeships" are stigmatized as an outdated form of training, specific to only a few sectors in manufacturing, construction, and manual labor. To help educators, parents, youth, and policy-makers understand that indeed apprenticeships and work readiness programs are being offered in a wide variety of sectors, an important activity that the GAN undertakes is promoting apprenticeships through advocacy and understanding about the various terminologies specific to a country's context. This need will continue into the coming years as apprenticeship programs grow around the world.

²² <http://www.gan-global.org/services>

GAN Ambassadors

As part of the GAN's mission, we aim to improve the social status of apprentices and to showcase the diverse range of sectors in which apprenticeships play an important role. In many countries, apprenticeships and vocational training are attached to a negative social stigma in which parents and society view this path as a second-best choice to a traditional, academic path. Yet as the US Secretary of Labor, Thomas Perez, eloquently expressed, "Apprenticeship is the other college, except without the debt."²³ Successful former apprentices have been granted GAN Ambassador status, and below are wise words from two female and one male Ambassador on their experience with apprenticeships.



“

My apprenticeship provided me with one of the most important experiences for my future career. I realize that I can do almost everything as long as I follow my passion, being curious and mindful.

Dr. Ursula Renold - Head of Research Division Education Systems, KOF Swiss Economic Institute, ETH Zurich



“

My advice to young people is - stay curious, open-minded and dedicated to your goals, and remember that an apprenticeship can take you far.

Stephan Thomas Howeg- Member of the Executive Committee, Chief Marketing & Communications Officer, the Adecco Group

²³ <http://money.cnn.com/2015/10/01/news/economy/america-job-skills-gap-apprentice/>

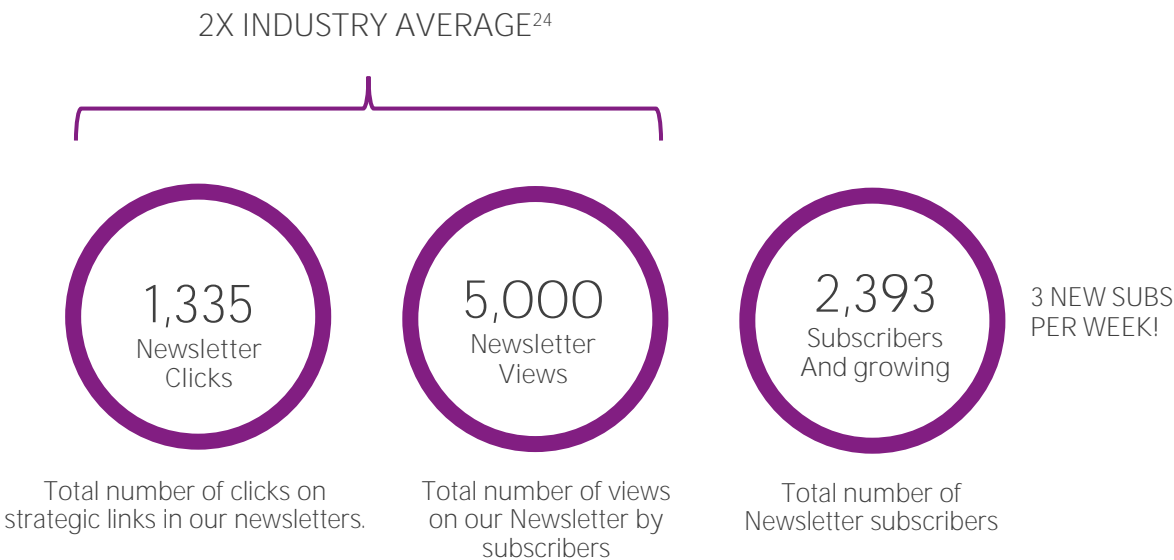


“With the right support, the 'on the job' learning approach can be the perfect platform and for me it gave me a great grounding which made all my achievements possible.

Dagmar Mühle - General Manager, Hilton Munich Airport

New GAN Website & Brand

The most visible change that the GAN Global Secretariat has implemented over the past year is its new brand and identity, thanks to support from one of the GAN Founding Members, UBS. As a young coalition, driven to benefit the new generation, the new logo, brand and website were launched at the GAN Impact Day in Madrid, Spain in December 2015. Already, it has made a huge difference in promoting the GAN identity and mission, as we have accumulated 2,393 newsletter subscribers, created 21 active web and social media accounts, and linked to our GNNs in Turkey, Argentina, Colombia, Malawi, and Tanzania.



Please visit our new website which visually communicates our dual identity as a PPP, driven by innovative business leaders who are inspired by and committed to training new talent. The website also offers a section just for GAN Members and GNNs, where they can access our new logos and communications and marketing materials. Please take a tour here on gan-global.org

²⁴ These figures represent twice the industry average for number of newsletter clicks and views. Displaying high-level of reader interest and engagement

Sharing Best Practices and Toolkits

Aside from our updated 2016 Catalogue of Best Practices and Commitments by Member Companies and Partners which highlights the diverse range of best practices shared with various stakeholders since our inception, the GAN Global Secretariat has also amassed several best practice examples on a country and regional level through the GNNs. We have had the opportunity to share these examples in over 134 advocacy events around the world.

On our website, the GAN Global Secretariat also shares Toolkits for employers and companies on topics such as advocacy in launching a national Apprenticeship Day, and how to set-up and launch a GNN, based on the experiences of the successful launches of the first GNNs established in Turkey, Indonesia and Spain. This Toolkit has been used to guide other GNNs in Argentina and Colombia, and respects the individual country's particular situation and needs, considering the various cultural, economic and socio-political backgrounds.

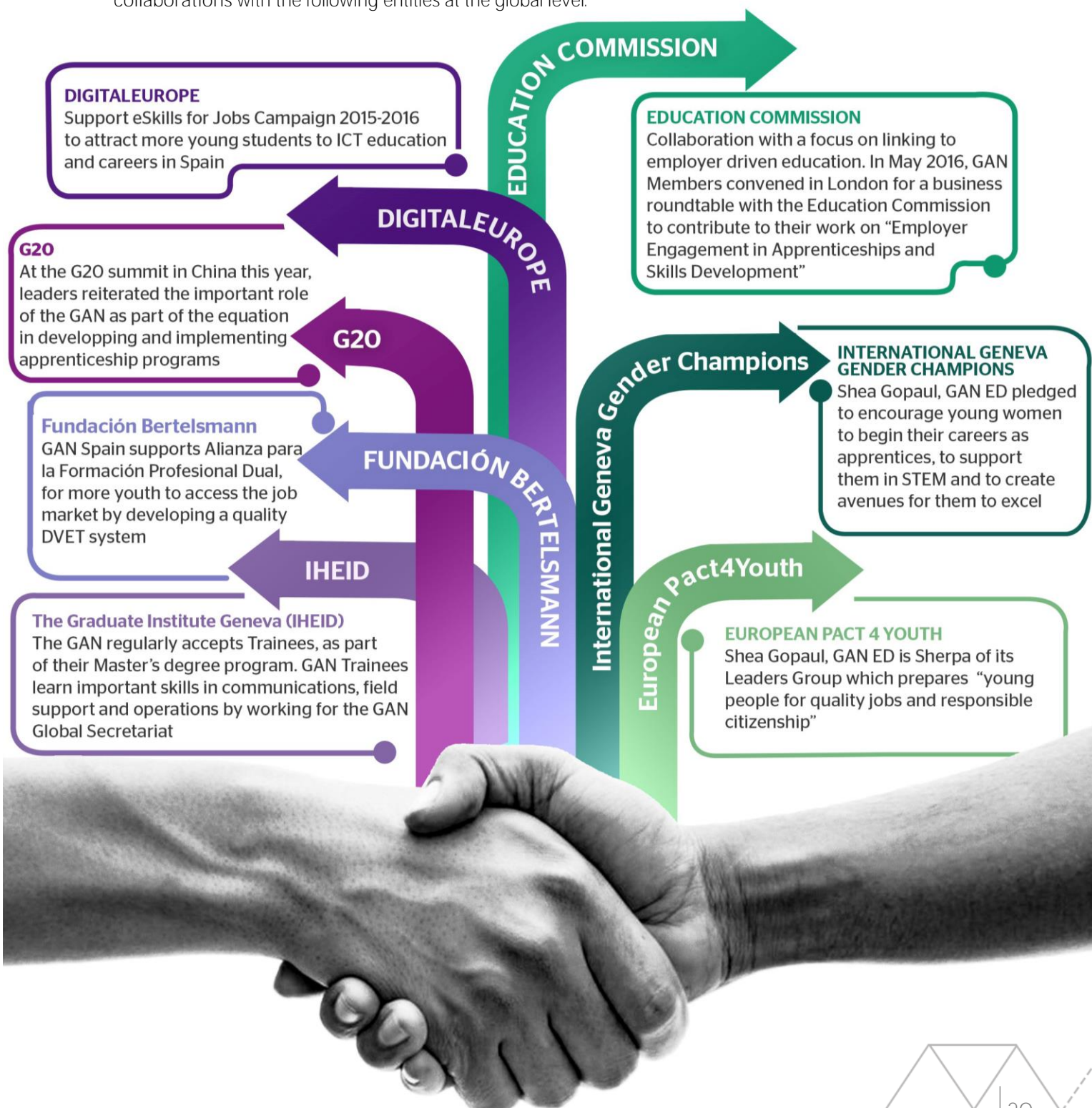
Additional country-specific toolkits have been shared at GNN launches including a Guideline for Employers on Apprenticeship Programs in Indonesia, based on a Field Assessment of Apprenticeships in Indonesia. The most recent GAN toolkit is specifically for the GNNs regarding communications and social media guidelines and maximizing outreach through the use of effective web and social media sites. These Guidelines can be accessed by contacting the GAN Global Secretariat at: info@gan-global.org

Visit our website for more on toolkits¹



Facilitating Multi-Stakeholder Dialogue and Forging Partnerships & Collaborations

The GAN relies on leveraging the strengths of partners and collaborators to maximize impact on the ground. Facilitating multi-stakeholder dialogue is an important element, as this will enable various sectors and industries - representing both governments and businesses - to come together in finding feasible solutions and open the pathway for more opportunities for youth. Much of the multi-stakeholder dialogue occurs at the country-level through the GNNs, and over the past year this has led to various positive changes in legislation around the world, as highlighted in the section on GNNs. However, the GAN Global Secretariat has also forged partnerships and collaborations with the following entities at the global level.



Part III | GAN National Networks (GNNs)

The GNNs are the platforms, on the ground, which allow the GAN to achieve concrete results at the country level. The essential role of the GNNs is to provide roots for the GAN concepts within the national context and address the distinct economic, cultural and institutional needs present at the national and local level. In 2015, less than one year after its inception, the GAN launched 4 GNNs in Turkey, Indonesia, Spain and Argentina. By May 2016, GAN Colombia was launched and 2 kick-off meetings were held to lay the groundwork for GAN Malawi and GAN Tanzania.

Given the progress made at the country level, the GAN is receiving many requests from all over the world to set up GNNs in other countries. The interest we've received in launching GNNs worldwide has far exceeded expectations. Several more GNNs for Malawi, Tanzania, Mexico, France, the Netherlands, the US, Costa Rica, Kenya and Sri Lanka are in the pipeline for the near future.

The countries where GNNs have been launched are demand-driven by employers and show the following basic elements:

- A strong interest from employers to engage with the GAN and its principles to **commit, advocate, share and facilitate**, with the aim to increase jobs for youth and skills for business; and
- A strong interest from employers in achieving long-term sustainability to ensure the GNN has at least a 3-5 year work plan and activities, through collaboration with both the public and private sectors.

While traditionally, a GNN is driven by country-led interest from an employer federation, new and innovative methods are also being implemented with a member company taking the lead. The GAN is exploring other models based on interest and demand from partners/donors and some examples of company-driven GNNs are included below under the sections on Existing GNNs and Upcoming GNNs.

Existing GNNs

The GAN continues to deliver on its mission with impressive achievements from the 5 current GNNs. Each of the GNNs are at a different stage of development and learning from each other along the way. Information on the progress of the GNNs was gathered through: 2 webinars for the GNNs organized by the GAN Global Secretariat during Q1 2016; a face-to-face meeting with current, upcoming and interested GNNs during the International Labour Conference (ILC) in June 2016; various virtual correspondences; and information collected through a set of Key Performance Indicators (KPIs). Please see below for updates on the GNNs and refer to Annex III for the Table of KPI's

GAN Turkey



Population
78.67 million²⁵



Launch Date
February 2015 at
the G20-OECD
Conference



Membership
21 founding member
companies, with an
increase to 31 companies



Europe



Achievements

- Boost in apprenticeship opportunities offered by member companies, with the total number of apprentices increasing exponentially since its launch, from 6,217 to 27,064.
- Successfully changed legislation on incentives to increase the intake of apprentices for GAN Turkey members, which was achieved through multi-stakeholder dialogue with the relevant government ministries.
- 757 apprentices permanently employed at GAN Turkey member companies, due to a protocol signed by GAN Turkey and the National Employment Agency (ISKUR)
- Increased visibility and advocacy through the GAN Turkey Awards. Recently, Mercedes-Benz won a Best Apprenticeship Award at the Turkish Confederation of Employer Associations (TISK) CSR Award Event, and was congratulated with a letter from the CEO of the Adecco Group and GAN Chair, Mr Alain Dehaze.

More information on GAN Turkey: <http://ganturkiye.org/en/>

²⁵<http://data.worldbank.org/indicator/SP.POP.TOTL>

GAN Argentina

Latin America



Population
43.4
million²⁶



Launch Date
December 2015



Membership
30 founding member
companies, with an
increase to 36 companies



Achievements

Defined a work plan, which will focus on:

- Workshops for member companies on gender inclusion and women entering apprenticeships, with an emphasis on entrepreneurship;
- Changing legislation to incentivize more youth to finish school and enter apprenticeship programs.

Since its inception, GAN Argentina has held 4 meetings with all its members and formed 3 committees, responsible for:

- Training: Harmonization and coordination of training-related activities.
- Advocacy: Promotion and dissemination of GAN Argentina activities, organization of first GAN Argentina event.
- Legislation: Creation of a brochure describing the regulatory framework including existing training programs and existing forms of contracts.

Live updates can be found on their Twitter page and Facebook page.
More information on GAN Argentina: <http://www.gan-argentina.org/>

²⁶<http://data.worldbank.org/indicator/SP.POP.TOTL>

Spain



Population
46.42
million²⁷



Launch Date
June 2015



Membership
29 Companies



Europe



Achievements

- Focused their work on small and medium enterprises (SMEs), as much of the future job growth in Spain depends on their activities.
- Initiated a partnership with the Fundación Bertelsmann regarding its Alianza para la Formación Profesional Dual program, which helps more youth access the Spanish job market by bringing together companies, centers and institutions committed to developing dual professional education in Spain. A working group on regulation proposals, with GAN representation, has been set up to put forward a common legal framework for the development of a dual professional education model in Spain that would define and provide key elements to guarantee a solid, stable and high-quality model.

²⁷<http://data.worldbank.org/indicator/SP.POP.TOTL>

GAN Colombia



Population
48.23 million²⁸



Launch Date
May 2016



Membership
24 founding member
companies, with an increase
to 36 companies

Latin America



The launch of GAN Colombia was received with high-level participation from the Minister of Labour, Clara López, the Minister of Education, Gina Parody, the ILO Regional Director for Latin America and the Caribbean, José Manuel Salazar-Xirinachs, and the GAN Executive Director, Shea Gopaul. The launch, championed by Telefónica Colombia, led by the National Business Association of Colombia (ANDI), and supported by the Adecco Group, gathered more than 100 participants.

Achievements:

Defined the work plan, which will focus on:

- Setting up a Corporate University to foster apprenticeships/training and meaningful employment for youth in a post-conflict environment.
- Increasing apprenticeship opportunities within GAN Colombia companies to 2,500 in less than one year. Currently, they have 1,500 apprenticeships within the coalition.
- Monthly member meetings to exchange information on best practices and to provide intra-company support on structuring apprenticeship programs through a work committee between companies.
- Facilitating dialogue and influencing public policy through a work committee between member companies and public institutes.
- Establishing an alliance with the International Youth Foundation (IYF) on two projects, including the propagation of its Passport to Success (PTS) program and "Closing Gaps on Critical Competencies."

More information on GAN Colombia can be found here, with live updates on their social media accounts: <http://www.gan-colombia.org/>

²⁸<http://data.worldbank.org/indicator/SP.POP.TOTL>

Indonesia



Population
257.5
million²⁹



Launch Date
May 2015



Membership
15 Companies

Asia



Achievements:

- Launched a Field Assessment on Apprenticeships in Indonesia and a Toolkit for members called Guideline for Employers on Apprenticeship Programs in Indonesia, with support from the **Indonesian ILO Bureau for Employers' Activities (ACT/EMP) office** and the Ministry of Manpower.
- Held 4 regional advocacy events in Jakarta, Bandung and Surabaya, which were attended by an average of 90 companies.
- An "Apprentices Fair" is to take place in 2016/2017 to further advocate for GAN Indonesia with 2,000 companies pledging to recruit apprentices and 7,000-10,000 job seekers expected to participate. Working in collaboration with Indonesian Chambers of Commerce and the Ministry of Manpower, it is expected that an apprenticeships fair of such magnitude would spark an Indonesian National Apprenticeship Movement.

²⁹<http://data.worldbank.org/indicator/SP.POP.TOTL>

Upcoming GNNs



GAN Mexico

Population: 127 million³⁰

Expected launch date: 9 November 2016

Expected Work Plan:

- Tapping into value chains to reach SMEs, which create more than 90% of the jobs in Mexico.
- Promoting standardization through a GAN Mexico quality seal of approval, possibly in partnership with the ILO.
- Developing a Toolkit on Apprenticeship Systems, in partnership with Adecco, to be shared with Spanish-speaking and nearby countries.

³⁰<http://data.worldbank.org/indicator/SP.POP.TOTL>



GAN Malawi

Population: 17.20 million³¹

Expected launch date: Late 2016

Achievements:

With support from the MasterCard Foundation

- Outreach and workshops completed November 2015: Met with stakeholders to assess and confirm the need for a GAN Malawi, leading to the first drafts of a National Assessment on Apprenticeship Practices.

May 2016: First kick-off meeting with current and future GAN Malawi members, with a validation workshop on findings from the National Assessment.

August 2016: Follow-up workshop with several stakeholders from 14 sectors to build upon the National Assessment, strengthen the foundation of GAN Malawi and develop a road map to prioritize work plans.

- 6 companies are confirmed as members, with many more showing interest.
- 2 partners identified: Talent Guardians and SQORE
- Set-up of web and social media sites:
<http://ganmalawi.wixsite.com/gan-malawi>

Expected Work Plan/Priority Areas:

- Strengthening stakeholder engagement; promoting an enabling environment for work readiness programs; enhancing quality apprenticeship programs; skills and development levy

³¹<http://data.worldbank.org/indicator/SP.POP.TOTL>



GAN Tanzania

Population: 53.47 million³²
Expected launch date: Early 2017

Achievements:

With support from the MasterCard Foundation

- Outreach and workshops completed
May 2016: Kick-off meeting with employers and possible partners, where initial findings of the National Assessment Report were presented.

August 2016: Multi-stakeholder workshop held with Ministry of Labour, private sector, civil society, training institutes, and international organizations, to build upon the National Assessment Report and identify priority areas for the establishment and implementation of GAN Tanzania. Support received from the ILO country office to coordinate future activities.

- Set-up of GAN Tanzania social media sites:
[facebook.com/OfficialGanTanzania/](https://www.facebook.com/OfficialGanTanzania/)

Expected Work Plan/Priority Areas:

- Improving regulatory environment through advocacy; developing greater transparency on the skills and development levy; increasing the quantity and quality of apprenticeships; and establishing a monitoring and evaluation (M&E) system to measure progress for the priority areas identified.

³²<http://data.worldbank.org/indicator/SP.POP.TOTL>



GAN Costa Rica

Population: 4.81 million³³
Expected launch date: Early 2017

Expected Work Plan:

With support from the USDOL³⁴ GAN Costa Rica will be launched and activities will focus on promoting apprenticeships as a path to youth employment, targeting vulnerable groups. Currently, partner organizations in Costa Rica are being identified.

³³<http://data.worldbank.org/indicator/SP.POP.TOTL>

³⁴Funding for this project was provided by the United States Department of Labor. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does the mention of trade names, commercial products, or organizations imply endorsement by the United States Government.



GAN France

Population: 66.03 million³⁵
Expected launch date: Early 2017

Expected Work Plan:

Spearheaded by Adecco France, with support from the French Business Confederation (MEDEF), GAN France will link to Adecco France's "Grande Ecole de l'Alternance" initiative, which pledges to train 10,000 apprentices in 3 years.

³⁵<http://data.worldbank.org/indicator/SP.POP.TOTL>



GAN Netherlands

Population: 16.8 million³⁶
Expected launch date: Early 2017

Expected Work Plan:

Spearheaded by Randstad, GAN Netherlands will focus on increasing apprenticeship opportunities to youth in a diverse array of sectors.

³⁶<http://data.worldbank.org/indicator/SP.POP.TOTL>



GAN Kenya

Population: 44.35³⁷
Expected launch date: Early 2018

Expected Work Plan/Priority Areas:

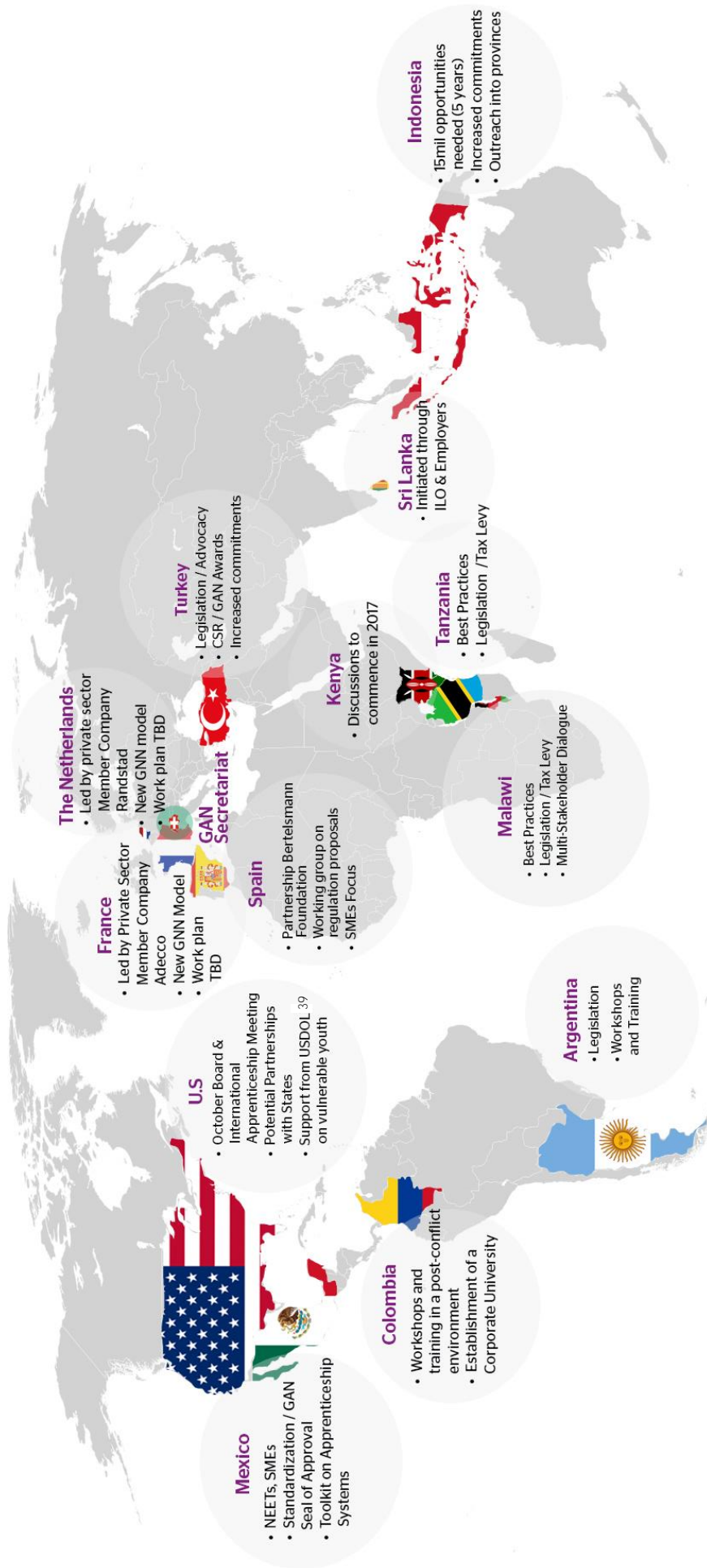
With support from the US-DOL³⁸ GAN Kenya activities will focus on promoting apprenticeships as a path to youth unemployment, targeting vulnerable groups. Currently, partner organizations in Kenya are being identified.



³⁷<http://data.worldbank.org/indicator/SP.POP.TOTL>

³⁸ Funding for this project was provided by the United States Department of Labor. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does the mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

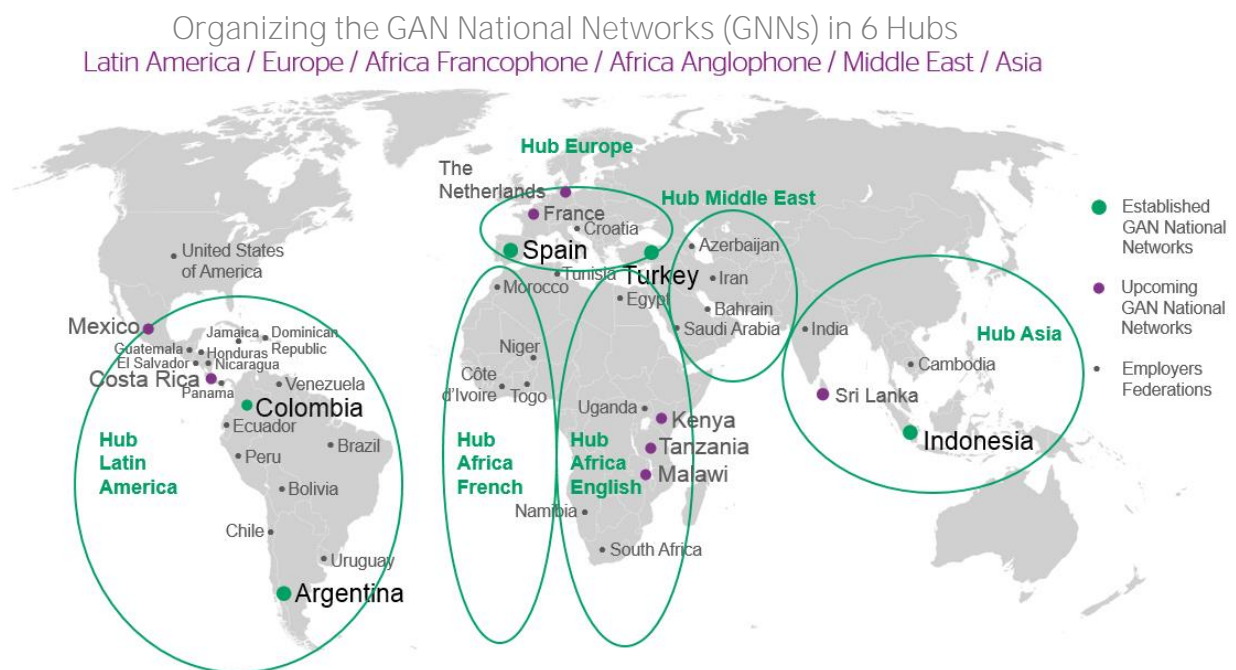
The GAN Family



³⁹ Funding for this project was provided by the United States Department of Labor. This material does not necessarily reflect the views or policies of the United States Department of Labor, nor does the mention of trade names, commercial products, or organizations imply endorsement by the United States Government.

Strategy for GNNs

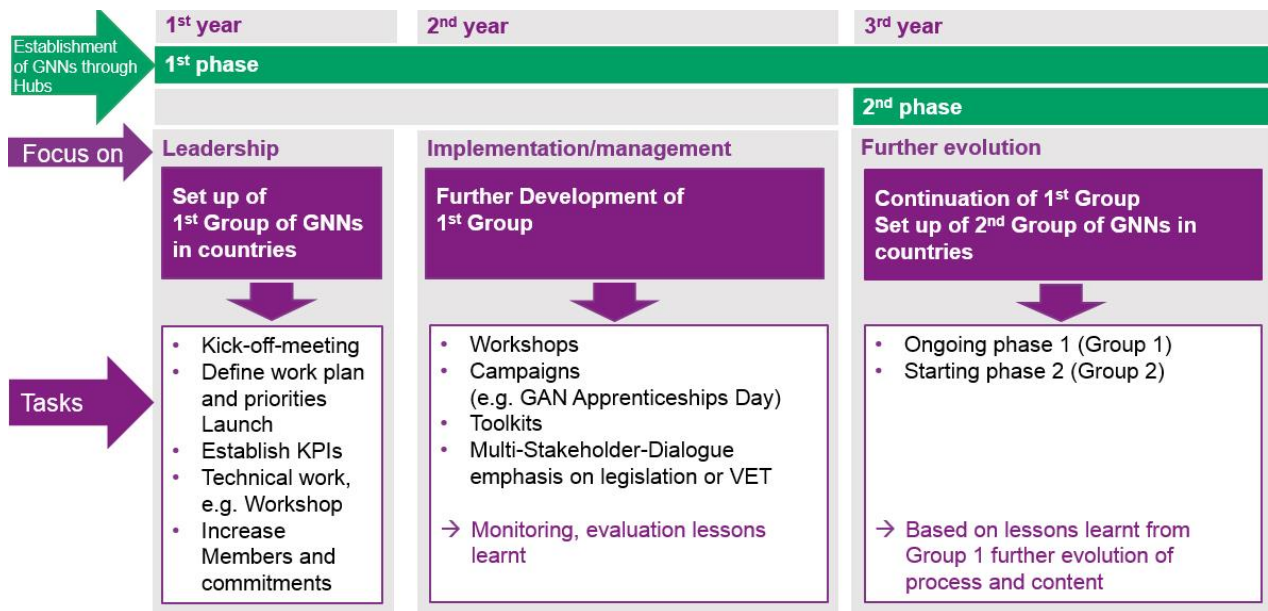
For the coming years, Mexico, Malawi, Tanzania, France, the Netherlands, Costa Rica and Kenya are only some of the countries in the pipeline that are expected to benefit from establishing a GNN. Given the success and demand for implementing GNNs worldwide, interest has been expressed from countries around the globe, such as Sri Lanka and Namibia, to name a few. The strategy and way forward for the GAN is to bundle and oversee current and upcoming GNNs, in collaboration with possible partners, to establish the following six Regional Hubs (RHs):



The main function of these hubs will be to set up and support the various GNNs in the region to ensure successful delivery of each national work plan. To build upon existing knowledge and avoid duplication, the GAN leverages partnerships at the regional/country level. For example, collaboration between the ILO and the GAN is complementary. The GAN's role is to engage employer organizations and companies willing to invest in work readiness programs for youth, share best practices and commitments, advocate and act as facilitator.

On the other hand, the ILO, as a tripartite entity, assists in identifying other partners and provides technical expertise through workshops, toolkits, country assessments, and quality apprenticeships. The GAN is also reaching out to other possible partners in the international development sphere, such as NGOs and other international organizations, for its long-term sustainability strategy.

Organization of GNNs via regional Hubs



Success in implementing and overseeing the hubs and GNNs, however, is highly dependent on resources and funding. Therefore, the GAN is developing a strategy to reach out to potential partners, members, foundations, and donors. To accelerate its agenda, the GAN collaborates with external agencies, social partners, institutions, international organizations and initiatives, as referenced in Part 2, page 20.

On a country/regional level, these parties contribute to the creation of a modern workforce in the countries where the GNNs operate. The GAN's unique advantage in working with several GNNs and MNCs throughout the globe, while remaining a neutral entity providing oversight from international Geneva, is the fact that it can facilitate best practices and knowledge on apprenticeship systems between various countries and sectors.

A one-size-fits-all approach does not work with apprenticeship systems, and the GAN ensures that each GNN has an individual focus directed towards that particular region/country, while still facilitating access to best practice examples among members and partners interested in designing a system that works for them.⁴⁰

⁴⁰<http://data.worldbank.org/indicator/SP.POP.TOTL>

Part IV | The Way Forward

Although much of GAN's impact is felt at the country level through its GNNs, on an international level the GAN Global Secretariat must stay abreast of the latest trends, challenges, models and solutions, when considering how to translate skills for business to jobs for youth. The job market for youth is interlinked to so many other global challenges, such as education systems, security issues, gender disparities, the refugee/migrant crises, criminal and prison systems, etc. These problems are further compounded in our 21st century knowledge economy where human capital is increasingly valuable.

The GAN Global Secretariat is in a unique position as it brings together the GNN's country-level experiences and facilitates the acquisition and sharing of knowledge and best practices. Perhaps the single most important lesson learned for the GAN Global Secretariat, based on the various country level experiences to date, is that the solutions are varied and vast and that these solutions are independent of country-level development. As explored in Part 3: GAN National Networks (GNNs), while developed countries also face challenges in tackling the youth unemployment/skills mismatch crises, innovative solutions for developing countries are being applied in different ways depending on the country's unique history, context, and needs.

The 6 October, 2016 GAN Board/International Apprenticeship Meeting in Washington, D.C. is a symbolic milestone for the GAN, considering that the US is undergoing a "renaissance in apprenticeships." The immediate purpose of the 6 October meeting is to **link US domestic initiatives with the GAN's global platform**, which includes policy forums within the G20, and with our various GNNs.

Moving forward, the GAN will continue highlighting the commitments of GAN Members; advocating for apprenticeships; sharing best practices; and facilitating multi-stakeholder dialogue and partnerships. We hope that by highlighting the millions of opportunities for youth that our Members have offered, and by linking our various country-level experiences on a global platform, together we will advance a coordinated Global Apprenticeship Movement as a solution to a number of workforce challenges for 2016 and onwards.

Part V | Annexes

Annex I Current Members

Management Board Members

As of August 2016 the current members of the Board are as follows:

- Alain Dehaze
Chairman of the GAN, CEO Adecco Group (January 2016 – June 2018)
- Bernhard Welschke
Treasurer of the GAN, Secretary General of BIAC (March 2016 – August 2018)
- Linda Kromjong
Secretary of the GAN, Secretary General of IOE
- Shea Gopaul
GAN Executive Director (non-voting member)

GAN Members

GAN Board Members

Company	CEO
Accenture	Pierre Nanterme
Adecco Group	Alain Dehaze
Hilton Worldwide	Christopher Nasseta
Huawei Technologies Co., Ltd	Hu Houkun (Ken Hu)
IBM	Ginni Rometty
Telefónica, S.A.	José María Álvarez-Pallete López
UBS	Sergio Ermotti
International Organizations	Focal Point
BIAC	Bernhard Welschke
IOE	Linda Kromjong

ILO

OECD

Azita Berar Awad

Stefano Scarpetta

Business and Employer Organizations

Employers' Association of Indonesia (APINDO)

Employers' Consultative Association of Malawi (ECAM)

National Business Association of Colombia (ANDI)

Movement of the Enterprises of France (MEDEF)

Turkish Confederation of Employer Associations (TISK)

Focal Point

Agung Pambudhi

Beyani Munthali

Alberto Echavarría Saldarriaga

Antoine Foucher

Bulent Pirlar

GAN Regular Members

Company

Astra International

Gi Group

Nestlé

Randstad Holding

Samsung Electronics

The MasterCard Foundation

CEO

Prijono Sugiarto

Stefano Colli-Lanzi

Paul Bulcke

Jacques van den Broek

JK Shin

Reeta Roy

Business and Employer Organizations

Association of Tanzania Employers (ATE)

BRAZIL: Confederação Nacional da Indústria (CNI)

Business Unity South Africa (BUSA)

Cámara Nacional de Comercio y Servicios de Uruguay (CNCS)

CHILE: Confederación de la Producción y del Comercio (CPC)

Confederación de Empresarios Privados de Bolivia (CEPB)

Confederación Española de Organizaciones Empresariales (CEOE)

Confederación Patronal de la República Dominicana (COPARDOM)

Confederación Patronal de la República Mexicana (COPARMEX)

Focal Point

Aggrey K. Mlimuka

Alexandre Herculano Coelho de Souza Furlan

Brenda Madumise

Cecilia Brasil

Paulina Labarca

Ana Maria del Castillo

Ana Plaza

Pedro Rodríguez Velázquez

Nancy Fonseca Caldera

Confédération Générale des Entreprises de Côte d'Ivoire (CGECI)

Conseil National du Patronat du Togo (CNP Togo)

Conseil National du Patronat Nigérien (CNPN)

Consejo Hondureño de la Empresa Privada (COHEP)

COSTA RICA: Unión Costarricense de Cámaras y Asociaciones del Sector Empresarial Privado

CROATIA: **Croatian Employers' Association**

ECUADOR: Federación Nacional de Cámaras de Industrias y Producción del Ecuador

EL SALVADOR: Asociación Nacional de la Empresa Privada

Federación de Cámaras y Asociaciones de Comercio y Producción de Venezuela

Federation of Kenya Employers (FKE)

Federation of Uganda Employers (FUE)

GUATEMALA: Comité Coordinador de Asociaciones Agrícolas, Comerciales, Industriales y Financieras

INDIA: Employers' Federation of India

Industrial Union of Argentina (UIA)

Iranian Confederation of Employers' Associations

Jamaica Employer's Federation (JEF)

National Confederation of Entrepreneurs (Employers) Organizations of Azerbaijan Republic

NICARAGUA: Consejo Superior de la Empresa Privada (COSEP)

PANAMA: Consejo Nacional de la Empresa Privada (CONEP)

PERU: Confederación Nacional de Instituciones Empresariales Privadas (CONFIEP)

SAUDI ARABIA: Jeddah Chamber of Commerce & Industry

USA: United States Council for International Business (USCIB)

Lakoun Ouattara

Jean Daniel Setho

Olusegun A. Oshinowo

Armando Urtecho

Marinette Gutiérrez

Lidija Horvatić

Manuel Terán

Brenda Batres

Albis Muñoz

Jacqueline Mugo

Douglas Opio

Roberto Ardón Quiñónez

R. S. Maker

Daniel Funes de Rioja

Mohammad Otaredian

Brenda V. Cuthbert

Adil Gurbanov

Lydia Matus

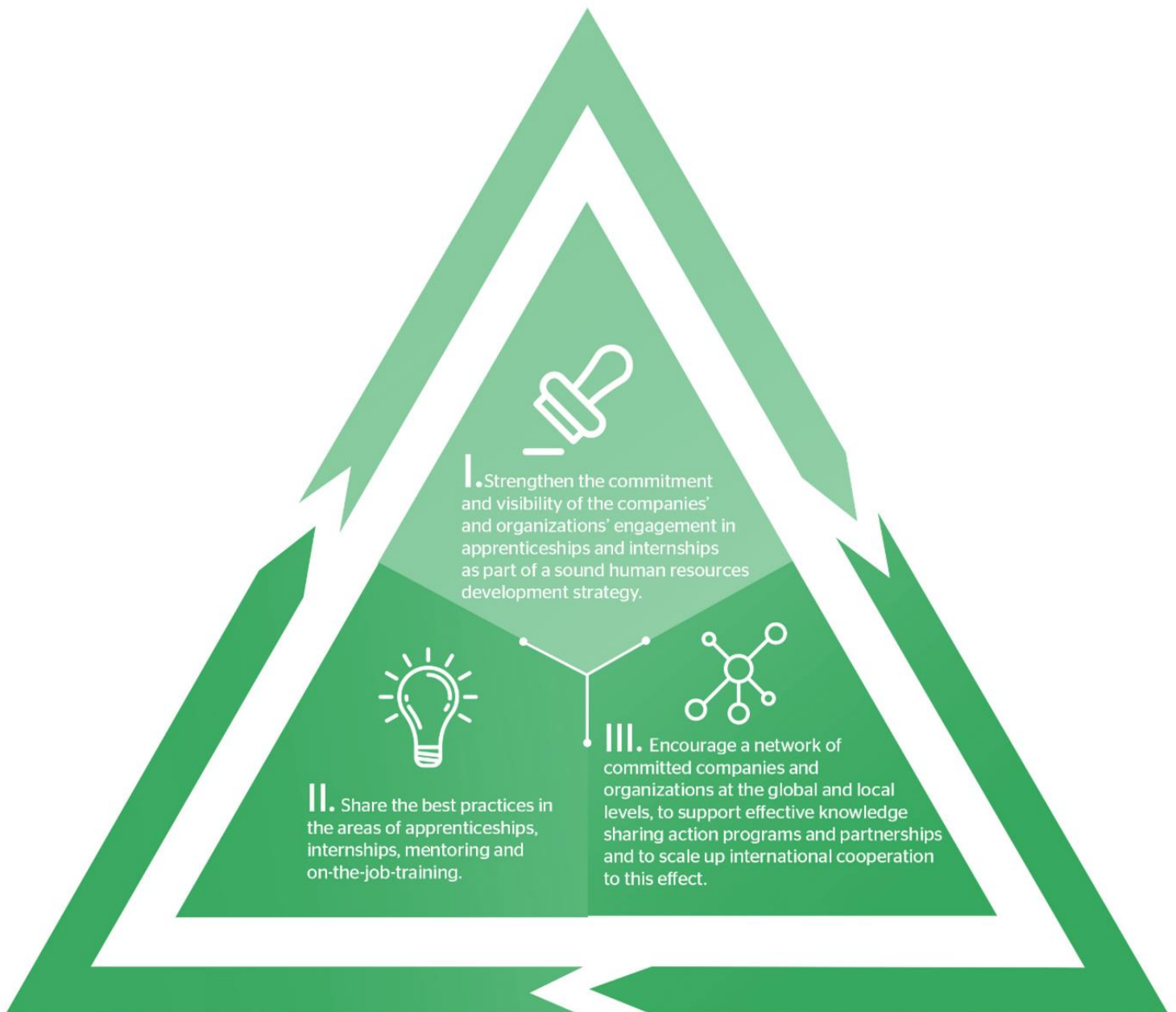
Alfredo Burgos

Carmen Buenaño

Lama Al Sulaiman

Ronnie L. Goldberg

Annex II GAN Principles



Annex III KPIs Table for the GNNs

In 2014, a pro-bono workshop was offered to GAN Members by McKinsey & Company, setting the foundation for defining the GAN work plans, based on the following Key Performance Indicators (KPIs). The GNNs meet periodically through webinars and meetings to share their own KPI Objectives with the GAN Global Secretariat and other GNNs.

GAN National Network _____ Timeframe _____ KPI		Objective	Achievements per year	Achievements cumulated
1. Commitment				
#	Apprenticeships or other Work Readiness Programs			
#	Member companies joined			
#	GAN National Networks launched (GNNs) (global level only)			
2. Advocacy				
#	GAN Apprenticeships Days			
#	GAN Ambassadors			
#	PR: Classic media exposure: articles etc.			
#	PR: Social media exposure: web visits, likes, followers, tweets etc.			
3. Sharing best practices				
#	Shared best practices			
#	Toolkits developed			
4. Facilitate multi-stakeholder dialogue				
#	Meetings/workshops conducted			
#	Panel presentations conducted			
#	GAN events conducted			
5. Resources				
#	ILO			
#	Donor proposals			
#	Paying members			
#	Service-/Media Partners			

Annex IV Fact Sheet & Benefits of GAN Membership

Who ?

The outreach through GAN partners is huge

- International Labour Organisation (ILO), with 187 member states: A tripartite organization bringing workers, employers and governments together
- The Organisation for Economic Cooperation and Development (OECD) and its Business Industry Advisory Committee (BIAC): 35 member countries united for economic development
- International Organisation of Employers (IOE): Comprising 157 business and employer organisation members in 145 countries
- 13 Global leaders are member companies: Accenture, Adecco Group, Hilton Worldwide, Huawei, IBM, Telefónica, UBS, Astra International, Gi Group, the MasterCard Foundation, Nestlé, Randstad, Samsung Electronics
- 5 GNNs are acting locally on the ground, targeted to market needs: Turkey, Indonesia, Spain, Argentina, Colombia and many more to come
- 3 formal partnerships have been established with DIGITALEUROPE, Fundación Bertelsmann, and the Graduate Institute in Geneva

Where ?

Acting globally - making the difference locally

- The GAN Global Network is strategic in nature, facilitating multi-stakeholder exchange on a global scale
- GNNs provide roots for the GAN concept in various national contexts - taking into account distinct economic, cultural and institutional needs - GNNs in Turkey, Indonesia, Spain, Argentina and Colombia are already established, with many more in the pipeline

Why ?

We have a crisis!

- Contribute to tackling THE biggest social problem facing our world at this time - youth unemployment - by contributing to the Global Apprenticeship Movement
- Address the war on talent - Apprenticeship is a proven solution as countries like Switzerland, Germany and Austria have the lowest rates of youth unemployment
- Support the 2030 UN SDGs: SDG4 on quality education, SDG8 on decent work and economic growth, and SDG17 on partnerships
- Gain access to major international institutions and business-to-business (B2B) relations through GAN outreach
- Demonstrate internationally the company's know-how and expertise in job training, skills development and CSR
- Gain a positive image and reputation - studies show that millennials want to work for a business that cares

How?

Unifying forces from public & private sectors globally to locally make an impact

- **Commit** to Action
- **Advocate** for work-readiness programs
- **Share** best practices
- **Facilitate** multi-stakeholder dialogue and partnerships

Annex V GAN Calendar of Events

	Events in 2015	Outcomes
	Global Employers Summit hosted by the IOE and the Chamber of Commerce and Industry (BCCI), October 6-7, 2015, Bahrain	Advocacy Best Practice
	21st Century Apprentice-Experienced & Educated at St. Gallen University, October 27, 2015, St. Gallen	Advocacy
	The MasterCard Foundation Young Africa Works Summit 2015, October 29-30 2015, South Africa	Advocacy
	ILO's 325th session of governing Body, October 29 – November 12, 2015, Geneva	Adoption of resolutions
	GAN National Network Malawi Meetings, November 1-7, 2015, Malawi	Showcase benefits of apprenticeships
	Youth Job Creation Summit, November 8-12, 2015, Morocco	Advocacy
	Cedefop's second European apprenticeship conference, November 9-10, 2015, Greece	Brainstorming on tackling youth unemployment
	Enterprise 2020 Summit, November 16-17, 2015, Belgium	Advocacy
	1st GAN Impact Day / 1st GAN National Networks Workshop, December 3-4, 2015, Madrid	Benefits of apprenticeships and sharing toolkits
	Launch of GAN National Network Argentina & ILO Workshop on Apprenticeships, December 15-16, 2015, Argentina	Work plan on tackling youth unemployment

	Events in 2016	Outcomes
	World Economic Forum Annual Meeting 2016; January 20-23; Davos-Klosters	Advocacy
	EU-US Working Group on Employment and Labor-Related Issues, February 25-26, 2016, Brussels	Advocacy
	Adecco Street Day – Part of Adecco’s Way to Work Campaign, March 17, Lausanne	Advocacy Best practice
	Donor Committee for Dual Vocational Education and Training (dVET), April 2016, Lucerne	Advocacy
	ILO Expert meeting on Private Sector Employment of Persons with Disabilities, April 26-27, 2016, Geneva	GAN showcased as a PPP model
	OECD Workshops on work-based learning, April 27-29, 2016, Bern	Showcase benefits of apprenticeships
	Opportunity Fair & Forum with 100’000 Opportunities Initiative, May 5, 2016, Seattle	Advocacy
	Education Commission (Gordon Brown Initiative) Employer Engagement Roundtable, May 10; London	Advocacy
	GAN Colombia Launch, May 16, 2016, Bogotá	Concrete work plan for tackling youth unemployment
	GAN Tanzania Kickoff, May 16, 2016, Dar es Salaam	Launch of GAN Tanzania by end 2016

	GAN Malawi Kickoff, May 19, 2016, Blantyre	Launch of GAN Malawi by end 2016
	105th Session of International Labour Conference (ILC), May 30 – June 10, 2016, Geneva	Adoption of resolutions
	IOE Leaders Forum, June 8, 2016, Geneva	Advocacy
	High level panel discussion on the theme “End Child Labour in Supply Chains, it’s everyone’s business!” June 8, 2016, Geneva	Advocacy
	Breakfast meeting between H.E Hamamoto, Ambassador of the United States of America to the United Nations, and GAN Members; June 8, 2016, Geneva	Advocacy / Gender
	International Geneva Gender Champions Communications Meeting, June 8, 2016, Geneva	Advocacy
	GAN General Council; June 9, 2016, Geneva	Work plan/Governance
	2nd International Congress on Vocational and Professional Education and Training: “From Skills to Prosperity – Sharing Elements of Success”, June 20-22, 2016, Winterthur	Advocacy Sharing best practices
	G20 & B20 Labour and Employment Ministers Meeting, July 11-13, 2016, Beijing	Adoption of a Declaration, signed by 15 employer federations

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



Thank you!

We could not have had such a successful year without the support of the GAN Team, our GNNs worldwide, GAN Members, Partners and Collaborators. As we strive to strengthen our financial base, we will continue to fundraise to support and launch GNNs so that we may better promote the benefits of work readiness programs around the world. Our collective efforts have contributed to millions of opportunities for youth thus far, and we hope our continued achievements will contribute to a Global Apprenticeship Movement, ensuring a better and brighter future for all.
