2017 Catalogue of Best Practices and Action by Member Companies
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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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“Learning my profession by an apprenticeship was the best start to my career. It has given me wings to independence in the field I love to work in each and every day!”

Kathleen Morf, Freelance Graphic Designer, www.kathleenmorf.ch
Lead Graphic Designer for GAN Annual Report 2016/17
and Catalogue of Best Practices 2017”
Dear Partners, Collaborators and Supporters,

We made great strides in 2016 to promote Skills for Business and Jobs for Youth. Going beyond creating 9 million opportunities for youth as we announced last year, we are challenging our members and partners to impact 20 million youth through 20 GAN National Networks (GNNs) by the year 2020. With Accenture, ABB, JPMorgan Chase & Co., JobzMall and Microsoft joining us, and continuous expansion of the GNNs, we are well on track to reach this ambitious goal.

The best practices showcased in this catalogue are by no means an exhaustive list of achievements our members accomplish to promote work readiness programs and equip young people with skills to join the workforce. Those we chose to highlight in this edition include common features that contribute to the success of our member companies’ youth initiatives, such as:

- Strong support from senior management
- Clear, measurable goals
- Diligent tracking of results

Strong support from senior management allows companies to produce a coherent, effective strategy to tackle youth unemployment. Setting clear goals for each youth initiative/project and putting in place tracking mechanisms are essential for measuring results and identifying areas for improvement. We hope the best practices highlighted in this catalogue can serve as inspiration and learning examples for companies that want to create opportunities for youth and join our Global Apprenticeship Movement.

Yours faithfully,

Shea Gopaul
GAN Founder and Executive Director
ABB is a global, pioneering technology leader deeply committed to fostering diversity and opportunity throughout its operations and in the communities it serves. To support this commitment, we offer a variety of educational and training programs—scholarships, internships, apprenticeships and summer jobs—to support tomorrow’s innovators in more than 100 countries around the world.

In fact, many of the students in ABB programs have gone on to become some of the company’s top leaders and engineers.

ABB President and CEO Ulrich Spiesshofer notes,

“For ABB, developing the visionaries of tomorrow is a central commitment and a core part of who we are. We are proud of the role our educational programs play in cultivating groundbreaking, global expertise and opening positive opportunities for people from diverse backgrounds and regions, regardless of their access to resources. This new generation of talent is leading the world forward and helping companies like ABB drive the incredible transformation of the Energy and Fourth Industrial Revolutions. We are thrilled to play a part.”

ABB’s commitments span the globe, including:

China - In China, ABB provides scholarships and other forms of assistance to talented but financially disadvantaged university students to help them fulfill their dreams. This includes the innovative “ABB Class” program in Xiamen, Chongqing, Beijing, Shanghai, and Guangdong, among other cities, which provides vocational training centers for teachers and young technicians as well as financial assistance for students in need.

South Africa - In 2015, ABB South Africa launched the ABB Education Trust to enhance educational and life opportunities for disadvantaged young people. The Trust particularly focuses on benefitting black women studying engineering and related fields.

Australia - In Australia, ABB is involved in several programs to support the education and development of aboriginal people. In 2015, we launched a partnership with the Australian Indigenous Mentoring Experience (AIME) to support the educational aspirations of Aboriginal and Torres Strait Islander students. AIME is active in 340 high schools and 18 university campuses, producing outstanding results among indigenous students. In 2016, the year 12 completion rate for AIME students was 94%, exceeding the national average for both indigenous and non-indigenous students. ABB also provides AIME with engineering specialists who educate students about careers in engineering and technology and, additionally, offers work experience and apprenticeship opportunities.

In addition, ABB’s Jurgen Dormann Foundation for Engineering Education has sponsored more than 230 students around the world since 2007, providing scholarships to electrical engineering students who attain high academic results and need financial support for their studies. ABB Scholarships, awarded for up to 5 years, have so far been awarded to students in Brazil, Bulgaria, China, Egypt, India, Indonesia, Mexico, Malaysia, Poland, South Africa, Switzerland, Turkey and Vietnam.
Skills to Succeed advances employment and entrepreneurship opportunities for individuals around the globe, using technology to drive outcomes at scale and help close employment gaps. In the current environment of digital disruption, Accenture focuses on closing the skills gaps and preparing the next generation to thrive in the digital economy by helping them build digital and business skills at an earlier age.

As an example, Skills to Succeed Academy is a digital, interactive program that helps disadvantaged youth develop critical employability skills and boost the confidence to make smart career choices. The program—now available in the UK, Australia, Ireland and South Africa—will launch in the US in late 2017. Skills to Succeed Academy has trained more than 44,000 young people and is expected to reach an additional 150,000 youth globally during the next 4 years.

In the UK, as a founding partner of the Movement to Work initiative, Accenture is working across sectors to provide unemployed young people with sustainable opportunities, including apprenticeships as software engineers and digital marketing professionals. To date, more than 55,000 participants have gained work experience across 240 participating employers, and more than 500 young people have found placements at Accenture.

In the US, Accenture is using its digital capabilities to support immigrants and refugees by helping Upwardly Global build its online job training platform, which equips jobseekers with acculturation, job search and technical skills. Approximately 4,400 jobseekers have accessed this online training and nearly 2,000 have secured professional positions, including 19 at Accenture.

In Spain, Accenture collaborated with a cross-sector consortium to develop Emplea+, an online program that helps marginalized individuals develop key competencies needed for employment. To date, more than 33,000 beneficiaries across Africa, Europe and Latin America have used Emplea+ to improve their employability, and Accenture expects to reach more than 150,000 people by 2018.

In addition, Accenture offers numerous skilling initiatives adapted to local needs, cultures and educational systems including well established apprenticeship programs and many internship and youth skilling programs around the globe. For example, in Switzerland, Accenture offers young people multi-year apprenticeships in IT, commercial retail and media, with the goal of growing the initiative to more than 40 positions by 2020. We work with a local IT partner to deliver basic professional training and essential application development skills and apprentices are then assigned to various client engagements at Accenture, providing them the opportunity to gain on-the-job experience in IT consulting.

"Accenture is committed to building the skills of the future by providing education and on-the-job learning to young people. We are proud to be working with other businesses, ecosystem partners and organizations like GAN to develop and grow apprenticeship opportunities globally.

Pierre Nanterme, Chairman & CEO, Accenture"
The Adecco Group North America’s Youth Employment Solutions (YES!) program offers work-based learning opportunities to high school students in Kentucky. Kentucky’s state program, known as TRACK (Tech Ready Apprentices for Careers in Kentucky), is serviced by The Adecco Group’s YES! Program through co-ops, paid internships, apprenticeships and other work-based learning arrangements.

The Adecco Group North America has partnered with state and local officials in Kentucky to grow the program. Since 2015, the YES! Program has:
• introduced 2,500 students and educators to the merits of work-based learning,
• placed 60+ students in work-based learning opportunities, who have worked over 10,000 hours,
• secured permanent employment for 93% of participants in their chosen field; and
• created a pool of skilled candidates through work-based training and employability in the most in-demand industries, including healthcare, welding, information technology, supply chain management, business administration and engineering.

Through continued partnerships with states and companies, The Adecco Group will facilitate 10,000 work-based learning opportunities in the US, with an emphasis on apprenticeships, by 2020.

Other Activities
The Adecco Group’s flagship youth employability program, the Adecco Way to Work™, continued to grow along its three pillars, acting as a gateway to future professional success for young talents.

Through Way to Work™, The Adecco Group provides young people with internships and apprenticeships, career guidance and training. Between 2015 and 2017, over 14,000 youngsters were given a work-based learning opportunity, with over 3,400 reached in the first half of 2017 alone.

Young people are also given an opportunity to be the CEO for One Month. In 2017, over 117,000 young talents entered the race to become one of 50 CEOs for One Month, in 50 Adecco Group countries, with a chance for one to be selected to shadow the Group CEO for an additional month.

As part of the scheme, the Group held its first global Experience Work Day, opening 700 offices and branches to nearly 8,000 young people at the end of April. Participants had the chance to shadow The Adecco Group employees in the departments and roles of their choice, learn more about their preferred jobs by almost literally stepping into their mentors’ shoes, and improve their skills through workshops and coaching. The initiative included almost 500 workshops, providing guidance on careers, job hunting, applications and interviews, hosting sessions on CV writing and social media identity assessment, offering coaching on mastering professional interviews and holding seminars to assess and guide the development of the key skills required in today’s labor market.
This is why, in 2014, Hilton committed to impacting at least 1 million young people by 2019. To date, we have reached over 550,000 young people with connection, preparation and employment, and the journey to reach our goal continues. As the world’s largest employer, expected to generate 80 million new jobs in the next decade, the travel and tourism industry is uniquely positioned to address the global youth unemployment crisis.

In the next 2 years, nearly 70% of Hilton’s global workforce will be millennials; in the Asia Pacific region, over 70% of our current workforce is from the millennial generation. We recognize a responsibility to work together toward developing the skills and knowledge young people need to succeed. At Hilton we seek opportunities to collaborate with organizations to support young people during their years in education and their transition to employment.

We connect young people to the world of hospitality, offering personal and professional skills training and employing many of them in our ever-growing number of hotels and corporate offices. Hilton partners with the International Youth Foundation to deliver life skills training tailored to hospitality and Passport to Success, which includes a number of face to face learning experiences on topics such as ‘power of positive attitude,’ ‘managing strong emotions,’ ‘goal setting,’ ‘communication and interpersonal skills’ and ‘the hospitality mindset.’ Hilton also partners with the Youth Career Initiative to support young people from disadvantaged backgrounds by providing training and employment opportunities.

Apprenticeships are a key part our employment strategy for young people. Hellen Lebone, Regional HR Director for Africa and the Indian Ocean, describes apprenticeships as the ‘magic bullet’ for individuals, for their careers and for our hotels. Hilton currently operates apprenticeship programs globally, in accordance with country frameworks and with the support of local partnerships. Our aim across Europe, Middle East and Africa is for every hotel to be engaged in work experience and apprenticeships (vocational learning) by 2019.

With the support of GAN, our aim is to expand our reach in providing such structured, certified work-based learning experiences. As one of the pledges made at the 2016 GAN Board Meeting, Hilton is currently the only hospitality company to have a Registered Apprentice Program, as designated by the United States Department of Labor (DOL). This apprenticeship program is internally branded as Hilton’s Management Development Program (MDP). MDP delivers an accelerated, structured approach to understanding the hospitality business’s core functions. For approximately 6 months, apprentices phase through a 6 – 8 week general rotation program, followed by 16 – 18 weeks of discipline specialization, and then complete a final project that is presented to the Executive Committee. In the first year, 75 young professionals will participate in the MDP program as part of a goal to graduate 370 apprentices over a 5-year period.

Hilton’s future depends on resilient and thriving societies, and this starts with young people. The United Nations Sustainable Development Goals set out ambitious aspirations for humanity to end poverty, protect the planet and ensure prosperity. These goals can only be realized if we invest in and empower the next generation.

Christopher J. Nassetta, President & CEO, Hilton

In my humble opinion, what is at stake is nothing short of our collective future. If we don’t work together to find positive solutions, we will have created a lost generation and will experience increasing instability and decline around the world.
Thus far, Huawei has partnered with more than 150+ universities to implement the program in 67 countries. About 15,000 students from 5 different continents have benefited from the program.

Of these students, 1,700 had the opportunity to train and intern at Huawei’s Headquarters in China, get direct insight into the working world of Huawei and get to experience Chinese culture. The most outstanding participants have since joined the ICT industry, and are actively contributing to its development.

Other Activities
• Huawei organizes various activities such as the Maker Lecture Room, the Maker Carnival, and the Maker Competition, which provides a platform for young people to create ideas. The company funds ICT knowledge contests and provides scholarships to promote inclusive education in the realm of technology.
• In other news, in 2014 Huawei launched a mobile education program in partnership with the UNHCR, among others, that provided internet to 18,000 students in a refugee camp for education.
• In 2014, Huawei organized the Leading the LTE Era program to provide students with internship and training opportunities at Huawei.

Huawei established the Huawei Authorized Information and Network Academies (HAINAs) with over 140 colleges and universities around the world, providing high practical training.
IBM

IBM is advocating for New Collar skills—those that may not require a traditional college degree—through 21st century vocational training, innovative public education programs like P-TECH, coding camps, apprenticeships, professional certification programs and more. We are investing US$1 billion in training and development programs for our US workforce.

P-TECH, an innovative education model pioneered by IBM in 2011, combines academics with hands-on skills training in science, technology, engineering and math (STEM) over a 6-year period. The program is available to any young person with an interest in technology and the desire to succeed. With more than 60 schools worldwide, the P-TECH model is being replicated successfully and preparing students for New Collar careers. Three members of the original P-TECH class in Brooklyn graduated high school with 2-year college degrees and started jobs at IBM with salaries of more than US$50,000 per year.

Apprenticeships and other forms of work-based learning are a top priority for the company. With funding from the Department of Labor, IBM is working with North Carolina A&T on recruiting women and people of color for apprenticeships in enterprise computing/mainframe.

IBM has also delivered nearly 2,000 Impact Grants in 70 countries since this initiative began in 2010, sharing our expertise and advanced capabilities in cloud, analytics, mobile, social and security. The grants have a combined value of more than US$53 million, including US$6 million in software provided to more than 200 organizations.

“To create New Collar jobs we will need new kinds of collaboration, involving federal and state governments, public school systems, community colleges, and private business across multiple industries.”

Ginni Rometty, Chairman, President and CEO of IBM Corporation

As part of an Impact Grant, IBM helped Belgian Employment Agency (VDAB) determine the factors that increase the chances for young job seekers to find employment, and how these factors differ among various groups. IBM then helped VDAB build a powerful prototype model for predicting youth unemployment. This model is currently being tested and refined and has the potential to support VDAB career counselors as they personally assist each individual young person looking for employment.
Economic opportunity is increasingly out of reach for millions of young people. Without the right skills or education, they find themselves stuck in low-skill, low-wage jobs or unemployed. We are investing in high-quality, career-focused education programs so that more young people have a shot at real economic opportunity.

Jamie Dimon, Chairman and CEO, JPMorgan Chase & Co.
In the UK, Microsoft launched a national apprenticeship program in 2010 to give promising, motivated young people a vital step into their ICT careers. Since then, it has placed over 7,000 apprentices in its partner and customer institutions. Understanding the importance of exposing science, technology, engineering and math (STEM) to students early in their studies, Microsoft provides a paid 10-week high school program, which gives high schoolers an opportunity to work side-by-side with software engineers on real Microsoft technical projects. Every year, Microsoft also organizes a high school boot camp to nurture early interest in the software engineering field.

Microsoft’s 4Afrika Initiative provides a set of programs—including World-Class Skills, The Interns4Afrika, Virtual Academy4Afrika, and MySkills4Afrika—to empower African youth, entrepreneurs, developers and business and civic leaders.

World-Class Skills supports Microsoft’s plan to develop a self-sustaining, world-class education platform, both online and offline, to help Africans develop skills for entrepreneurship and improved employability and competitiveness.

The Microsoft Virtual Academy 4Afrika offers Africans access to a unique online learning experience free of charge. Live courses are streamed in real time, enabling participants to interact with industry experts from across the continent. A wide selection of on-demand courses is available for anytime, anywhere, and anyone.

We’re very interested in making sure that students today, in every school in this country and frankly around the world, have the opportunity to learn the skills that are going to enable (youth) to succeed in the decades ahead.

Microsoft President and Chief Legal Officer, Brad Smith

Part of the bigger Microsoft 4Afrika initiative, the Interns4Afrika program is a promise to empower millions of young Africans with opportunities for education, employment, and entrepreneurship. The Interns4Afrika program offers talented young people a unique experience with a dynamic and agile technology organization on the African continent. The interns work for 6 months with a Microsoft partner on real projects, collaborating and learning from their colleagues.

The MySkills4Afrika program invites Microsoft employees from all over the world to contribute their time, talent, and deep expertise to help build a promising future for Africa by working with new businesses, students, non-governmental organizations (NGOs), Microsoft partners, and governments across the continent.
The Think Big project aims to:
• Promote the entrepreneurial spirit among young people and provide them with support to realize an idea, specifically through training on digital skills; and
• Provide visibility to their endeavors and projects, so that other young people may become inspired, thus creating a multiplier effect.

Within the Think Big project, Telefónica runs a Youth Employability Program including launch pads, practical experiences, scholarships and digital employment. The FP Scholarship project benefits 500 young people from 9 regions: Andalusia, Asturias, Castile and León, Catalonia, Madrid, Extremadura, La Rioja, Valencia and the Basque Country which will promote studies in electricity and electronics, one of the fields with the greatest career opportunities.

Meanwhile, those who have already completed intermediate vocational training are offered practical experience in technology companies. During 2015 and 2016, 500 work experiences were provided for young people to implement their theoretical knowledge and practice what they learned in the classroom. This practical experience will be offered by companies in 7 autonomous communities: Andalusia, Castile and León, Catalonia, Madrid, La Rioja, Valencia, and the Basque Country.

Fundación Telefónica offers a 4-month course in digital employment (web development with Java, LifeRay, PHP, etc.) during which participants receive mostly practical training (90% practical, 10% theoretical) through a project-based learning process. The course is aimed at unemployed people between the ages of 18 and 35 who are interested in receiving professional training in Information and Communication Technologies (ICT).

Fundación Telefónica also partnered with LinkedIn to help young jobseekers in Spain. Every member of the Youth Employment Program benefits from access to personal advice, tips on employability, special interest advisory groups, different training groups, contact with companies, and on-site sessions, including topics such as networking and recognition of skills by Fundación Telefónica community manager.

As youth unemployment is the most challenging problem of our time, we need to collaborate and partner with others to ensure a positive impact.  

José María Álvarez-Pallete López,  
Executive Chairman & CEO, Telefónica S.A.
For UBS, vocational training is highly valued as part of our global strategy. Apprenticeship programs constitute a strong talent pipeline and contributing to UBS's competitiveness and sustainable success. UBS is a major training provider and in 2016, UBS offered training programs to around 2,000 young people, including apprentices, school dropouts, high school students and university graduates. Many of these apprentices remain with the bank and some of them assume key leadership roles, as was the case for Mr. Sergio P. Ermotti, Group CEO and Mr. Markus Baumann, Group Company Secretary.

In Switzerland, we employ apprentices on 3-year limited contracts and offer benefits equivalent to permanent employees. The apprentices combine practice and theory through a program that includes both work and school, which allows them to learn about business from the ground up and enjoy an early integration into the labor market.

2016 was the fourth consecutive year in which UBS increased the number of new apprentices under the UBS Education Initiative, hiring 290 apprentices for business and IT roles and recruiting 197 trainees into the Bank Entry Program for high school graduates.

**UBS Initiatives around the World**

**Rock Your Life!**

For most school dropouts the transition from school to work is a major challenge. We train students of all disciplines to serve as mentors and pair up with disadvantaged young people during their last two years of school, providing them with individual support to help them successfully transition to working life. UBS is supporting the nationwide expansion of these activities as a National Partner and Rock Your Life! is now in full swing in other Swiss cities.

**The TalentED Project**

In the US, UBS runs the The TalentED Project, a 3-year partnership with Discovery Education and the Tennessee College Access and Success Network, in order to help increase the number of low-income, first-generation students attending and graduating from competitive 4-year colleges.

**The Bridge Academy**

The Bridge Academy, a secondary school that opened in 2007 in Hackney, East London, has a higher number of students from disadvantaged backgrounds than the national average; students who have special educational needs or for whom English is a second language. UBS Managing Directors are school governors and in 2016 alone, 683 employees volunteered over 6,000 hours to supporting Bridge activities. 85% of 2016 alumni went on to university; 67% were the first in their family to do so.

**Achievements**

Under our global community affairs program, UBS invested more than 30 million Swiss Francs for education (including skills development) and entrepreneurship. Aside from direct cash contributions, a total of 18,386 employees (30% of UBS workforce) volunteered more than 155,325 hours to train young people. Through this combination of strategic funding, employee volunteering and partnerships, UBS has impacted more than 117,389 individuals.

I’ve been a supporter of apprenticeships for over 40 years, from when I joined a bank at age 15 as an apprentice.

Sergio P. Ermotti, Group CEO, UBS Group AG

"
Astra is particularly active for youth in Indonesia. Through its 9 foundations, Astra plays a central role in building and supporting education in Indonesia, creating skilled young workers, and building sustainability. In addition, Astra also creates public self-reliance through the mentoring and development of MSMEs (Micro, Small, and Medium Enterprises).

Astra has so far reached a total number of 11,223 youth through their programs and is committed to positively impact another 2,600 youth annually in the future.

The company is providing training to many youth through a variety of initiatives, such as:

- The Astra Manufacturing Polytechnic organizes a Vocational Education and Development Program with 7 Study Programs: Equipment and Production Tools Construction, Production Engineering and Process Manufacturing, Mechatronics, Crops Processing Technology, Information Management, Automotive Engineering, and Heavy Equipment Engineering. 2,719 students have already graduated from those programs, and annually 300 graduates are expected for the future;

- The UT-School providing the needs of operators and mechanics by organizing Vocational Education in heavy equipment operations. This is an implementation of intensive education program to prepare professional mechanics for heavy equipment operation in accordance with the international standard. 4,468 students have already graduated and are now working in Astra Group member companies or other customers, with a future expectation of 200 annual graduates;

- Astra also takes care of drop-outs through the Yayasan Dharma Bakti Astra (YDBA). 588 youths have been certified as mechanics with another 1,100 youths are expected in the future;

- Indirectly, Astra also supports students by granting scholarships for 133 vocational high school students and 870 university/college students. For the future, 1,000 students will benefit annually from scholarships.

Other Activities
Astra completed the annual program of the SATU Indonesia Awards 2015, giving appreciation to inspiring Indonesian youth who have creatively contributed towards the advancement of the people and environment in their region.
The best shared value of a company is creating a skilled workforce and jobs. Apprenticeship is a good example of that.

Paul Bulcke, Chairman of the Board of Directors, Nestlé S.A.

Through the Global Youth Initiative, Nestlé supports the sound development of communities while ensuring its talent pipeline, bringing diversity and new skills to the organization, and developing the next generation of Nestlé employees and leaders.

The Nestlé Global Youth Initiative began in Europe in 2013, was fully implemented in the Americas in 2015, and launched in the Middle East, Africa, Asia and Oceania in 2016.

As of 2016, Nestlé has offered 36,702 job opportunities and 19,986 apprenticeships and traineeships to young people across Europe and the Americas. These achievements exceeded Nestlé’s 2014-2016 objectives for the Global Youth Initiative.

- In Europe, from 2014-2016, Nestlé offered 20,517 job opportunities and 12,385 apprenticeships and traineeships to young people. In 2016 alone, we organized 1,735 readiness-for-work events to help prepare young people for work, with 5,166 employees volunteering for such events. The Alliance for YOUth, initiated by Nestlé to address the European youth employment crisis, grew to over 200 partners, pledging to create more than 100,000 jobs and training opportunities by 2017.
- In the Americas, from 2015-2016, Nestlé offered 16,185 job opportunities and 12,385 apprenticeships and traineeships to young people. In this region, we organized 2,856 readiness-for-work events and 5,802 employees volunteered. As part of an initiative called Project Opportunity, Nestlé is committed to expanding our apprenticeship program from 20 to 137 apprentices across 31 of the Nestlé factories in the US.

In 2016, with the launch of the Nestlé Global Youth Initiative in the Middle East, Africa, Asia and Oceania, Nestlé also achieved our objective of rolling out the initiative to 100% of our markets. This now also puts Nestlé in a position to make and set global objectives from 2017-2020.

Nestlé’s new objective towards 2020

By 2020, Nestlé’s Global Youth Initiative commits to:
- Providing another 45,000 - 50,000 apprenticeship and traineeship opportunities;
- Continue organizing readiness-for-work events globally, while increasing the number of employees involved in them;
- Enhancing collaboration with external partners to motivate them to join and to increase impact; and
- Offering 20,000 - 25,000 job opportunities for people under 30 years of age every year.

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During the first leaders’ meeting of the European Pact for Youth in Brussels, Randstad CEO Jacques van den Broek spoke about enabling the transition to jobs through apprenticeships and traineeships. Representatives from a variety of companies, institutes, sectors, and regions, reflected on the progress made towards the targets of the European Pact for Youth. In addition, the group of leaders presented the first joint proposal on how to increase youth employability, improve skills matching, strengthen business competitiveness and enhance the transition to jobs by making vocational education and training and apprenticeships an attractive and equal option for young people across Europe. Putting youth at the forefront and enabling young people to develop the new skills they will need to survive in the new world of work decreases youth unemployment and enhances Europe’s human capital now and in the future. This is not only the responsibility of individuals, but also of companies, educational institutions, governments and policymakers. Collaboration between business and education will be crucial to prepare young people for quality jobs and to reduce the current skills mismatch. The results of the European Pact for Youth and joint proposals for future policies will be presented at the 1st European Enterprise-Education Summit on November 23, 2017.

In 2012, Randstad Belgium established a partnership with Leuven University, with the aim to broaden employment opportunities for students with degrees in economics and business studies, helping them find interesting alternatives to jobs at banks and consultancy firms which tend to dominate when it comes to campus recruitment. Individual coaching sessions form part of the program, and this partnership has been very successful. In 2016, partnerships were established with all leading educational institutions in Flanders and we also expanded to Brussels and Wallonia. Over the past 4 years, we have counseled 630 students individually and 950 in workshops. We created 270 study-relevant jobs and 70 jobs for graduates. Given this success, the actions which began locally have now matured into a new division: Randstad Young Talents. We are the only player in the market fully dedicated to this target group, and are also the first (and so far the only one) in the market to create additional jobs for specific graduates.

As one of the co-creators of the European Pact for Youth, Randstad – together with others including CSR Europe and the European Commission – drafted the mutual pledge of engagement in 2015, where business and EU leaders, committed to support the creation of 10,000 quality business-education partnerships, with the shared target to establish together at least 100,000 new quality apprenticeships, traineeships or entry-level jobs in Europe. The Pact for Youth has special endorsement from His Majesty King Philippe of Belgium, Jean-Claude Juncker, President of the European Commission, and Martin Schulz, President of the European Parliament.

Jacques van den Broek, CEO Randstad

“...It is important that young people are equipped with the relevant set of skills that can help increase both their employability and companies’ competitiveness. This is a joint responsibility of youth, companies, educational institutes, governments and policy makers.”

Jacques van den Broek, CEO Randstad
Youth Livelihoods Program

The MasterCard Foundation’s Youth Livelihoods program prepares young people for entry-level employment or entrepreneurship through a holistic, youth-centric approach. This includes a mix of technical knowledge and soft skills to ensure job readiness; a demand-driven approach to ensure programs are adapted to the needs of local growth sectors of the economy; and access to relevant financial services. To date, the Foundation has committed US$402 million to 38 Youth Livelihoods projects. Partnerships include:

• The Youth Forward Initiative is a partnership between The MasterCard Foundation, Overseas Development Institute, Solidaridad, GOAL, NCBA CLUSA and Global Communities. This 5-year, US$74 million initiative will reach more than 200,000 economically disadvantaged young people aged 15-24 in Ghana and Uganda, and is focused on the agribusiness and construction sectors.

• In 2016, CAP Youth Empowerment Institute and The MasterCard Foundation announced a 5-year, US$10.5 million partnership to provide economically disadvantaged young people with technical and employability skills as well as support to access job opportunities or start small businesses. Over 62,000 Kenyan youth will benefit from skills training and support during this second partnership.

• In 2017, Michigan State University and The MasterCard Foundation partnered to increase youth employment in Africa with a 5-year, US$13 million collaboration, called the AgriFood Youth Opportunity Lab, to help 15,000 young people access employment and entrepreneurship opportunities in fast-growing sectors in Tanzania and Nigeria.

Education & Learning Program

Education & Learning partnerships focus on providing quality, accessible secondary and tertiary education, as well as skills development for those living in poverty. To date, the Foundation has committed US$997 million to 66 Education & Learning projects. Partnerships include:

• The MasterCard Foundation Scholars Program is the largest private scholarship program ever implemented for African youth. It provides access to secondary and higher education for young people who are committed to giving back to their communities.

• In 2017, Education Development Center (EDC) and The MasterCard Foundation announced a US$15 million, 5-year project. APTE-Senegal (Projet de l’amélioration des performances de travail et d’entrepreneuriat) aims to reach more than 30,000 Senegalese youth with skills-training to support them as they transition from school to work, entrepreneurship or further education. APTE-Senegal will focus on 200 secondary schools and 50 technical and TVET schools throughout the country.

“When you are aware of the opportunities that are around you, you not only get to focus on yourself, but you also get an opportunity to help others.”

—Belyse, MasterCard Foundation Scholar
GAN Partners | International Organizations
Awareness, evidence and advocacy for apprenticeships

Work4Youth (W4Y): a five-year partnership with The MasterCard Foundation that aims to promote decent work opportunities for young men and women through knowledge and action.

YEPOS: The technical cooperation project that seeks to improve the effectiveness of youth employment policies and programmes in Azerbaijan, Kazakhstan and the Russian Federation.

Global Initiative on Decent Jobs for Youth

What works in youth employment: regional initiative of the ILO that aims to improve labour market outcomes of young people in the Middle East and North Africa by strengthening results measurement and evidence-based policies and programmes.

Skills for Employment Knowledge Sharing Platform

2017 World Employment Social Outlook on Youth

OECD Skills Outlook 2017: Skills and Global Value Chains

Skills Matter: Further Results from the Survey of Adult Skills (PIAAC), 2017

Education at a Glance 2017

OECD Education Working Paper: Striking the right balance: Costs and benefits of apprenticeship, Feb 2017

OECD Education Working Paper: Incentives for Apprenticeship, Jan 2017
GAN Partners | International Organizations

Awareness, evidence and advocacy for apprenticeships

Host of the GAN and provides speaking slots and networking opportunities for the GAN during IOE events, e.g. Germany B20, ILC, CEOE-IOE meeting. 36 national Employer’s Federations already joined the GAN.

Policy working group on employment

IOE Policy Paper: Optimizing the Potential of Female Talent, 2017 (Draft)

IOE Fact Sheet on Understanding and Addressing Violence at Work (Draft)

IOE-BIAC G20 Monitoring Report: Focuses on youth and female employment outcomes

IOE-BIAC-Deloitte Report: Understanding labor market policies across the G20 and Beyond (Sept 2015)

BIAC project on gender equality is an initiative ensuring business views are reflected in work across OECD on gender.

Statement on Enhancing Employer Cooperation in Education, Global Education Industry Summit, 2015

BIAC committee on education

BIAC committee on Employment, Labour and Social Affairs (ELSA)
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