How does GAN Global shape WBL
## June 2022

UNESCO-UNEVOC webinar on "Striking the right balance: State and non-state engagement within technical and vocational education and training".

GAN GLOBAL

Labor market is under big changes creating skill shortages and risk for increasing inequality

Unprecedented times call for unflinching collaboration to provide people equal opportunities and innovation to engage and develop talent for sustainable careers.
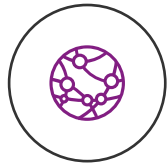
Labor Market recovery is still slow and uncertain with global unemployment rate remaining higher than pre-pandemic with many workers losing their jobs and required to shift to new types of work.
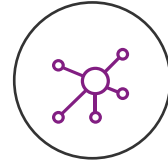
Great reshuffle or Great resignation started from U.S. but became global with 41% of the global workforce considered leaving their employer 2021.

The variability among industries is high; some industries continued to grow after short-term challenges, while some industries like travel, tourism and hospitality have faced prolonged slump.

Sense of agency has increased, and workers expect more from work, also outside of the Western World. While passion paradigm has negative implications it fuels also the demand for better, more satisfying, and more meaningful work.

Inequality concerns also regions and genders as poverty, unemployment increased and access to health-care and education decreased especially in the developing lower middle-income regions and among women.
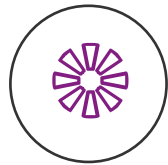
Creator economy with self-employed side jobs challenges the traditional employment providing people boundaryless career opportunities while in developing countries the reality can be grimmer with risk for more grey sector jobs with lower pay and greater precarity.
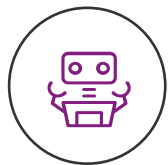
Technology advancement continues to drive the historic skill shortages while pandemic has revealed new serious talent gaps e.g. in health-care.

Pandemic has increased mental health issues at workplace due to isolation, anxiety and stress. 60% of CXOs now fully embrace the responsibility to support people's holistic needs and want to leave them net better off.

Sources: Accenture: *FJORD Trends* (2022); Accenture: *Care to Better* (2020); Forbes: *Work-Based Learning: Why You Have to Get With The Program* (2020); Gartner: *9 Future of Work Trends Post-COVID-19* (2021); McKinsey: *COVID-19's impact on demand and costs in the CPG industry* (2021); UN News: *Labour market recovery still 'slow and uncertain'* (2022); Washington Post: *The 'Great Resignation' goes global* (2021); WEF: *'Do what you love' could be contributing to the Great Resignation* (2022)

The GAN Focus – WBL at the core

IDENTITY: GAN Global is a multi-sector alliance that focuses on convening and connecting businesses, governments, and international organizations to promote work-based learning (WBL) as a solution to employment and talent development needs.

OUR VISION is a future in which all individuals and businesses have the skills and competencies they need to thrive and to contribute to society.
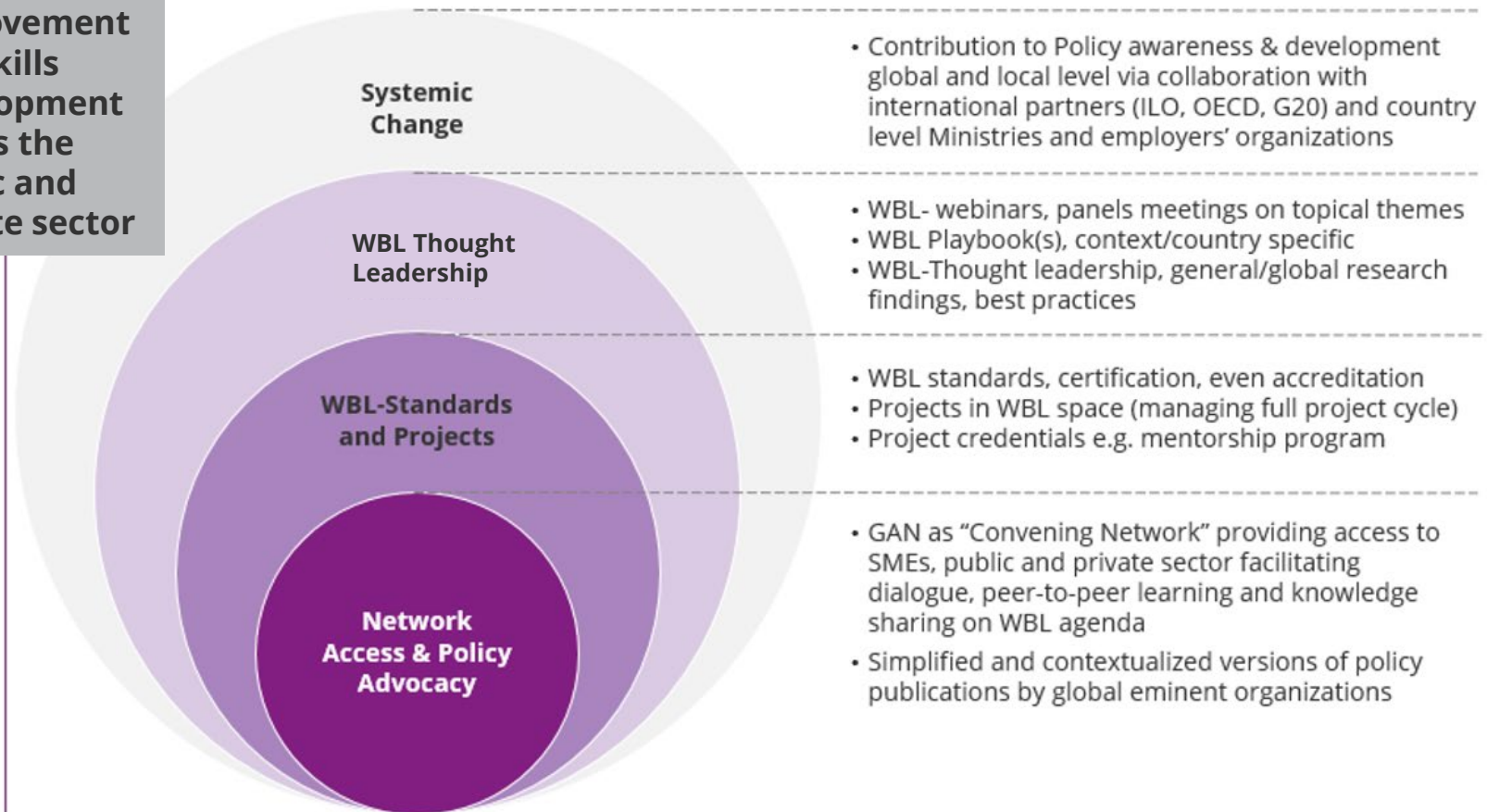
OUR MISSION is to support the implementation of sustainable and responsive work-based learning through convening and connecting public and private sectors to build solutions and share knowledge and best practice.

*GAN is successful when we can demonstrate a clear agenda of activities that strengthen the **impact of work-based learning** within the public and private sector. This is demonstrated through **increased pathways into the labor market and improvement in employment rates**. Skills development becomes a priority for public and private sector partners and policy and practice is aligned to labor market needs.*

Offerings and services

Driving workforce improvement and skills development across the public and private sector

Systemic Change

- Contribution to Policy awareness & development global and local level via collaboration with international partners (ILO, OECD, G20) and country level Ministries and employers' organizations

WBL Thought Leadership

- WBL- webinars, panels meetings on topical themes
- WBL Playbook(s), context/country specific
- WBL-Thought leadership, general/global research findings, best practices

WBL-Standards and Projects

- WBL standards, certification, even accreditation
- Projects in WBL space (managing full project cycle)
- Project credentials e.g. mentorship program

Network Access & Policy Advocacy

- GAN as "Convening Network" providing access to SMEs, public and private sector facilitating dialogue, peer-to-peer learning and knowledge sharing on WBL agenda
- Simplified and contextualized versions of policy publications by global eminent organizations

Network Strategy

1. Argentina
2. Colombia
3. Costa Rica
4. Mexico
5. Guatemala
6. Namibia
7. Malawi
8. Belgium
9. France
10. Turkey
11. Australia
12. New Zealand
13. Bangladesh
14. Sri Lanka
15. Indonesia
16. US
17. Ecuador

Stronger Networks
(governance, project activities, capacity building)

In country activities including fundraising, alignment to national strategies and advocacy	Engagement with GAN Global and Network Members (global/local) to strengthen labour market linkages	Policy advocacy and analysis e.g. Situational Analysis, legislative review	Project Engagement (partner , member and funder collaboration in countries) e.g. Digital Skilling project

Engagement for systemic change

- Sharing the global perspective (policy and practice) by creating a platform for engagement
- Facilitating international best practice and tools to the market by building on good practice and labor market need:
  - Understanding public and private stakeholder engagement
  - Building collaboration and buy-in within organisations
  - Creating outreach strategies for best practice sharing through information gathering and research
  - Creating an understanding of the positive ROI linked to training, and flexibility for employers
- Develop capacity and offer technical support to L&D and HR professional across the private sector
- Working with public policy makers to shape an understanding of demand led planning needs
- Advocacy to key sectors facing workforce development challenges

How do we collaborate?

- GAN Global has proven to be an effective convenor of key players in the work-based learning (WBL) area.
- With an active role in international discussions and first-hand experience through projects implemented on country level, GAN Global brings together subject matter experts and share valuable lessons learnt.
- Working in collaboration with the key partners, GAN can:
  - act as an impartial coordinating body for the existing and future city networks,
  - create and facilitate peer-to-peer learning opportunities,
  - connect the local context to broader global discussions on WBL, including the quality apprenticeship standard-setting process currently ongoing at the International Labor Organization (ILO)
  - Focus on advocacy and engagement with marginalized and vulnerable communities

To do meaningful work is to contribute – to create value in society.

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