



# GAN

Skills for Business  
Jobs for Youth

## Global Apprenticeship Day

Toolkits for companies



GAN Global Apprenticeships Network

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# 1. Global Apprenticeship Day - Background

GAD is an initiative coordinated by the Global Apprenticeships Network (GAN). Its goal is to mobilise organisations across the globe in support of opportunities for youth.

GAD aims to:

- Raise awareness and understanding of apprenticeships
- Highlight the benefit of apprenticeships as a valuable education and career path
- Celebrate individual success stories

The GAN was established in 2013 as a coalition of committed companies, employers' federations and associations. Its objective is to promote 'skills for business' and 'jobs for youth' through work-readiness programmes, including: apprenticeships, internships, traineeships and learnerships.

## Context for Global Apprenticeship Day - A hot topic among policy makers

Apprenticeships were acknowledged at the G20 Ministerial Meeting in Guadalajara (2012) as having a significant role to play in tackling youth unemployment. Similarly, the G20 Task Force for Employment, the European Commission, OECD and ILO all highlight the effectiveness of apprenticeships – when they are of high quality – as a policy tool for both enabling smoother school to work transitions and fostering skills acquisition (OECD, 2012a).

## A valuable career path

There is strong evidence which suggests that higher employment probabilities exist for young people who have completed apprenticeships. Research published in the UK revealed that employers in Britain find apprentices 15% more employable than young people with other qualifications (ICM, 2013).

## An opportunity to challenge misconceptions and showcase commitment to youth employment issues

GAD provides a topical platform for organisations to demonstrate a commitment to 'skills for business' and jobs for youth'. In some countries, apprenticeships are undervalued compared to more traditional academic paths. However, their value to employees and to young people is clear. For example, in Switzerland, the net financial gain for companies who hire apprentices equates to over 3000 Swiss Francs (approx. €2500) per apprentice hired (Jansen, Strupler and Wolter, 2012).



## 2. Global Apprenticeship - Key Facts

Date [TBC]

Organised by [TBC]

The Global Apprenticeships Network is supported by GAN National Networks and employers' federations.

### Opportunities for business

Use Global Apprenticeship Day to promote existing apprenticeship programmes, publicise work readiness commitments and recruit young people.

### Definitions

While the term 'apprenticeship' is mostly used in this document, the GAN is equally concerned with all forms of work based training, including:

- traineeship
- internship
- learnership
- artisanship

Under apprenticeship programs, individuals:

- contribute productively to their employer
- earn a salary
- receive training primarily through supervised work- based learning
- learn academically in relation to the apprenticeship occupation

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### How to get involved

This toolkit includes activity ideas for organisations on how to participate.

### Goal

[TBC] To reach XXX young people on Global Apprenticeship Day.

### More information:

Please contact the Global Apprenticeships Network on [info@global-apprenticeships.org](mailto:info@global-apprenticeships.org)



### 3. Activity Ideas – 10 Things you can do

1. Launch an Apprenticeship Programme
2. Make a Pledge
3. Ambassador Programme
4. School Visits
5. Shadow an Apprentice
6. Employability Top Tips
7. Job Swap
8. Storytelling
9. Stakeholder Events
10. Peer Exchange

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**The next section of the toolkit provides more information on each of the above listed ideas. The list is not exhaustive. Organisations are free to create their own ideas.**



## 1. Launch an Apprenticeship Programme

<b>The idea</b>	<ul style="list-style-type: none"><li>• Use GAD as a topical event to announce a new apprenticeship programme or the intention to launch one. This should ideally explain recruitment targets and timeframe. For example:<ul style="list-style-type: none"><li>- <i>Company A plans to hire XX apprentices by 2020.</i></li></ul></li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• GAD provides a positive media hook</li><li>• The company can show it is developing local employment opportunities while also being part of a global movement</li><li>• GAN expertise is available to set up the programme</li></ul>

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## 2. Make a Pledge

<b>The idea</b>	<ul style="list-style-type: none"><li>• Make a public commitment to support work readiness. Examples of pledges include:<ul style="list-style-type: none"><li>- <i>Hiring X apprentices in the next Y years</i></li><li>- <i>Increasing work-based training by X% over the next 2 years</i></li></ul></li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• GAD provides a positive media hook</li><li>• The organisation can show it is developing local employment opportunities, while also being part of a global movement</li></ul>



### 3. Ambassador Programme

<b>The idea</b>	<ul style="list-style-type: none"><li>• Recruit apprentices in your organisation to be Ambassadors for your programme</li><li>• They can represent the organisation by sharing their own personal experiences in schools, at industry events and internal events, thereby, positively contributing to the company's image</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• Ambassadors can bring corporate messages to life by sharing real experiences</li><li>• Apprentices can encourage others to be passionate about their career path</li></ul>

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### 4. School Visits

<b>The idea</b>	<ul style="list-style-type: none"><li>• Promote the benefits of apprenticeships to young people by:<ul style="list-style-type: none"><li>- <i>Inviting local schools into your organisation</i></li><li>- <i>Attending school events</i></li></ul></li><li>• Discussion topics can include: how apprenticeships work, working opportunities, the benefits of dual training, Q&amp;A with an apprentice from your organisation</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• For students visiting your organisation, it is a rare opportunity to see a real work environment</li><li>• Young people can ask questions directly to HR and Ambassadors from your organisation</li><li>• An opportunity for the company to recruit potential apprentices/talent</li></ul>





## 5. Shadow an Apprentice

<b>The idea</b>	<ul style="list-style-type: none"><li>• Promotes the organisation's apprenticeship programme by engaging young people to experience it for themselves</li><li>• Young people from the local community can apply to follow an apprentice in your organisation for a day</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• They can experience for themselves what the job involves</li><li>• They can meet with other colleagues and HR to ask questions and gain insight into the work and job opportunities</li><li>• The 'mentoring' experience can provide useful learning and development opportunities for the apprentice</li><li>• An opportunity for the company to recruit potential apprentices/talent</li></ul>

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## 6. Employability Top Tips

<b>The idea</b>	<ul style="list-style-type: none"><li>• Organise an event for young people to receive courses in essential business skills from existing employees. Topics can include:<ul style="list-style-type: none"><li>- <i>Interview practise and advice</i></li><li>- <i>CV and cover letter clinic</i></li><li>- <i>Presentation skills</i></li><li>- <i>Application process guidance</i></li></ul></li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• Volunteering initiative by engaging employees to organise the training sessions</li><li>• Young people will learn practical skills</li><li>• Companies demonstrate support for work-readiness skills, even if they do not have a large apprenticeship programme</li></ul>



## 7. Job Swap

<b>The idea</b>	<ul style="list-style-type: none"><li>• A Senior Manager follows an apprentice for a morning to experience a typical working day</li><li>• In the afternoon, a swap takes place so that the apprentice follows a Senior Manager</li><li>• The 'swaps' can either take place between individuals in the same department or they can be cross-departmental</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• This exercise can benefit both parties involved by:<ul style="list-style-type: none"><li>- <i>Improving senior management's understanding of the role and value of apprentices.</i></li><li>- <i>Motivating the apprentice by offering direct access to a senior manager and an opportunity for ongoing contact</i></li></ul></li></ul>

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## 8. Storytelling

<b>The idea</b>	<ul style="list-style-type: none"><li>• Adopt a 'storytelling' approach by promoting the value of apprenticeships through individual experiences</li><li>• Create case studies of recent and existing apprentices to be used on websites to coincide with GAD</li><li>• Engage apprentices to write about GAD on blogs and social media networks (e.g. Facebook, Twitter)</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• Stories told by apprentices are more compelling than corporate messages as it adds human value to a company</li><li>• Even if initiated only around GAD, this approach offers a steady flow of opportunities to communicate on an on-going basis</li></ul>



## 9. Stakeholder Events

<b>The idea</b>	<ul style="list-style-type: none"><li>• Organise events to promote the topic of work-readiness through discussions with other stakeholders</li><li>• This can be a one-off event or a series of events to coincide with GAD –e.g. roundtable discussions, panels inviting GAN experts, etc.</li><li>• Participants should include key stakeholders such as, educators, youth representatives, business and thought leaders, etc.</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• An opportunity to position the company as an active participant in promoting youth employment</li><li>• Events can lead to decisions/commitments towards positive change internally and in the environment in which the company operates</li><li>• The events can serve as a forum for best practice exchange</li></ul>

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## 10. Peer Exchange

<b>The idea</b>	<ul style="list-style-type: none"><li>• Active participation in finding the best solutions for youth through discussion with peers</li><li>• This improves awareness of what works and which companies support young talent</li><li>• GAD presents a good opportunity bring together already existing information with the aim of generating important insights</li></ul>
<b>The benefit</b>	<ul style="list-style-type: none"><li>• Businesses, education, youth and government working together to exchange information and resources on apprenticeships</li><li>• Becoming part of a peer group of organisations or membership network shaping business and public policy</li><li>• Shared knowledge with other key stakeholders directly or via the Global Apprenticeships Network</li></ul>



## 4. Communications Guide

The GAN encourages all organisations to actively communicate their activities and commitments around Global Apprenticeship Day. To help position these as part of a global movement, we request that you include the following messages wherever possible.

### When describing GAN:

The Global Apprenticeships Network (GAN) was established in late 2013 in response to the global youth unemployment crisis and the need for business to ensure skills and talent for the future. It represents a new coalition of companies, employers' federations and associations. For more information about the GAN, please visit [www.gan-global.org](http://www.gan-global.org)

### When describing Global Apprenticeship Day:

Global Apprenticeship Day is an initiative coordinated by the Global Apprenticeships Network. Its goal is to mobilise organisations across the globe in support of opportunities for youth. Global Apprenticeship Day aims to raise awareness and understanding of apprenticeships, highlight the benefit of work based learning as a valuable education and career path, and, celebrate individual success stories.

### Social media:

Follow The Global Apprenticeships Network on Twitter @GAN4SKILLS

Please use the official Global Apprenticeships Network hashtag; #GAN4SKILLS

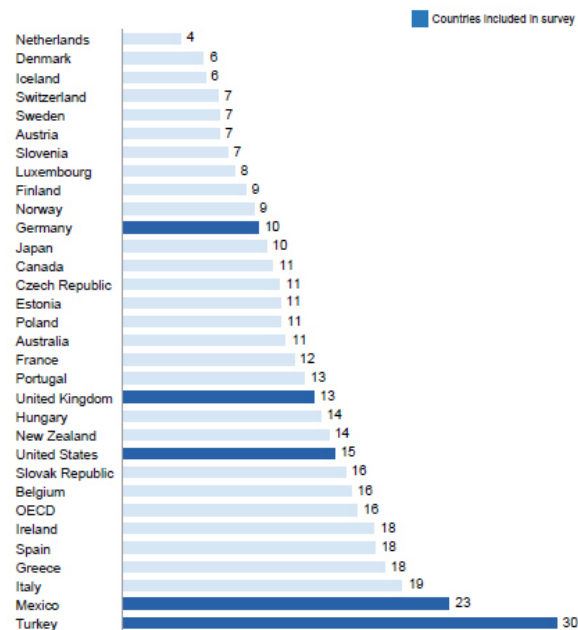


## 5. Appendix

### The Business Case for Apprenticeships

#### NEET rates among youth in OECD countries, 2011<sup>1</sup>

% of population aged 15-24



<sup>1</sup> OECD represents weighted averages. Q2 2011 for Australia; all others represent Q1 2011.

SOURCE: OECD estimates based on national labor-force surveys

#### The Issue

##### Background

- Young people today are 3 x more likely to be unemployed than their parents.
- The % of young people not in employment, education or training (NEET) has reached a historical peak globally<sup>1</sup>.

##### Global Crisis

- The paradox of a skills gap and high youth unemployment represents a global crisis.
- In countries as geographically, socially and economically diverse as Greece and South Africa, more than 50% of youth are unemployed<sup>1</sup>.

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#### Why Apprenticeships?

##### Mutually beneficial

- For companies, the costs of apprenticeship training are quickly recoverable and generate significant returns on investment<sup>3</sup>.
- In the UK, every time a company hires an apprentice, their bottom line gets an average boost of £2 088 (US\$3 274)<sup>4</sup>.

##### High Apprenticeship engagement = low unemployment

- In Switzerland, Germany and Austria, where apprentices represent >50% of 16-19 years olds, unemployment rates are less than half of those in the USA<sup>2</sup>.

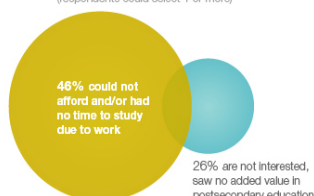


# Three critical intersections from education to employment

## 1. Enrolling

**46% of youth cite cost-related reasons for skipping postsecondary schooling**

Top reasons for not enrolling (respondents could select 1 or more)



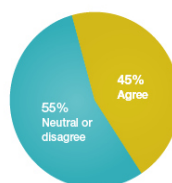
Fewer than half are well informed when making decisions about what to study

% of youth respondents who agreed they knew about the following



Knowing what I do now about the job market, I would choose the same field of study

% of postsecondary respondents

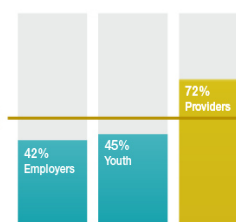


Once in the job market, **only 45% of youth were happy** with their chosen field of study

## 2. Building skills

How ready are young people to enter the job market?

Less than half of employers and young people believe graduates are adequately prepared...

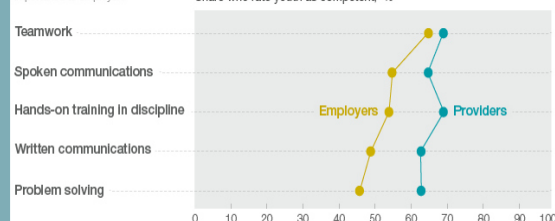


...in sharp contrast to what educational providers believe

A third or more of employers believe **new hires do not measure up** in terms of skills, while educational providers rate students more highly

Selected skills, in order of importance to employers<sup>1</sup>

Share who rate youth as competent,<sup>2</sup> %



## 3. Finding a job

Only 50% of youth agreed postsecondary education helped them get a job

Only 35% of employers said it was easy to identify qualified new hires

About a quarter of youth were **still looking for a job** 6 months or more after graduation



A comparable share of youth are **stuck in interim jobs** unrelated to their field of study

Was job related to field of study?



<sup>1</sup> Share of employers who rated given skill as important: teamwork = 79%, spoken communications = 73%, hands-on training in discipline = 69%, written communications = 64%, problem solving = 66%.  
<sup>2</sup> Represents % of respondents selecting 6 or higher on a scale of 0 to 10, where 10 = extremely competent or extremely important.

Source: International Labour Organization; McKinsey 2012 Education to Employment Survey

Education to Employment –Designing a System that Works (McKinsey, 2012)



**4 million  
vacancies**  
remain  
unfilled in  
Europe



**75 Million  
young people**  
around the  
world **are**  
**unemployed**

### Who are we?

The Global Apprenticeships Network (GAN) is a new coalition of companies; federations and associations; NGOs; sector skills groups; and youth groups.

### What are we doing?

- **Advocating**  
for work readiness programs, e.g. apprenticeships, internships and learnerships
- **Committing to action**  
for work readiness programs
- **Sharing**  
best practices
- **Facilitating**  
multi-stakeholder dialogue

### Take part – and benefit!

As a partner you will contribute to tackling the most important social problem of our time -youth unemployment.

### What are you getting?

- **Obtaining**  
tool kits to improve work readiness programs
- **Gaining**  
CSR/PR boost by publicly showcasing commitments
- **Improving**  
status of work readiness programs
- **Building**  
B2B partnerships across and within sectors
- **Linking**  
to talented youth and diverse teams

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The Global Apprenticeships Network (GAN) –a public private partnership

The GAN was launched in late 2013 as a coalition of committed companies, employers' federations and associations with the ultimate goal of ensuring skills for business and jobs for youth. Companies such as Adecco Group, Huawei, Samsung Electronics, Telefónica, UBS, Astra International, Ericsson, GiGroup, Hilton Worldwide and Randstad -with the support of the ILO, OECD, IOE and BIAC -are all working together and committing to action so that youth are given opportunities and skills are maximised.

## United forces in partnership.



## Frequently asked questions (1/2)

### 1. What is the Global Apprenticeships Network (GAN)?

The GAN was established in 2013 in response to the global youth unemployment crisis and the need for business to ensure skills for the future. It is a new coalition of companies:

- Committing to increase the number of work readiness opportunities for youth
- Facilitating the exchange of best practices on quality apprenticeships programmes and other work-based training
- Promoting and advocating for apprenticeships and work-based training for youth
- Engaging at the local level with multi-stakeholders to address the mismatch of skills and influence national policy
- The GAN is coordinated by the International Organisation of Employers (IOE) and the OECD's Business and Industry Advisory Committee (BIAC), with the support of the International Labour Organisation (ILO).

### 2. What is an apprenticeship?

While the term “apprenticeship” is well understood in some countries, other terminology is also used to describe **work readiness programs** -including traineeship, internship, learnership, and artisanship.

There is a wide range of reported experiences in countries' various approaches to apprenticeships. However, there are also country specific programmes having their own unique legislations and challenges. The L20 and B20 met in June 2013 and concluded that successful apprenticeships **“must inter alia, correspond to the needs of business and have their own contractual arrangements in line with law and practice”....and “apprenticeship systems must be workplace-centred and a significant part of the training given should be conducted in companies to ensure a work-based character”**.

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## Frequently asked questions (2/2)

### 3. What are the benefits for companies, employers' federations and associations in joining the GAN?

1. Contribute to tackling the most important social problem of our time, which is youth unemployment
2. Improve their own apprenticeship programs and therefore, tackling their own skills gap / talent needs
3. Boost PR / CSR by being part of the network and publicly showcasing their commitments
4. Support (in terms of advocacy, research, and tools) in their efforts to shape the overall institutional environment
5. Collaborate B2B in sharing of best practices and building innovative solutions in this arena

### 4. What are the ten key features of a successful apprenticeship scheme?

1. Promotes equal access: facilitates inclusion of socio-economically disadvantaged groups
2. Covers multiple sectors / occupations: apprenticeship opportunities can be offered in a diverse range of sectors -for instance, in finance, ICT, media etc.
3. Certified and well integrated into the formal education system: apprenticeships should provide formal qualifications and the option of pathways back to more traditional forms of tertiary education
4. Offers strong 'on' and 'off the job' training components: dual learning focused on broad, relevant and transferable skills contributing to durable and productive working careers
5. Is not a substitute for existing regular entry level jobs: apprenticeships should be oriented towards long-term career progression
6. Coherent with a regulatory framework: apprentices should be guaranteed appropriate remuneration; basic social protection; minimum traineeship duration; compliant working conditions; and, occupational health and safety systems
7. Delivered through cooperation: there is a shared responsibility between employers, public authorities, trade unions and apprentices to cover the costs of apprenticeship training, or mutually create content to ensure it is current and reflects the changing needs of the market
8. Operates on a competency based programmes: apprentices should be evaluated on the basis of their skills learned, and not the time spent on the scheme
9. Promotes employer engagement: in some countries, there will be incentives for those promoting apprenticeships. For example, granting lower taxes or direct subsidies
10. Offers a robust support structure: young people completing an apprenticeship should have the support of a formal training programme and a mentor

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**Thank you for your kind  
collaboration and your support!**

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