B20 Employment Taskforce Policy Paper

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EXECUTIVE SUMMARY

The global economy faces a bleak outlook for employment in the coming years, with persistent youth employment, low female labor force participation and widening skills mismatches. The major global labor market issues can be summarized as follows:

- **Business environment and employment opportunities:** Global unemployment stood at 201.3 million in 2014, with 1.2 million additional unemployed compared with the previous year, and about 31 million more than in 2007. The global employment gap, which measures the number of jobs lost since the start of the recent economic crisis, currently stands at 61 million. To close this gap and integrate the growing labor force within the jobs market will require the creation of 280 million jobs by 2019.
- **Youth and female labor force participation:** In 2015, the youth unemployment rate is projected to reach 13.1 percent globally. This rate is more than double the overall global unemployment rate of 5.9 percent. Meanwhile, the male employment-to-population ratio stood at 72.2 percent, while the ratio for females was 47.1 percent, in 2013. Overall, women continue to suffer from higher rates of unemployment and are less likely to participate in the labor force; they also face a higher risk of vulnerable employment.
- **Skills mismatches in an era of innovation and rapid technological change:** Skills mismatches are expected to increase, driven by continuing disruptive technological changes. Introduction of new technologies to the workplace is expected to increase productivity at the expense of the number of mid-skill jobs, creating a workforce group overqualified for low-skill jobs and under-qualified for high-skill ones. For the workforce, skills mismatches can cause lower wages and reduced job satisfaction; for companies, it can reduce productivity and increase employee turnover. Underutilization of the workforce and reduction in productivity in turn lead to structural unemployment.

Building on the work of previous B20 processes, the B20 Turkey Employment Taskforce proposes three recommendations for the G20 leaders to address current employment challenges:

1. **Advance a business-friendly environment to create employment opportunities:**
   - Reduce restrictions on diverse forms of contractual arrangements, such as part-time and flexible hour contracts, and the use of temporary agency work.
   - Bring migration and temporary worker movement policies in line with labor market needs and improve cross-country recognition of qualifications and training.
   - Reduce high non-wage labor costs such as payroll taxes; provide incentives for employment creation; create an enabling environment to promote transition from an informal to a formal economy; and ensure that safety nets promote employability and the motivation to work.
   - Adjust retirement policies in line with the demographic dynamics of the labor market without damaging youth employment.
2. **Increase youth and female labor force participation by making labor markets more dynamic and inclusive:**
   - Develop counseling, job-search assistance, and placement service programs for young workers.
   - Improve supportive mechanisms such as day-care and elderly care centers, and introduce leave schemes in diverse forms for work-family balance.
   - Advance education of women through reducing the opportunity cost of schooling for girls, training teachers on gender issues, and establishing mechanisms for individuals who have not had the chance to return to the formal education system.

- Consider increasing the representation of women on executive-level positions through diverse tools and measures, which might include: voluntary initiatives and commitments; suggested targets; disclosure provisions; and other measures.

3. **Develop and finance programs aimed at reducing skills mismatches in an era of innovation and rapid technological change:**

   - Ensure alignment and collaboration among government, business enterprises, and academic institutions through regular workshops for establishing a national skills strategy.
   - Review in collaboration with the business community the national education plan to enable development of life-long learners and to ensure national education provides versatile and transferrable skills vital for the new technological and business realities.
   - Establish a problem-solving and practice-focused STEM education approach in collaboration with the business community to prevent the expected skills shortage in STEM jobs.
   - Compose national apprenticeship strategies in collaboration with the business community and modernize apprenticeship systems based on skill gaps to promote learning and skill formation.
   - Develop effectively coordinated re-skilling and up-skilling programs to address skills linked to employability and ensure general access to good-quality education.
   - Support the creation of "skill ecosystems" through facilitating regional networks, providing appropriate policy context, and supervising initiatives by central and local government.
   - Assign international organizations such as the Organisation for Economic Co-operation and Development (OECD) and the World Bank Group to develop a comparator skills mismatch index and to keep and monitor periodic data on widely accepted KPIs in skill mismatches as part of the national skills strategy to reduce the current problem of data availability.
   - Commission a study by OECD, ILO or the World Bank Group for structuring a Global Skills Accelerator to serve as a best practices sharing platform, and to ensure global cooperation in skills development.

TASKFORCE CONSTITUTION AND PROCESS

B20 Turkey Leadership

The Deputy Prime Minister of Turkey Ali Babacan appointed an executive committee that included the representatives of Turkey's six leading business organizations to guide the work of B20 Turkey in 2015 under the leadership of Rıfat Hisarcıklıoğlu, B20 Turkey Chair and President of the Union of Chambers and Commodity Exchanges of Turkey: Mehmet Büyükekşi, Haluk Dinçer, Nail Olpak, Erol Kiresepi, Erdal Bahçıvan, and Tuncay Özilhan. The executive committee appointed Sarp Kalkan as B20 Sherpa.

B20 Taskforce Policy Development

B20 Turkey has brought together six taskforces Trade, Infrastructure and Investment, Financing Growth, Employment, Anti-Corruption, and SMEs and Entrepreneurship, which developed recommendations based on the contributions of their members.

The policy development process began with a scoping exercise to develop themes for investigation based on the recommendations of B20 Australia. Each theme was then deeply researched and debated within the taskforce to generate draft recommendations. The draft recommendations were then refined in an iterative process and a series of actions developed to test the practicality of each recommendation. The draft recommendations were also discussed in ten regional consultation meetings. The contributions of the taskforce members were coordinated and turned into policy reports by taskforce working groups that include chairmen's deputies, and representatives of the knowledge and international business network partners. Please see Appendix for the list of the members of the working group of the Employment taskforce.

The Economic Policy Research Foundation of Turkey (TEPAV) provided content for taskforce recommendation development, with a team led by Ussal Sahbaz, B20 Content Lead. Directly reporting to the B20 Turkey Chair, the B20 Steering Committee supervised the B20 content. The members of the steering committee were Tunç Uyanık (chairman), Janamitra Devan, Robert Milliner, and Güven Sak.

Employment Taskforce

The Employment Taskforce was established under the coordinating chairs Ali Y. Koç – Board Member of Koç Holding, and Daniel Funes de Rioja – President of the International Organisation of Employers (IOE). The co-chairs were Kate Carnell – CEO of the Australian Chamber of Commerce and Industry, Yağız Eyüboğlu – CEO and President of Aygaz and TISK, Peter Mackie – Group President of Brambles, Li Mingxing – Deputy Director General of China Enterprise Confederation (CEC), Yogendra Kr. Modi – Chairman and CEO of Great Eastern Energy Corporation Ltd., Randolf Rodenstock – Vice President of Confederation of German Employers' Associations, Steven Young – President of the Turkey and Middle East Region of Bosch, and Lu Zhiying – Vice President of Tsinghua Tongfang. The deputies for the coordinating chairs were Devrim Kodakçı – Government Relations Manager at Koç Holding, and Matthias Thorns – Senior Advisor at the IOE. The taskforce received in-depth content and process support from AT Kearney as its knowledge partner, Korn Ferry as its theme partner, and the IOE as its international business network partner.

The Employment Taskforce had 100 members, most of whom were senior executives in business, business associations, and professional services firms. The membership broadly represented the countries of the G20. The taskforce met three times before the B20 Conference and exchanged ideas and material between meetings. See Appendix for details.

INTRODUCTION

Despite the recovery in economic growth, global employment still lags behind the pre-crisis trend. Global unemployment stood at 201.3 million in 2014, with 1.2 million additional unemployed compared with the previous year and about 31 million more compared with 2007.[1] The global employment gap, which measures the number of jobs lost since the start of the economic crisis, currently stands at 61 million – to close this gap and integrate the growing labor force within the jobs market will require the creation of 280 million jobs by 2019.[2]

Youth unemployment is high and the labor participation rate of women is insufficient. Furthermore, youth unemployment almost triples the global adult unemployment rate of 4.5 percent; further, this increase remains stubbornly persistent despite gains in educational attainment.[3] As a result, youth unemployment remains a troublesome issue, with multiple consequences such as limiting future economic growth, increasing brain drain, amplifying social security costs and social unrest, and encouraging rejection of existing political, social, and economic systems. Meanwhile, the male employment-to-population ratio stood at 72.2 percent, while the ratio for females was 47.1 percent, in 2013[4]. Overall, women continue to suffer from higher rates of unemployment and are less likely to participate in the labor force; they also face a higher risk of vulnerable employment.[5]

In order to reap the benefits derived from bringing youth and women into the global workforce, G20 governments should seek to provide a dynamic, inclusive, and employment-enabling labor market and regulatory environment. Combined policies for building dynamic and inclusive labor markets for women and youth have the potential to significantly increase labor force participation, employment, and economic growth while also addressing issues of inequality and helping to mitigate social tensions.

The issue of skills mismatches has also a special place on the agenda: Introduction of new technologies to the workplace is expected to increase productivity at the expense of the number of mid-skill jobs, creating a workforce group overqualified for low-skill jobs and under-qualified for high-skill ones[6] as only one side of the proportion of overqualified workers is expected to increase further from its recent high level of 25.3 percent[7]. For the workforce, skills mismatches can cause lower wages and reduced job satisfaction; for companies, it can reduce productivity and increase employee turnover. Underutilization of the workforce and reduction in productivity in turn lead to structural unemployment[8]. This issue is also fully addressed in the recommendations of the taskforce.

Although evaluated independently, the three recommendations proposed by the taskforce are interrelated: an example of how actions in one area could address issues in another relates to day-care centers; while supporting inclusiveness, day-care centers could also preemptively address skills mismatches – particularly the issue of an under-skilled labor force, by increasing

1 *World Employment and Social Outlook – Trends 2015*, ILO, 2015. Link
2 Ibid. Link
3 Ibid. Link
4 *Global Employment Trends, 2014: The risk of a jobless recovery*, ILO, 2014. Link
5 *World Employment and Social Outlook: Trends in 2015*,ILO,2015. ILO defines vulnerable employment as "the sum of the employment status groups of own account workers and contributing family workers. They are less likely to have formal work arrangements, and are therefore more likely to lack decent working conditions, adequate social security and 'voice' through effective representation by trade unions and similar organizations. Vulnerable employment is often characterized by inadequate earnings, low productivity and difficult conditions of work that undermine workers' fundamental rights."
6 Kiyohiko G., Nishimura, 2004, *The Japanese Economy; Inconspicuous Structural Transformation*, Tokyo: Nihon Keizai Shimbun, September
7 OECD Social, Employment and Migration Working Papers No. 120, Right for the Job: Over-Qualified or Under-Skilled? OECD, 2011. Link
8 *Matching Skills and Labour Market Needs – Building Social Partnerships for Better Skills and Better Jobs*,World Economic Forum, 2014. Link

the transferable skills of children.[9] Research shows that most of the skills gaps, such as in numeracy and literacy, at age 18 that help to explain gaps in adult outcomes are present at age 5.[10] As a result, pre-school programs to develop literacy and numeracy skills could have both higher impact and cost effectiveness.[11] Similarly, actions aimed at reducing skills mismatches can also support inclusivity, as the skills gap is one of the root causes of youth unemployment[12] and low female participation in the labor force.

The B20 Turkey Employment Taskforce recognizes that, while the same issue may be relevant across all G20 countries, it is unlikely to be addressed by a "one-size-fits-all" solution and localization of the recommended policies – based on geographic, macroeconomic, and institutional environments pertaining to each member – is needed to ensure maximum effectiveness. Therefore, recommendations are targeted at countries where implementation of the recommended policies is necessary. Across all its recommendations, the B20 Turkey Employment Taskforce seeks to address country-specific root causes and proposes more systematic collaboration on exchanging applicable best practices via the G20 platform. In order to facilitate this, the policy paper includes case-studies with the recommendations to illustrate how each country could benefit from a tailored implementation of the common recommendations.

Further, these employment problems can more easily be solved when all stakeholders are involved in the process. With this in mind, the B20 Employment Taskforce emphasizes the importance of collaboration between the business world and policymakers in order to tackle these challenges.

9 OECD (2014), PISA in Focus – 2014/06 (June). Link
10 Heckman, J. J., 2008, "Schools, Skills, Synapses", National Bureau of Economic Research. Link
11 Ibid. Link
12 Coenjaerts, C., C. Ernst, M. Fortuny, D. Rei, and M. Pilgrim, 2009, "Youth Unemployment", *OECD, Promoting Pro-Poor Growth: Employment*, OECD, Paris. Link

RECOMMENDATION 1:Advance A Business Friendly Environment To Create Employment Opportunities

Recommendation	Advance a business friendly environment to create employment opportunities.
Reference	E 1
Owner	Individual G20 governments.
Timing	Status update by the G20 2016 Summit.
Value	Improved business environment and labor markets lead to increases in employment and decreases in unemployment.
KPI	% long-term unemployment % labor force participation Tax wedge (total, % of labor cost)
Target	Better ease of doing business ranking (World Bank)

Context

Despite the recovery in economic growth, global employment still lags behind the pre-crisis trend. Global unemployment stood at 201.3 million in 2014, with 1.2 million additional unemployed compared with the previous year and about 31 million more compared with 2007.[13] The global employment gap, which measures the number of jobs lost since the start of the economic crisis, currently stands at 61 million – to close this gap and integrate the growing labor force within the jobs market will require the creation of 280 million jobs by 2019.[14]

In order to overcome these challenges, G20 countries will need to prepare the market environment for fostering employment creation and entrepreneurship.

Actions

E1.1: Reduce restrictions on diverse forms of contractual arrangements, such as part-time and flexible hour contracts, and the use of temporary agency work.

There is ample evidence indicating that labor market regulations that enable flexible forms of employment are associated with higher employment and productivity levels.[15] Eliminating regulatory barriers that prevent different forms of work arrangements such as part-time and temporary jobs, and allowing a flexible switch among these arrangements, would encourage establishment of new businesses and help create employment. Within this context, G20 governments should consider adapting a legislative framework that could help their labor markets to move in this direction.

E 1.2: Bring migration and temporary worker movement policies in line with labor market needs and improve cross-country recognition of qualifications and training.

Another important dimension of labor-market dynamism relates to the movement of the

13 *World Employment and Social Outlook: Trends in 2015*, ILO, 2015. Link
14 Ibid. Link
15 Jahn, E. J., Riphahn, R. T. and Schnabel, C., 2012, "Flexible Forms of Employment: Boon and Bane", *The Economic Journal*, 122. Link

workforce both within countries and between countries. Academic research indicates that partial relaxation of restrictions on temporary labor migration and immigration (3 percent of the labor force in host countries, translating into an additional total flow of around 16 million people) could boost global GDP by US $156 billion annually; moreover, full liberalization of labor market mobility has the potential to increase global GDP by a whopping US $39,833 billion annually.[16] Within this context, bringing migration policies in line with labor-market needs and decreasing barriers to the temporary movement of workers could help unleash significant potential for global growth and employment.

E 1.3: Reduce high non-wage labor costs such as payroll taxes; provide incentives for employment creation; create an enabling environment to promote transition from an informal to a formal economy; and ensure that safety nets promote employability and the motivation to work.

Providing attractive incentives to work while at the same time protecting workers are two of the main objectives of labor-market regulations – striking a balance between the two increases growth and employment. It is well documented that job-search monitoring, by setting minimum job-search requirements, by ensuring that unemployment benefit recipients are engaged in the appropriate level of job-search activity, and by imposing sanctions for infractions, leads to shorter unemployment duration and a higher job-entry rate.[17]

Furthermore, reducing the average replacement rate of unemployment benefits to the level of countries with low replacement rates could increase the labor supply by 0.4 percent to 0.6 percent, and GDP by 0.9 percent in selected countries.[18] Similarly, providing incentives to businesses for hiring while reducing non-wage labor costs in general (and payroll taxes in particular) promotes both hiring by businesses and higher labor-market participation. On the employer side, a 10 percent increase in labor costs is shown to decrease the number of employees by 3 percent in the short run and 10 percent in the long run.[19] On the employee side, decreasing payroll taxes increases the labor-participation rate, particularly of younger and older workers.[20] Overall, revenue-neutral tax reforms that shift the burden away from labor costs have the potential to increase GDP by 0.5 percent in the first year.[21]

E 1.4: Adjust retirement policies in line with the demographic dynamics of the labor market without damaging youth employment.

Demographic trends – most notably aging populations – in developed countries have been presenting a challenge on labor markets for some time now. Once considered as a developed-country phenomenon, aging population is fast becoming a developing-country problem as well. G20 governments should continuously review their legislative framework in line with changing demographic trends in their countries. For instance, in aging societies, adjusting retirement policies in line with demographic dynamics of the labor market by increasing the retirement age and dismantling policies that incentivize people to retire early could increase labor participation and wage levels, and decrease unemployment. The global share of people aged 60 years or over increased from 9.2 percentin 1990 to 11.7 percent in 2013 and will

16 Pritchett, L., 2006, *Let Their People Come: Breaking the Gridlock on Labor Mobility*, Center for Global Development, Washington, DC. Link
17 McVicar, D., 2014, "The impact of monitoring and sanctioning on unemployment exit and job-finding rates", IZA World of Labor. Link
18 Anderson, D., Barkbu, B., Lusinyan, L., & Muir, D., 2014, "Assessing the gains from structural reforms for jobs and growth", *Jobs and Growth: supporting the European recovery*, 151, IMF. Link
19 Hamermesh, D., 2014, "Do labor costs affect companies' demand for labor?", IZA World of Labor. Link
20 Blundell, R., 2014, "How responsive is the labor market to tax policy?", IZA World of Labor. Link
21 Anderson, D., Barkbu, B., Lusinyan, L., & Muir, D., 2014,"Assessing the gains from structural reforms for jobs and growth", *Jobs and Growth: supporting the European recovery*, 151, IMF. Link

continue to grow as a proportion of the world population, reaching 21.1 percent by 2050.[22] Retirement policies have become even more important. Increasing the employment rate of older workers lifts employment rates as a whole and boosts wage levels.[23] Furthermore, higher employment for older workers coincides with higher employment and wages for younger workers, as younger and older workers are complements for each other rather than substitutes.[24] Increasing the retirement age by two years also has the potential to increase labor supply by 0.2-0.3 percentage points.[25]

E 1.1	Reduce restrictions on diverse forms of contractual arrangements, such as part-time and flexible hour contracts, and the use of temporary agency work.
E 1.2	Bring migration and temporary worker movement policies in line with labor market needs and improve cross-country recognition of qualifications and training.
E 1.3	Reduce high non-wage labor costs such as payroll taxes; provide incentives for employment creation; create an enabling environment to promote transition from an informal to a formal economy; and ensure that safety nets promote employability and the motivation to work.
E 1.4	Adjust retirement policies in line with the demographic dynamics of the labor market without damaging youth employment.

22 *WorldPopulation Ageing 2013*, ST/ESA/SER.A/348,United Nations, Department of Economic and Social Affairs, Population Division, 2013. Link
23 Böheim, R., 2014, "The effect of early retirement schemes on youth employment", IZA World of Labor. Link
24 Ibid. Link
25 Anderson, D., Barkbu, B., Lusinyan, L., & Muir, D., 2014,"Assessing the gains from structural reforms for jobs and growth", *Jobs and Growth: supporting the European recovery*, 151, IMF. Link

RECOMMENDATION 2:Increase Youth And Female Labor Force Participation By Making Labor Markets More Dynamic And Inclusive

Recommendation	Increase youth and female labor force participation by making labor markets more dynamic and inclusive.
Reference	E 2
Owner	Individual G20 governments.
Timing	Status update by the G20 2016 Summit.
Value	Dynamic and inclusive labor markets lead to increases in participation rates and decreases in unemployment, propel economic growth, and promote equality.
KPI	% Youth employment % decrease in % ofyouth neither in employment nor in education or training (NEET) World Economic Forum Gender Gap Index % decrease in gap between male and female labor force participation rates % decrease in gap between male and female mean years of schooling.
Target	25% decrease in % of youth neither in employment nor in education or training (NEET) by 2025. 25% decrease in gap between male and female labor force participation rates by 2025.

Context

The youth unemployment rate is projected to reach 13.1 percent globally, increasing in many countries. This rate is almost three times higher than the adult unemployment rate of 4.5 percent and this trend persists despite gains in educational attainment.[26] The proportion of youth who are not in employment, education, or training (NEET) represents an even larger group at risk of marginalization from the labor market;[27] NEET levels stand at an average of 18.2 percent in OECD countries,[28] with more than a fifth of all youth in this situation in some G20 nations.[29]

Meanwhile, the male employment-to-population ratio stood at 72.2 percent, while the ratio for females was 47.1 percent in 2013.[30] Overall, women continue to suffer from higher rates of unemployment, are less likely to participate in the labor force and face higher risks of vulnerable employment.[31]

26 *World Employment and Social Outlook: Trends in 2015*, ILO, 2015. Link
27 "Promoting better labour market outcomes for youth – OECD and ILO background paper for the G20 Labour and Employment Ministerial meeting, Melbourne, 10-11 September, 2014", August 2014. Link
28 OECD, 2015, Youth not in education or employment (NEET) (indicator). Link
29 "Promoting better labour market outcomes for youth – OECD and ILO background paper for the G20 Labour and Employment Ministerial meeting, Melbourne, 10-11 September, 2014", August 2014. Link
30 *Global Employment Trends 2014: The risk of a jobless recovery*, ILO, 2014. Link
31 *World Employment and Social Outlook: Trends 2015*, ILO, 2015. Link

Actions

E 2.1: Develop counseling, job-search assistance, and placement-service programs for young workers.

Besides improving labor-market dynamism, there are specific actions that G20 governments could take to combat increasing youth unemployment: counseling, job-search assistance, and placement services provide a cost-efficient way to boost youth employment.[32] One successful example is the New Deal for Young People in the United Kingdom. Participants in this program are 20 percent more likely to find jobs. Furthermore, it is shown that the benefits of the program exceed the costs.[33] Similarly, the IMF projects that an additional €1,000-increase in labor market policies spending per unemployed person is linked to lower youth unemployment of some 0.3 percentage points and adult unemployment of around 0.1 percentage points.[34] A sustained 1 percentage point reduction in the share of youth who are not in employment, education, or training (NEET) leads on average to higher growth rates of GDP and household consumption in the medium term by 0.08 and 0.16 percentage points, respectively.[35] Thus, well-targeted and comprehensive labor-market policies, including job-search assistance, counseling, training, apprenticeship schemes, and placement services boost youth employment and economic growth.[36] The case-study in Leading practice 1 summarizes a successful implementation of a youth employment support program.

Leading practice 1: Kenya & Zimbabwe – Youth Employment Support Jobs for the Unemployed and Marginalized Young People (YESJUMP)

To contribute to poverty-alleviation efforts through decent and sustainable jobs for the youth of poor and marginalized communities, the goverments of Kenya and Zimbabwe initiated Youth Employment Support Jobs for the Unemployed and Marginalized Young People supporting young people in job creation and enterprise development through vocational skills and business training. Over 500 youth have received business start-up and business management training, as well as savings-mobilization and group-dynamics training in Kenya. The provision of loans amounted to US $42,000 and nearly 800 young people were employed.

Source: The Africa-EU Partnership. Link

E 2.2: Improve supportive mechanisms such as day-care centers and elderly care, and introduce leave schemes in diverse forms for work-family balance.

Building up and supporting quality day-care would increase women's time to invest in education and training for their career advancement. This would also reduce the wage gap and increase the probability of lifetime work.[37] Savings schemes that allow parents to jointly control funds should also be incentivized.[38] As stated in the G20 Australia Brisbane Communiqué, achieving the 2025 goal of reducing the gender gap in labor market participation by 25 percent across G20 countries would bring more than 100 million women into the labor force, significantly increase global growth, and reduce poverty and inequality.[39] Overall, closing the gender gap could add 12 percent to the size of the total economy by 2030, on average, across OECD

32 "Youth Unemployment in Advanced Economies in Europe: Searching for Solutions",IMF, 2014. Link
33 Kluve, J., 2014, "Youth labor market interventions", IZA World of Labor. Link
34 "Youth Unemployment in Advanced Economies in Europe: Searching for Solutions",IMF, 2014. Link
35 Hellebrandt, T., 2014, "How Lowering Youth Unemployment Leads to Consumption Growth", Peterson Institute for International Economics, RealTime Economic Issues Watch,(Last accessed on 10 June 2015). Link
36 Kluve, J., 2014, "Youth labor market interventions", IZA World of Labor. Link
37 Gender Equality in Education, Employment and Entrepreneurship: Final Report to the MCM 2012, OECD, 2012. Link
38 "An Alternative Vision of Parental Leave", The Centre for Independent Studies, Policy Vol. 24 No. 3, Spring 2008. Link
39 G20 Leaders' Communiqué, Brisbane Summit, 15-16 November 2014. Link

countries.[40] Leading practice 2 discusses a successful approach to supportive mechanisms such as day-care centers.

Leading practice 2: Canada – The Quebec government's universal program

Launched in 1997, the Quebec government's universal program aims to improve the conditions faced by low-income families and especially single mothers so that they are not forced to choose between working and raising children. Families currently pay CAD $7.30 daily under the daycare system. Female labor force participation (aged 25 to 54) was 84 percent in 2014 in Quebec, compared with 81 percent in the rest of Canada. The increase in the number of working women, coupled with the multiplier effects of investing in child care, meant Quebec's provincial GDP increased by 1.7 percent in 2008 from what it could have been without the program in place. In dollars, the effect on Quebec's GDP was an additional CAD $6.5 billion (~US $5.2 billion) in 2014.

Source: Ottowa Citizen

E 2.3: Advance education of women through reducing the opportunity cost of schooling for girls, training teachers on gender issues, and establishing mechanisms for individuals who have not had the chance to return to the formal education system.

Improving the education of women is a critical factor in enhancing female labor force participation and improving employment opportunities. On average, female literacy rates are still lower than male rates, while the gender gap in primary and secondary education still persists.[41] Closing this gap would help both in increasing labor force participation and improving the quality of work for women. As an example, in Turkey, only 17 percent of illiterate women participate in the labor force, while the participation rate exceeds 70 percent among women holding a graduate degree.[42] Moreover, higher female education and labor force participation could boost expenditure on school enrollment for children, including girls, potentially triggering a virtuous cycle.[43] Overall, increasing the educational attainment of women accounted for 50 percent of the economic growth in OECD countries over the past 50 years, and has the potential to increase growth further in G20 countries.[44]

E 2.4: Consider increasing the representation of women in executive-level positions through diverse tools and measures, which might include: voluntary initiatives and commitments; suggested targets; disclosure provisions; and other measures.

Increasing the representation of women in executive-level positions through various tools and measures could promote gender equality in the economy and help in the efficient use of the talent pool.[45] Despite the availability of a qualified female workforce,[46] women are under-represented on corporate boards. In the OECD, only one in ten board seats of listed companies

40 "Effects of Reducing Gender Gaps in Education and Labor Force Participation on Economic Growth in the OECD", OECD, 2012. Link

41 "Women Work and the Economy: Macroeconomic Gains from Gender Equity", IMF, 2013. Link

42 Ercan, H, A., Gündüz Hoşgör, and Ö. Yılmaz, 2010, "Factors that Affect Women's Labour Force Participation and Suggestions for Provincial Employment and Vocational Education Boards: Ankara, Gaziantep, and Konya," background paper for the ILO-Ankara Office and the Turkish Employment Agency joint pilot project on "Active Labour Market Policies for Gender Equality through Decent Work for Women," January.

43 Miller, G., 2008, "Women's Suffrage, Political Responsiveness, and Child Survival in American History", The *Quarterly Journal of Economics* (August): 1287-326. Link

44 *Gender Equality in Education, Employment and Entrepreneurship: Final Report to the MCM 2012*, OECD, 2012. Link

45 "Impact Assessment On Costs And Benefits Of Improving The Gender Balance In The Boards Of Companies Listed On Stock Exchanges", Commission Staff Working Document, European Commission, 2012. Link

46 Contrary to the commonly articulated belief that there is a lack of qualified women to take up a corporate seat in an EU company board, a 2012 database established by European business schools demonstrates the suitability and availability of over 7000 "boardable" women for seats on boards of listed companiess.

are occupied by women.[47] To address this issue, voluntary initiatives and commitments; suggested targets; disclosure provisions; and other measures might be brought into play. An additional benefit of these initiatives (beyond increasing participation by women at the board level) would be the significant spill-over effects on the wider economy, including achieving a reduction in the gender employment and pay gap, and increasing the return on education.[48]

Reference	Action
E 2.1	Develop counseling, job-search assistance, and placement service programs for young workers.
E 2.2	Improve supportive mechanisms such as day-care centers and elderly care, and introduce leave schemes in diverse forms for work-family balance.
E 2.3	Advance the education of women through reducing the opportunity cost of schooling for girls, training teachers on gender issues, and establishing mechanisms for individuals who have not had the chance to return to the formal education system.
E 2.4	Consider increasing the representation of women in executive-level positions through diverse tools and measures, which might include: voluntary initiatives and commitments, suggested targets, disclosure provisions, and other measures.

47 Based on OECD Gender Initiative Data Browser. Statistics are for 2009, the most recent year for which comparable data are available.

48 "Impact Assessment On Costs And Benefits Of Improving The Gender Balance In The Boards Of Companies Listed On Stock Exchanges", Commission Staff Working Document, European Commission, 2012. Link

RECOMMENDATION 3: Develop And Finance Programs Aimed At Reducing Skills Mismatches In An Era Of Innovation And Rapid Technological Change

Recommendation	Develop and finance programs aimed at reducing skills mismatches in an era of innovation and rapid technological change.
Reference	E 3
Owner	Individual G20 governments.
Timing	Status update by the G20 2016 Summit.
Value	Using a strategic approach to combat skills mismatches through well-designed programs leads to higher wages and job satisfaction for the workforce, increased productivity and lower employee turnover for companies and consequently improve structural unemployment and economic growth.
KPI	% decrease in % ofskills mismatch of employed (total share of under-skilled and over-skilled) % of employers with re-training programs % of workforce with high level of proficiency (Level 2 or 3) in problem solving in technology-rich environments.
Target	50% decrease in % of skill mismatch of employed by 2025. 75% of workforce with high level of proficiency in problem solving in technology-rich environments by 2025.

Context

There is a common understanding that high volatility across global markets will continue with a direct impact on every area of decision-making across the business, political, and social agendas; furthermore, only a minor part of these dynamics will be temporary. The outlook for the medium term points to multiple disruptive changes that will continue to affect our understanding of markets and business models. In addition, there is an almost global consensus that the pace of transformation across today's G20 markets and beyond will accelerate even further.

Within this environment, skills mismatches are on the agenda for many countries in the world. According to statistics published by the International Labor Organization in 2014, skills mismatches are observed among 30-50 percent of the employed in various European countries. More alarmingly, around 20 percent of skills mismatches are the result of under-education in employees.[49]

Skills obsolescence (that is, skills previously used in a job that are no longer required or skills that have deteriorated over time) is among the most frequently listed reasons for skills mismatches. In this context, the introduction of new technologies to the workplace is expected to increase productivity at the expense of mid-skill jobs, creating a workforce group overqualified for low-skill employment and under-qualified for high-skill jobs;[50] as a result, the proportion of

49 *Skills mismatch in Europe*,statistics brief, International Labour Office, Department of Statistics, Geneva, 2014. Link
50 Kiyohiko G. Nishimura, 2004, *The Japanese Economy; Inconspicuous Structural Transformation*, Tokyo: Nihon Keizai Shimbun, September.

overqualified workers is also expected to increase from its recent level of 25.3 percent.[51] Furthermore, as highlighted in the second recommendation, the relatively high proportion of NEET youth is worrying: there is the risk of a vicious cycle developing whereby young people are not able to participate in the labor market because of skills gaps while simultaneously not receiving the education or training to address this problem.[52]

For the workforce, skills mismatches can result in lower wages and lower job satisfaction. For companies, it can reduce productivity and increase employee turnover. Underutilization of the workforce and reduction in productivity in turn lead to structural unemployment and reduced economic growth.[53]

In facing the challenges presented by the widening skills gap, governments and businesses are both expected to take on responsibility for steering the focus of skills development, while also facilitating and financing skills development initiatives. Improving national education and skills-development policies offers significant economic potential. If student performance in the OECD area could be raised by just half a school year, US $115 trillion would be added to the economy over the working life of the generation born this year.[54] With forward-looking policies oriented towards flexibility – and by facilitating learning across countries – G20 governments could unlock this potential and preemptively address the social ramifications of skills mismatches.

Actions

E 3.1: Ensure alignment and collaboration among government, business enterprises, and academic institutions through regular workshops for establishing a national skills strategy.

Establishing a national skills strategy provides a framework to ensure a systematic and comprehensive approach to skills policies. Building on the previous recommendations and studies by the G20 and OECD, governments could focus on further refining their skills strategies and ensuring alignment and collaboration between governments and business enterprises.

E 3.2: Review in collaboration with the business community the national education plan to enable development of life-long learners, and to ensure national education provides versatile and transferrable skills vital for the new technological and business realities.

Increasing the life-long learning capabilities of the workforce and concentrating on transferable skills such as cognitive, numeracy, and literacy skills have the potential to reduce the negative effects of disruptive innovation on employee turnover by avoiding bottlenecks in the supply of labor.[55] Additionally, one of the critical skills mismatches is around entrepreneurial and managerial skills. For this reason, the focus of policy-makers should turn towards equipping the workforce – both new entrants and existing employees – with adequate skills throughout their working life so that they can adapt to the continuous changes in the nature of work.

51 OECD Social, Employment and Migration Working Papers No. 120, "Right for the Job: Over-Qualified or Under-Skilled?", OECD, 2011. Link
52 "Promoting better labour market outcomes for youth", OECD and ILO background paper for the G20 Labour and Employment Ministerial meeting, Melbourne, 10-11 September, 2014. Link
53 *Matching Skills and Labour Market Needs – Building Social Partnerships for Better Skills and Better Jobs*, World Economic Forum, 2014. Link
54 *Better Skills, Better Jobs, Better Lives: A Strategic Approach to Skills Policies*, OECD, 2012. Link
55 *OECD Skills Outlook 2015 – Youth Skills and Employability*, OECD, May 2015. Link

E 3.3: Establish a problem-solving and practice-focused STEM education approach in collaboration with business to prevent the expected skills shortage in STEM jobs.

Revising our approach to science, technology, engineering, and mathematics (STEM) education could help limit skills mismatches by addressing skills gap in these subjects. STEM occupations in Europe are expected to grow by 14 percent by 2020, compared with 3 percent for other occupations, yet the supply of workers with education qualifications in STEM subjects is projected to fall.[56] By 2020, 900,000 jobs in the European ICT sector are expected to go unfilled as a result of a lack of appropriately skilled workers.[57] Establishing a problem-solving and practice-focused STEM education model tailored for future skills requirements is needed to address this gap. Leading practice 3 illustrates a successful approach to improving STEM education outcomes.

Leading practice 3: Germany – MINT Zukunftschaffen

"MINT Zukunftschaffen" is an association addressing the lack of specialists in science and technical careers in Germany. There are over 14,000 "MINT ambassadors" including connected STEM networks such as the German Mathematical Society and Association for Electrical, Electronic and Information Technologies. The ambassadors are involved in STEM education, connecting employers and job seekers and mentoring. Currently, one third of all students are studying STEM subjects in Germany, whereas the OECD average is only 23 percent.

Source: Mint Zukunftschaffen Official Website. Link

E 3.4: Compose national apprenticeship strategies in collaboration with the business community and modernize apprenticeship systems based on skill gaps to promote learning and skills.

Supporting apprenticeship programs not only bridges the skill-development process between school and work but also benefits the wider economy. Numerous analyses demonstrate that apprentices' contribution to production is large enough to offset a large part of the costs to firms;[58] the extent of the benefits to employers depends on the apprenticeship yet typical benefits include enhancing productivity more than added wage costs, reducing subsequent hiring and training costs, and lowering employee turnover costs.[59] As an example, the UK government invested £1.5 billion in 2013 to promote and facilitate apprenticeships.[60] In return, UK businesses reported that apprenticeships benefited them by an average increase in productivity of £214 a week. In 2014, the total contribution of apprenticeships to the UK economy was estimated at £34 billion.[61]

One of last year's case-studies was the Global Apprenticeships Network (GAN); this business-driven alliance resulted from the B20 process in previous years and had the overarching goal of encouraging and linking business initiatives on skills and employment opportunities for youth. GAN has been rolled out in a number of countries and has helped raise the profile of international initiatives in this area. Accordingly, G20 countries should continue development of vocational education, apprenticeships, internships, and other methods of work-integrated learning, as recommended in previous years. Leading practice 4 summarizes a joint program between the public and private sectors to provide an integrated vocational education and apprenticeship model.

56 Cedefop, *EU Skills Panorama Analytical Highlights, Science, technology, engineering and mathematics (STEM) skills*, December, 2012. Link
57 "Grand Coalition for Digital Jobs",European Commission, 2015, (Last accessed on 10 June 2015). Link
58 Lerman, R., 2014), "Do firms benefit from apprenticeship investments?", IZA World of Labor, issue number izawol.55. Link
59 Gambin, L., C. Hasluck, and T. Hogarth, 2010, "Recouping the costs of apprenticeship training: Employer case study evidence from England",*Empirical Research in Vocational Education and Training* 2:2, 127–146. Link
60 G20 Employment Plan 2014 – United Kingdom.
61 Holt, J., 2015, "National Apprenticeship Week targets SMEs", *Training Journal*, March (Last accessed 10 June 2015). Link

Leading practice 4: Turkey – School-Company Partnership Model

Turkey's Ministry of Education partnered with the private sector to run a seven-year project to create awareness of the significance of vocational technical education in 2006. The project involved matching companies to vocational high schools providing an educational program in a company's field of activity with a view to promoting youth access to employment. 65 companies were involved in the project and around 10,000 students in 81 provinces and 337 schools benefited from the program. Over the period 2006–10, the number of students in vocational high schools went up by 68 percent, while the ratio of vocational high schools to their general counterparts rose from 36.2 percent to 46 percent.

E 3.5: Develop effectively coordinated re-skilling and up-skilling programs to address skills linked to employability and ensure general access to good-quality education.

Developing up-skilling and re-skilling programs supplements education initiatives and ensures continuous adaptability to the diverse skill requirements brought about by rapid technological change. In OECD countries, between 4.9 and 27.7 percentof adults are proficient at only the lowest levels of literacy, while 8.1 to 31.7 percent are proficient at only the lowest levels in numeracy. Furthermore, only between 2.9 and 8.8 percent of the population demonstrates the highest level of problem-solving proficiency in technology-rich environments.[62] In the context of rapid population aging in many G20 members,[63] the stock of skills available to the labor market becomes more dependent on up-skilling or re-skilling the existing workforce.[64] Leading practice 5 highlights a successful policy measure to provide training programs addressing skills mismatches.

Leading practice 5: Canada – Canada Job Grant

The Canadian Job Grant program lauched in 2014 with a primary focus to address issues related to misalignment of skills and available jobs. The program aimed to increase employers' participation in skills development and the relevance of training programs. Through the Canada Job Grant, companies receive grants of up to two-thirds of eligible training costs (to a maximum grant of CAD $10,000 per trainee), provided they match them with contributions equal to one-third of total costs.

Source: ESDC. Link

E 3.6: Support the creation of "skill ecosystems" through facilitating regional networks, providing appropriate policy context and supervising initiatives by the central and local government.

Skill ecosystems, on the other hand, complement supply-side skills development initiatives by ensuring that developed skills are utilized to their potential; they achieve their objective by facilitating the way work is designed, organized, and managed.[65] Good practices relating to skill ecosystems involves not just supply-side elements such as education and training institutions but a wider range of stakeholders, including firms, employer associations, economic-development agencies, employment agencies, trade unions, and non-profit organizations

62 *OECD Skills Outlook 2013: First Results from the Survey of Adult Skills*, OECD, 2013. Link
63 ILO, OECD, World Bank, *G20 labour markets: outlook, key challenges and policy responses*, report prepared for the G20 Labour and Employment Ministerial Meeting Melbourne, Australia, 10-11 September 2014. Link
64 *OECD Skills Outlook 2013: First Results from the Survey of Adult Skills*, OECD, 2013. Link
65 *Matching Skills and Labour Market Needs Building Social Partnerships for Better Skills and Better Jobs*, World Economic Forum, 2014. Link

working together.[66] An enriched skill ecosystem would strengthen enterprises that create jobs and match them with people who are job-ready.[67] For instance, such ecosystems could develop policies that align vocational education and training initiatives with local economic development and innovation measures.[68]

Leading practice 6: Australia – The Defense Support Skills Network Project

The Australian Defense Support Skills Network Project addresses skills shortages experienced by Northern Australia's expanding defense support industries by analyzing their current and future skill needs, and utilizing multiple tools. These include labor sharing, drawing upon the skills of partners of defense force personnel, offering support with skills development, and inter-state marketing to attract skilled workers.

Source: Payne, J., 2007, "Skills in context: what can the UK learn from Australia's skill ecosystem projects?", SKOPE Research Paper No. 70, SKOPE: Universities of Oxford and Cardiff. Link

E 3.7: Assign international organizations such as the OECD and World Bank Group to develop a comparator skills mismatch index and to keep and monitor periodic data on widely accepted KPIs in skill mismatches as part of the national skills strategy to reduce the current problem of data availability.

Creating a skills mismatch index to better understand skills challenges would act as an enabler for crafting tailored policy responses. The majority of academic and policy analyses on the subject focus on qualifications instead of skills due to data availability issues.[69] The OECD and World Bank have already started to work on this subject; by supporting their efforts, the G20 could help spur creation of a skills mismatch index.

E 3.8: Commission a study by the OECD, ILO, or World Bank Group for structuring a Global Skills Accelerator to serve as a best practices sharing platform, and to ensure global cooperation in skills development.

The impact of technological change will differ from country to country, possibly affecting high-, mid-, and low-skill jobs, and resulting in inequalities as well as new skills requirements. At the moment, it is mostly advanced economies that are facing the direct consequences of technology-intensive economy. Nevertheless, in developing countries, which are presently indirectly affected by digital technologies, market transformations driven by technological change are expected to happen in the near future. The potential negative impact of technology on developing-country workforces may be more severe given the relatively lower level of education and large populations in these countries.

Future labor trends notwithstanding, emerging and other developing countries (in particular low-income developing countries) need to foster new skills to bridge the gap between themselves and developed countries; otherwise they risk unemployment resulting from skills mismatches (negative spillover). For developing countries such capabilities in developing countries are also crucial for spurring future growth and enhancing competitiveness in the global economy.

66 Martinez-Fernandez, C. and T. Weyman, 2011, "Fostering Talent through Skills and Training Ecosystems", OECD Local Economic and Employment Development (LEED) Working Papers.
67 Kanter, Rosabeth Moss, 2012, "Enriching the Ecosystem: Forging the Missing Links Between Innovation, Enterprises, and Jobs", *Harvard Business Review*, March.
68 *Matching Skills and Labour Market Needs Building Social Partnerships for Better Skills and Better Jobs*, World Economic Forum, 2014. Link
69 OECD, Skills mismatch (Last accessed on 10 June 2015). Link

Therefore, the B20 Employment Taskforce proposes the establishment of a Global Skills Accelerator emphasizing the need for global cooperation to develop skills and capacities in all countries that match international market standards. Its primary focus should be around the scenario where the introduction of new technologies displaces jobs, in order to restore equilibrium in labor markets by re-skilling and providing methodologies for capturing emerging skill needs. The proposal will also explore the issue of unemployment due to emerging technologies from the perspective of job creation by re-skilling and guiding SMEs and start-ups to best utilize technology.

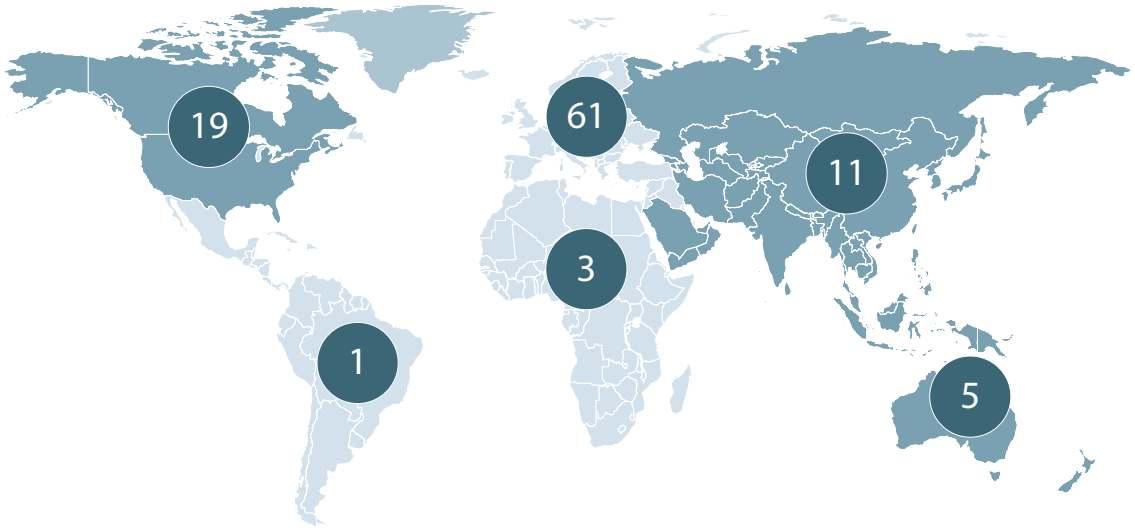
A Global Skills Accelerator could: a) serve as a best practices sharing platform for developing appropriate strategies for vocational education and training programs (skilling) and post-graduate training "on the job" (re-skilling) by coordinating the efforts of governments and businesses; and b) aligned with the accelerator principle, provide mentorship and program design to ensure development of skills for all countries that match international market standards. To establish this facility with the right structure, G20 countries should commission a study by the OECD, ILO, or World Bank Group. Based on the results of this study, the Global Skills Accelerator could be further developed by the 2016 G20 leaders meeting in China.

Reference	Action
E 3.1	Ensure alignment and collaboration among government, business enterprises, and academic institutions through regular workshops for establishing a national skills strategy.
E 3.2	Review in collaboration with the business community the national education plan to enable development of life-long learners and to ensure national education provides versatile and transferrable skills vital for the new technological and business realities.
E 3.3	Establish a problem-solving and practice-focused STEM education approach in collaboration with the business community to prevent the expected skills shortage in STEM jobs.
E 3.4	Compose national apprenticeship strategies in collaboration with the business community and modernize apprenticeship systems based on skills gaps to promote learning and skill formation.
E 3.5	Develop effectively coordinated re-skilling and up-skilling programs to address skills linked to employability and ensure general access to good-quality education.
E 3.6	Support the creation of "skill ecosystems" through facilitating regional networks, providing appropriate policy context, and supervising initiatives by central and local government.
E 3.7	Assign international organizations such as OECD and the World Bank Group to develop a comparator skills mismatch index and to keep and monitor periodic data on widely accepted KPIs in skill mismatches as part of the national skills strategy to reduce the current problem of data availability.
E 3.8	Commission a study by OECD, ILO or the World Bank Group for structuring a Global Skills Accelerator to serve as a best practices sharing platform, and to ensure global cooperation in skills development.

APPENDIX: Taskforce Schedule And Composition

Distribution of members

Country	No.	Country	No.	Country	No.
Argentina	1	India	2	Saudi Arabia	2
Australia	5	Indonesia	0	South Africa	1
Brazil	0	Italy	0	Turkey	38
Canada	5	Japan	0	United Kingdom	4
China	2	Korea	1	United States	14
France	6	Mexico	0	European Union	5
Germany	4	Russia	2	Other	8



Schedule of meetings

No.	Date	Location	Theme
1	9 February	İstanbul, Turkey	Kick-off meeting. Align on scope, review B20 Australia recommendations and propose new recommendations.
2	9 March	Teleconference	Refine emerging recommendations, and launch advocacy efforts in each country.
3	16-17 April	Washington DC, United States	Joint taskforce/IMF meeting. Receive feedback on advocacy efforts to date and refine first draft of policy paper.
4	2 June	Paris, France	2nd Joint taskforce/OECD meeting. Receive feedback on advocacy efforts to date and refine second draft of policy paper.
6	2 July	Teleconference	3rd taskforce teleconference

Draft recommendations of the taskforce were discussed in ten regional consultation meetings held in Saudi Arabia, India, Singapore, Azerbaijan, Brazil, Russia, Mozambique, Italy, and Ethiopia.

The taskforce will launch the policy paper at the B20 Conference to be held in Ankara, Turkey on September 3-5, 2015. The recommendations will be presented to the G20 leaders during the G20 Summit in Antalya in November 2015.

Taskforce members

Surname	Name	Position	Organization
Coordinating Chairs			
Koç	Ali Y.	Member of Board of Directors	Koç Holding
Funes de Rioja	Daniel	President	International Organisation of Employers
Co-chairs			
Carnell	Kate	CEO	Australian Chamber of Commerce and industry
Eyüboğlu	Yağız	CEO / President	Aygaz / TİSK
Mackie	Peter	Group President	Brambles
Mingxing	Li	Deputy Director General	China Enterprise Confederation (CEC)
Modi	Yogendra Kr.	Chairman & CEO	Great Eastern Energy Corporation Ltd
Rodenstock	Randolf	Vice President	BDA | Confederation of German Employers' Associations
Young	Steven	President Turkey and Middle East Region	Bosch
Zhiying	Lu	Vice President	Tsinghua Tongfang
Working group			
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Sat	Damla	Content Manager	B20 Turkey
Urhan	Cihan	Content Manager	B20 Turkey
Kodakçı	Devrim	Deputy of the Coordinating Chair	Koç Holding
Thorns	Matthias	Deputy of the Coordinating Chair	IOE

Surname	Name	Position	Organization
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Gezgüç	Aylin	Advisor to the Coordinating Chair	Koç Holding
Aydemir	İlber	Advisor to the Coordinating Chair	Koç Holding
Sepil	Aslı	Advisor to the Coordinating Chair	Koç Holding
Pirler	Bülent	Secretary General	TİSK
ŞenelGülderen	Tuba Burcu	B20 Coordinator of TİSK	TİSK
Weiss	Michael	Partner and Country Lead	A.T. Kearney.Turkey
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Karataş	Fatih	Consultant	A.T. Kearney, Turkey
Diedrichs	Eva	Managing Director	IMP³rove Academy, Germany
Members			
Aguilera	Bernardo	B20 Chairman's Sherpa	CEOE-Spanish Employers and Industry Confederation
Alkhudhair	Khalid	CEO	Glowork
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Brothers	Patrick	Head of Strategy and Development	Navitas
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Chan	Winston	Junior Sherpa	G20 YEA Canadian delegation
Chenoy	Dilip	MD & CEO	National Skill Development Corporation
Coombe	Gary	President, Europe SMO	Procter & Gamble Europe SA
Everaert	Peter	Managing Director Industrial Markets Asia Pacific	Korn Ferry
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Gopaul	Shea	Executive Director	GAN
Green	Pauline	President	International Co-operative Alliance
Gregoire	Jean-Louis	Managing Director	Citizen Entrepreneurs
Hardy	Jeffrey	Director, ICC G20 CEO Advisory Group	ICC
Haseley	Alexander	Global Leader, Migration & Border Mgmt	Deloitte LLP
Hornung-Draus	Renate	Managing Director	BDA | Confederation of German Employers' Associations
Iakobachvili	David	President	Orion Heritage LLC
Izzet	Aisha	Strategic Alliances Director	Takamol
Jarrett	Madonna	Regulatory and Public Policy, Global Program Leader	Deloitte Global
Johnson	Eric	Director, Research and Innovation	RTI International
Jones	Rodney Malcolm	Group CEO	Navitas
Lee	Seungcheol	Vice Chairman & CEO	The Federation of Korean Industries
Lindgaard	Mette	Partner	Deloitte
Lesher	Molly	Economist	OECD
Ma	Jason L.	Founder, CEO & Chief Mentor; Author	ThreeEQ; Young Leaders 3.0
Mamat	Tan Sri Adbul Rahman	Chairman Asia Logistic Council Advisory Board	GCEL

Surname	Name	Position	Organization
McNeilly	Aaron	Manager	Prince's Charities
Mdwaba	Mthunzi	President & CEO	Tzoro IBC
Meyerstein	Ariel	Vice President, Labor Affairs, Corporate Responsibility & Corporate Governance	US Council for International Business
Minard	Catherine	International Director	MEDEF
Mohamed	Farah	Founder & CEO	G(irls)29
Morgan	Phil	CHRO	A.T. Kearney
Moskalenko	Anatoly	HR Vice President	LUKOIL
Mugo	Jacqueline	Executive Director	Federation of Kenya Employers
O'Reilly	Philip John	Chief Executive	Business NZ
O'Shea	Gerry	VP Labour Relations	UPS
Paci	Pierella	Lead Economist	World Bank
Pietkiewicz	Janusz	Vice President	Employers of Poland
Peterson	Erik	Partner, Managing Director of the Global Business Policy Council	A.T. Kearney
Pineau	Garance	Deputy Director International Social Affairs	MEDEF
Ransom	Holly	Chairperson	Y20 Australia
Rosell	Juan	President	CEOE-Confederation of Spanish Employers and Industries
Sane	Pierre	President	Imagine Africa Institute
Schaller	Bettina	Head Group Public Affairs	Adecco Group
Scott	Per	Vice President Human Resources	RBC
Sinha	Janmejaya	Chairman Asia Pacific	BCG
Spitz	Bernard	President	FFSA
Türkmen	Sibel	VP & Corporate Controller	DH Corporation
Woolford	Peter	President	Clairmark Consulting Ltd.
Yost	Ellen	Partner	Fragomen Worldwide
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Zimmermann	Klaus F.	Director and Professor	IZA and Bonn University
Abeş	Mehmet Sinan	Chairman / Board Member	Abeş Textile / TİSK
Akdede	Filiz	General Manager	HP
Akçaoğlu	Serra	CEO	Citibank Türkiye
Alanyalı	Mehtap	G20 YEA Commission Member	Alanyalı & Alanyalı İnsan Kaynakları ve Danışmanlık
Aydın	Vedat	Head of Textile Group	Zorlu Holding
Ayık	Osman	President	Türkiye Otelciler Federasyonu
Binbaşgil	Hakan	CEO	Akbank
Catallino	Peter	CEO	Novartis, Turkey
Çimen	Cenk	Automotive Group President	Koç Holding
Dinçkök Yücaoğlu	Gamze	Managing Director and Board Member	Atlantik Holding
Eğrioğlu	Tibet	Operational Director-Eastern Europe & MENA	Adecco Group
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Kiresepi	Erol	Chairman and CEO	Santa Farma Pharmaceuticals
Kıvılcım	Cenk	General Manager	Cisco Systems

Surname	Name	Position	Organization
Kolasin	Gökçe	Vice Director and Researcher	Bahçeşehir University Center for Economic and Social Research
Kotil	Temel	CEO and Board Member	Turkish Airlines
Kudatgobilik	Tuğrul	Honorary President	TİSK
Kutsoy	Berrak	Advisor to Chairman	Pegasus Airlines
Memioğlu	Erol	Energy Group President	Koç Holding
Molinas	Galya F.	President, Coca-Cola Turkey, Caucasus and Central Asia	Coca-Cola Turkey
Öğüt	Gokhan	CEO	Vodafone Turkey
Okyay	H. ZeynepBodur	President and CEO	Kale Grup
Özdemir	Ebru	Chairperson	Limak Yatırım
Pryor	Neil Michael	General Manager	Pepsi Co Turkey
Seyok	Nevzat	General Manager	Karsu Textile
Taşkıran	Deran	General Manager	Boyner Büyük Mağazacılık A.Ş.
Tort	ÖmerÖzgür	General Manager	Migros Group
Turnaoğlu	Tankut	CEO	P&G
Uğur	Agah	CEO	Borusan Holding
Yalçın	Haluk	Territory Senior Partner	PwC
Yaşar	Feyhan	Board Member	Yaşar Holding
Yavuz	Kenan	President and CEO	Socar
Zorlu	Hurşit	Deputy CEO	Anadolu Group

LIST OF ACRONYMS AND GLOSSARY OF TERMS

BDA	Confederation of German Employers' Associations
CEOE	Spanish Employers and Industry Confederation
CEC	China Enterprise Confederation
ESDC	Employment and Social Development Canada
GAN	Global Apprenticeships Network
ILO	International Labour Organization
IOE	International Organisation of Employers
KPI	key performance indicator
LEED	Local Economic and Employment Development
NEET	neither in employment nor in education or training
OECD	Organisation for Economic Co-operation and Development
SMEs	small and medium-sized enterprises
STEM	science, technology, engineering, and mathematics
TOBB	Union of Chambers and Commodity Exchanges of Turkey
YESJUMP	Youth Employment Support Jobs for the Unemployed and Marginalized Young People