

TOMORROW'S FUTURE-READY WORKFORCE

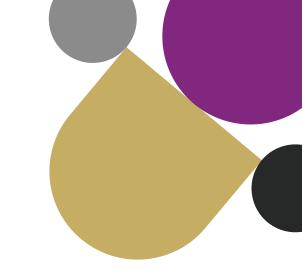
Kathryn Rowan

Executive Director, Global Apprenticeship Network (GAN Global)

NZ Vocational Education & Training Research Forum Wellington, Nov 2025

FROM MEXICO TO HOME





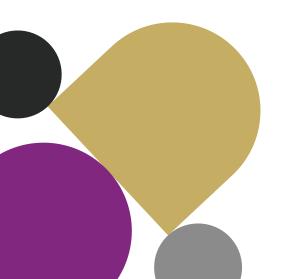
GAN GLOBAL

Vision

A world in which all individuals and businesses have the skills they need to thrive and contribute to society.

Mission

To champion Quality
Apprenticeships as a key driver for workforce development, social mobility, and economic growth.

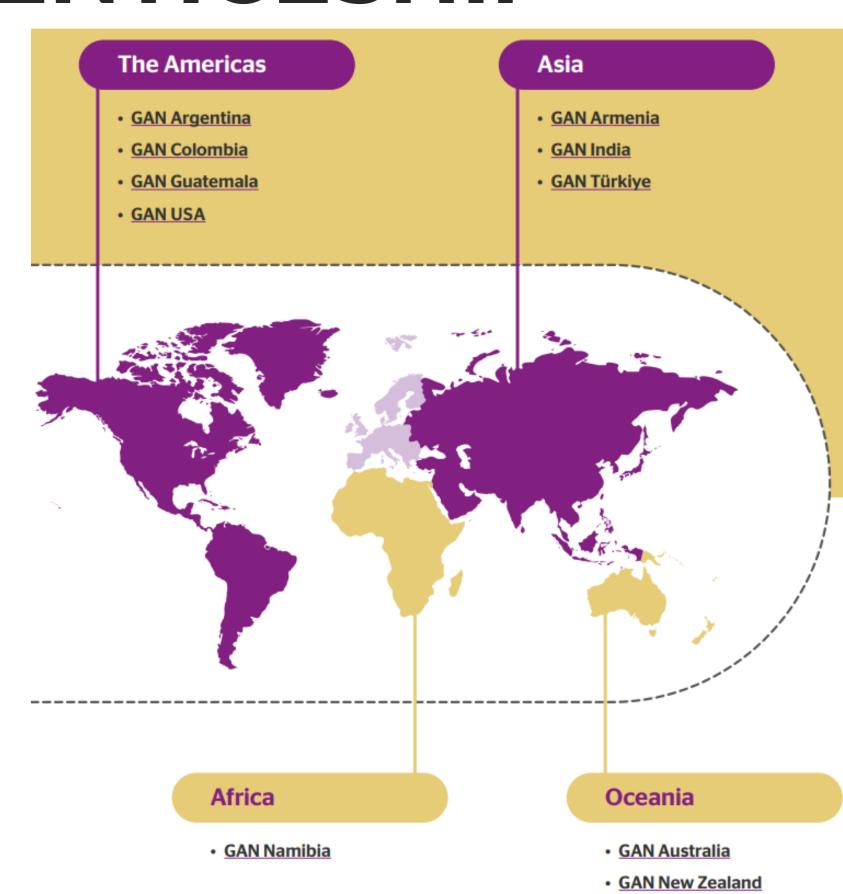


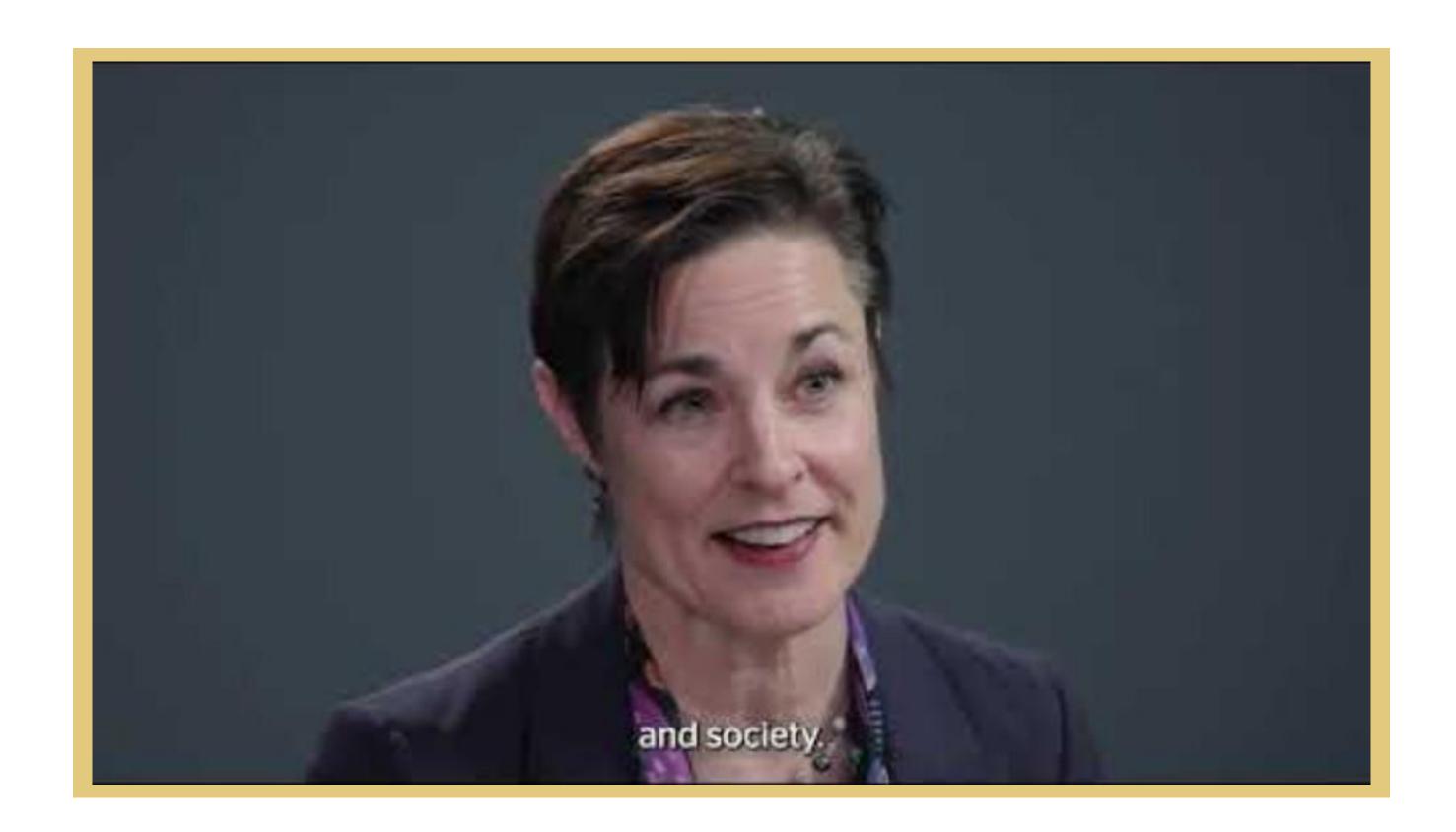
THE GLOBAL APPRENTICESHIP

NETWORK

 10 years advancing quality apprenticeships and work-based learning globally.

 10 country networks + key corporate members + partnerships with ILO, IOE, OECD, and Business at OECD.





WHY THIS WORK MATTERS

- Too many young people leave school without clear paths.
- Persistent bias toward university.
- Employers struggle to find skilled talent.
- Apprenticeships = inclusion + social justice + growth.





Who here sees people struggling with school-to-work transitions?

How many of you felt university was the only visible path?

And how many of you feel that it wasn't right for you?

NEW ZEALAND SNAPSHOT

- NZ ranks 3rd in field-of-study mismatch (OECD)
- Only 30% of school leavers go to university (TEC NZ)
- 60% lack a structured post-school pathway (TEC NZ)
- Performance focus = course
 completions > career outcomes
- Upcoming NZ "industry-led"
 secondary subjects = positive step



THE GLOBAL CHALLENGE

- 13 % youth unemployment 3.5x adults (ILO)
- 261 million NEET youth worldwide (ILO)
- 75 % of employers report difficulty filling roles (McKinsey/WEF)
- 63 % say skills gaps = major barrier to growth (WEF)
- 39 % of skills will change by 2030 (WEF)



THE WAY FORWARD: THE IMPORTANCE OF WBL AND VOCED

For society: lower unemployment + stronger economies (ILO/UNICEF/GAN)

Apprenticeships

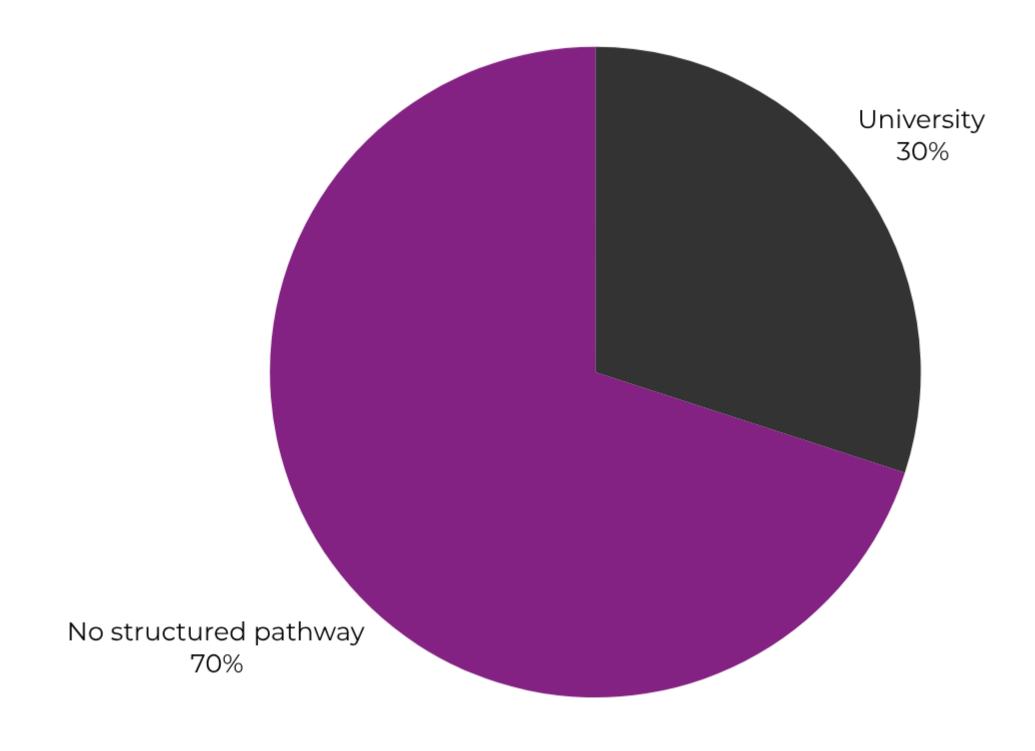
US ROI: \$1 → \$27 return (USDOL)

AUS ROI: \$1 → \$1.40 for employers, \$4.76 for society (GAN AUS)

For individuals: improved employment opportunities + better social mobility + career pathways + increased self-esteem + personal fulfillment

For companies: reduced recruitment costs + improved reputation + more innovation

NEW ZEALAND'S 70% CHALLENGE



These 70% are also part of the future of NZ's workforce



If you could redesign the system today, what is one thing you believe every young person in New Zealand should experience before leaving school that would better prepare them for the future?

THE ROLE OF BUSINESSES



Workplaces = real-world classrooms

Private sector brings structure & innovation

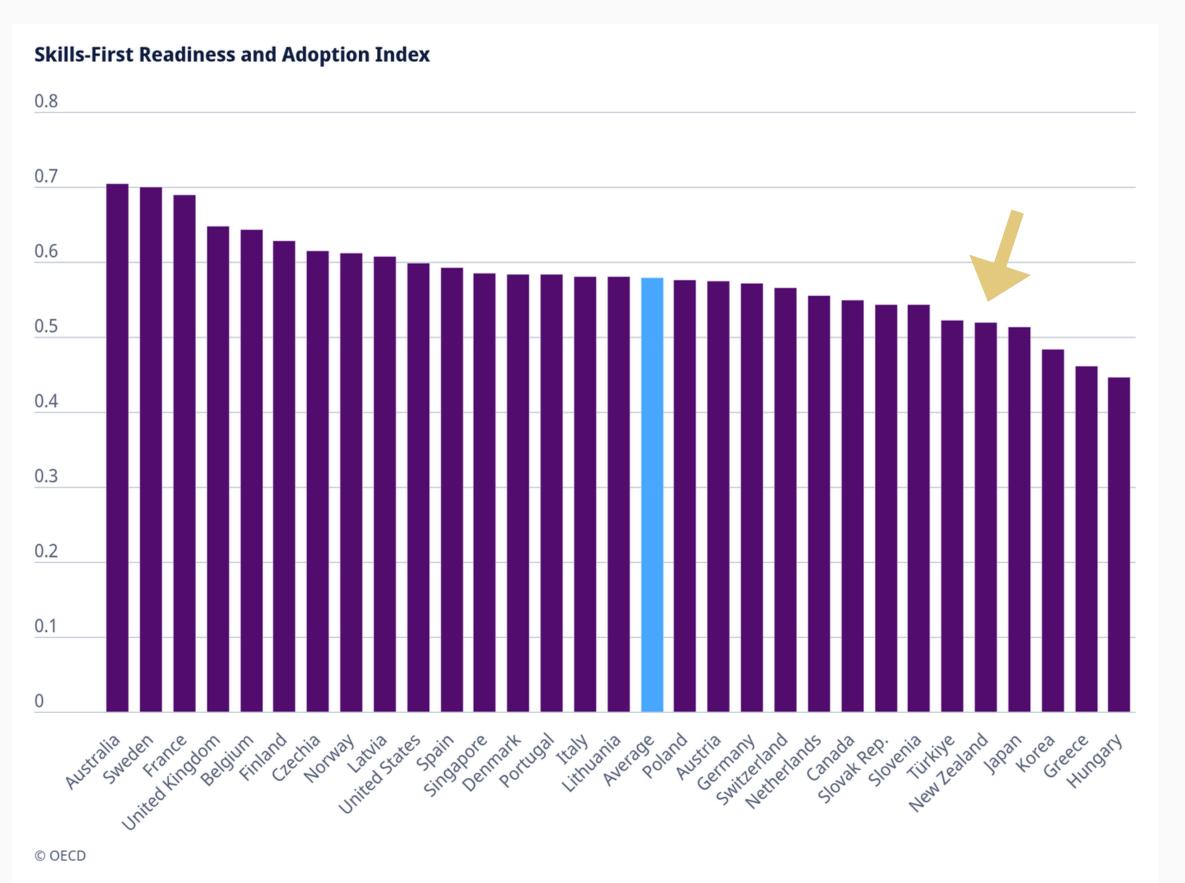






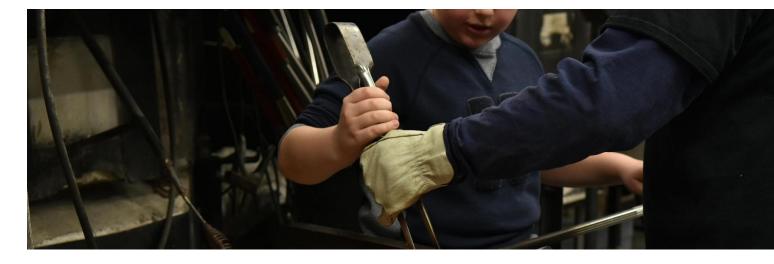


NZ'S SKILLS-FIRST GAP



WORKPLACES = LEARNING INSTITUTIONS











CORPORATE CHAMPIONS FOR APPRENTICESHIPS

The Corporate Champions for Apprenticeships (CCA) is an alliance of companies committed to the **Guiding Principles on Quality Apprenticeships**. The principles are based on the International Labour Organization's (ILO) Recommendation R208.

The Recommendation sets forth the first - ever global framework on quality apprenticeships and was approved in June 2023 by governments, employers, and workers.



OUR COMMITMENT

The Corporate Champions for Apprenticeship (CCA) pledges to promote the Recommendation, share knowledge, partner, and steward its implementation by upholding a set of Guiding Principles. The CCA and Guiding Principles on Quality Apprenticeships are conceived, hosted, and monitored by the Global Apprenticeship Network (GAN).

WHAT ARE THE GUIDING PRINCIPLES?

The Guiding Principles propose actions to ensure that a company's apprenticeship program meets the ILO's quality standards. These principles are supported by businesses who view apprenticeship as key to developing robust talent supply chains. They see apprenticeship as a positive contribution beyond the company's bottom line - good for business, the individual, and society.

MEMBER SPOTLIGHT

L'Oréal

100K youth upskilled

25K jobs created for people under 30

L'ORÉAL

Nestlé

10 million opportunities created for youth globally by 2030 goal achieved in 2024



Tassaroli S.A.

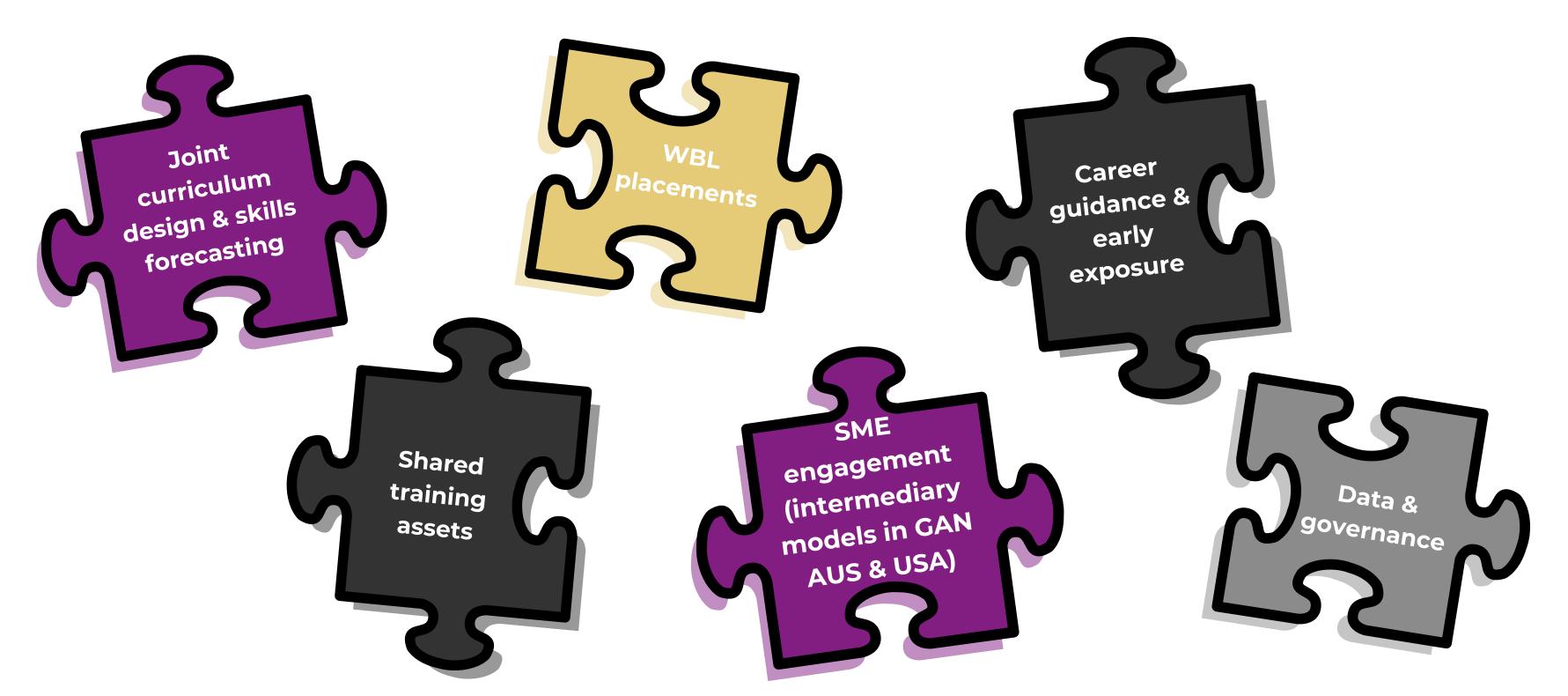
SME training center

50 people trained in 2024 in Mendoza





LESSONS FROM GAN: WHAT WORKS IN WBL COLLABORATION





What do you consider to be the number one barrier for collaboration that you face?







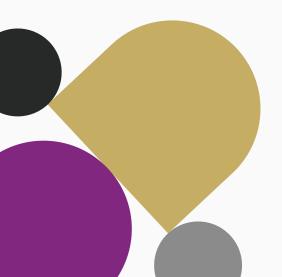
Knowing where we want to go



Working together across boundaries



Getting things done, together



SHARED VISION FOR NEW ZEALAND

A VET ecosystem where every school leaver, regardless of chosen path, has access to high-quality, industry-connected pathways to work, and where workplaces routinely absorb and develop young and diverse talent.

CRITICAL SUCCESS FACTORS BY STAKEHOLDER

Government	Create incentives Supportive regulatory frameworks Strong governance
Industry/Private Sector	Invest in learning Be active in design Prioritize skills-based hiring Open doors
Training Providers	Flexible delivery Co-create and adapt curricula Oversee feedback loops
Schools and Career Services	Facilitate early exposure Create strong linkages



What if every learner had this opportunity?

Let's make collaboration the norm, not the exception.

THANK YOU





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GAN Global



GAN4Skills

