



**PACT FOR
SKILLS**

PACT FOR SKILLS ANNUAL REPORT 2023

Progress on upskilling and reskilling the European
workforce

Contents

The Pact for Skills Annual Report 2023	3
Overview	4
PROGRESS ON PACT FOR SKILLS OBJECTIVES.....	6
Key achievements of Pact members	7
Progress against the Pact for Skills principles	10
Outstanding skills needs.....	14
FOCUS ON PACT FOR SKILLS PARTNERSHIPS.....	16
Large-scale Skills Partnerships.....	17
Regional Skills Partnerships	24
BENEFITS OF PACT FOR SKILLS MEMBERSHIP	26
Benefits of being a member of the Pact for Skills.....	27
Enabling factors for upskilling and reskilling activities	29
CHALLENGES FACED BY PACT FOR SKILLS MEMBERS.....	31
Challenges in upskilling and reskilling efforts.....	32
Barriers to progress	33
FEEDBACK ON PACT FOR SKILLS SUPPORT SERVICES.....	35
Pact for Skills members' feedback on Support Services	36
METHODOLOGICAL ANNEX	39

The Pact for Skills Annual Report 2023

The Pact for Skills was launched in 2020 as the first flagship action of the European Skills Agenda, the policy framework to address the future skills needs of Europe's workforce. Recognising that skills are essential to build a more sustainable, just, and resilient European economy, the [European Pillar of Social Rights Action Plan](#) aims to have at least 60% of adults in training every year by 2030. The Pact for Skills plays a crucial role in helping stakeholders achieve this target.

The Pact brings together public and private organisations to upskill and reskill people of working age, so that they can thrive in the labour market and society. Members stem from public, private and civil society organisations, including national, regional and local authorities, companies, social partners, cross-industry and sectoral organisations, chambers of commerce, education and training providers, and employment services. An estimated **2,500 organisations** from all EU Member States, candidate and associated countries have joined the Pact for Skills as members since its launch.

This second Pact for Skills Annual Report assesses the progress made towards skills anticipation and development by members of the Pact for Skills, showcases their key achievements in 2023, and where possible, compared to 2022. The report also highlights remaining challenges and future opportunities in the field of skills development as reported by Pact members.

Information in this report is based on the second Pact for Skills annual survey which was open from 30 January 2024 to 27 February 2024 for all registered Pact for Skills members¹. 745 members² responded to the survey from all 27 EU Member States, nine candidate or associated countries³ and 13 industrial ecosystems⁴.

¹ Those Pact members for which contact details were available as of 20 February 2024, 1378.

² Respondents: 95.5% (712) individual organisations and 4.5% (33) coordinators of partnerships which are not Large-scale Skills Partnerships. 21% (157) of all respondents were representative or umbrella organisations.

³ Albania, Bosnia and Herzegovina, Iceland, Montenegro, Norway, Republic of Montenegro, Serbia, Switzerland, Turkey, Ukraine.

⁴ Aerospace and defence, agri-food, construction, cultural and creative industries, digital, energy intensive industries, energy-renewables, health, mobility – transport – automotive, proximity, social economy and civil security, retail, textile and tourism.

Overview

In 2023, members of the Pact continued making key steps in implementing and investing in upskilling and reskilling activities for the working age population in Europe. According to survey results, **members' concerted efforts in upskilling and reskilling have reached nearly 1.5 million individuals**. In addition, Pact for Skills members have made an aggregated **investment of nearly EUR 151 million** into upskilling and reskilling activities. Almost all members responding to the survey have reported making progress towards promoting lifelong learning, skills monitoring, establishing partnerships and creating equal opportunities. Nevertheless, there are remaining outstanding **skills needs** to address in the future. **Technical skills, advanced digital and green skills** were ranked by organisations as the types of skills most needed across the majority of industrial ecosystems.

Members of the 20 Large-scale Skills Partnerships (LSPs) established by the end of 2023 made significant contributions to the overall upskilling and reskilling efforts of Pact members. To strengthen their commitment towards the Pact and the European Skills Agenda, **Large-scale Skills Partnerships have collectively pledged to train over 25 million adults by 2030**, or an average of 25% of the workforce of each LSP's sector. Being a member of an LSP has a positive impact on the upskilling and reskilling activities within organisations, including on improved sectoral skills monitoring and/or skills anticipation. Members also found involvement in an LSP useful in strengthening collaboration, raising awareness and providing skills intelligence.

More than **80%** of survey respondents indicated that the **Pact for Skills is valuable in supporting upskilling and reskilling opportunities**. The usefulness of the Pact was particularly prevalent for employer organisations, public authorities, and micro, small or medium-sized enterprises (SMEs). The main added value of the Pact is linked to the key enabling factors that contributed to skills development and anticipation efforts in 2023: opportunities for networking and collaboration, access to knowledge and resources, insight on skills needs and access to funding opportunities.

Limited human and financial resources remained the top two challenges faced by most organisations and partnerships when working on skills development or anticipation in 2023. As regards to implementing upskilling and reskilling actions, the main barriers were also the lack of necessary resources (e.g. financial, knowledge, tools).

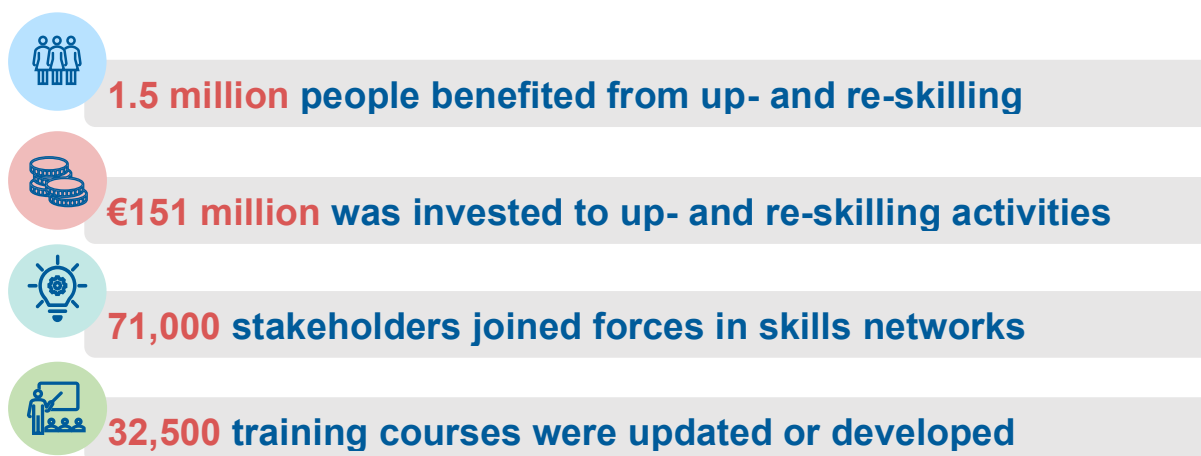
The **majority of survey respondents were satisfied with the Pact for Skills Support Services**. Thematic seminars on skills investment and skills intelligence and webinars on skills validation were considered the most useful activities provided by the Support Services. The [online library](#) available on the Pact for Skills website was considered useful by nearly all respondents who used the resource. The quarterly Pact for Skills newsletter was most often considered to be a useful communication tool, in line with feedback from the 2022 survey.

To **further improve the added value of the Support Services**, respondents would like to see more effective communication, especially on services and tools available. There continues to be a strong call for more **networking** opportunities and activities that **enhance partnership development**. In addition, further assistance and guidance with **accessing funding** could increase the value of the support provided.

PROGRESS ON **PACT FOR SKILLS** OBJECTIVES

Key achievements of Pact members

Pact for Skills members' activities and efforts represent significant contributions towards the objectives of the Pact, and the wider objectives of the European Commission's Skills Agenda. In 2023, Pact members achieved the following key results⁵:



As a result of Pact members' continued efforts, in 2023, around 1.5 million people participated in upskilling and reskilling activities⁶. Of respondents that reported providing upskilling and reskilling activities, 41% (177) reached between 10 and 100 people each and 33% (141) between 100 and 1000 people with their upskilling and reskilling activities. This result brings the total number of people upskilled and/or reskilled to **3.5 million over 2022 and 2023**.

Good practice: The Break Fellowship

Fundacion EOI FSP (*School of Industrial Organisation*), a member of the Pact based in Spain, offers a fellowship programme for female entrepreneurs called the [Break Fellowship](#). Through attracting entrepreneurial projects managed by women from the EU to Spain, the programme aims to address both local sectoral challenges as well as the gender gap in the European entrepreneurial ecosystem.

After an online training phase, 1,000 female entrepreneurs spent one month in Spain, where entrepreneurship organisations, primarily located in rural areas or small cities, connected

⁵ Figures presented throughout this chapter are aggregates of KPI values reported by respondents on their activities relevant to the Pact for Skills. As values reported could not be individually verified, these figures are to be considered as estimates.

⁶ Number of respondents, 429.

them with the regional ecosystem and continued to support their acceleration. Participants helped solve sectoral challenges previously identified by these organisations, in the following 12 sectors: industry, tourism, mobility, health, materials, energy, finance, telecom, agriculture, biotech, social entrepreneurship, and rural development.

Due to its innovative approach to addressing territorial and gender equality challenges through entrepreneurship training and skills development, the Break Fellowship was one of the winners of the [EEPA 2023 Award](#) in the Internationalisation category.

Members of the Pact have also contributed financial resources for the delivery of these activities. Collectively, Pact members invested EUR 150,817,350 through public and private funding into upskilling and reskilling activities⁷. Members who reported investing in upskilling and reskilling invested on average more than EUR 1.2 million, with 15% (23) of these respondents having invested at least EUR 1 million. Since 2022, Pact members have invested a total of **EUR 310 million in upskilling and reskilling activities**.

The Pact for Skills has also contributed to stakeholder collaboration. Pact members who responded to the survey involved more than 71,000 stakeholders in relevant partnerships or networks in 2023⁸. This is a 70% increase since 2022, with the total number of **stakeholders involved over the two years now at over 92,000**. Pact members have established different forms of stakeholder collaboration, including stakeholder-specific networks (i.e. of education providers), project consortiums (e.g. Erasmus+ projects), stakeholder-led working groups, industrial clusters, and EU umbrella organisations.

Good practice: Role-specific upskilling and reskilling

Viessmann, a large manufacturer of heating and refrigeration systems and member of the Pact operating in several EU Member States, has launched a role-specific upskilling effort throughout its offices. Rather than targeting individuals through specific training opportunities, this role-specific approach had all employees in a given role follow the same upskilling course, allowing for a fast-paced skills increase across the organisation.

Through a co-creation effort, over 100 colleagues across the organisation were involved in the development of learning modules (e-learning, virtual-live and onsite). The development of the modules was based on a company-wide analysis of skills needs conducted in 2022.

⁷ Number of respondents, 151.

⁸ Number of respondents, 312.

By the end of 2023, around 1,000 employees in Sales, and Service and Engineering, across more than five countries benefited from the training courses. Overall, the initiative has facilitated both [skills development in the company](#) and has had a positive impact on the company culture and mindset as regards the importance of upskilling and reskilling.

Another key objective of Pact members' activities was to develop new, or update existing training offers, including formal and non-formal training activities. In 2023, respondents to the survey developed nearly 22,000 new training programmes⁹, and updated more than 10,000 existing courses or training offers¹⁰. The majority of respondents developed between 1 and 15 new training programmes (84%, 385), and updated between 1 and 10 programmes (79%, 262). Since 2022, members of the Pact have updated or developed more than **48,000 training activities**.

Finally, members of the Pact have also raised awareness on skills needs through communication activities on upskilling and reskilling. In 2023, members reached a total of nearly 56 million people through events (e.g. workshops, seminars), social media (e.g. LinkedIn) and other communication channels (e.g. newsletters, reports) dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts.

Good practice: Collaboration on skills verification in France

Article 1, a non-governmental organisation (NGO) and member of the Pact in France, works together with civil society organisations, companies and public bodies to promote digital badges. Digital badges, which are verifiable records of skills, competencies, or achievements of recipients, are increasingly used as tools to validate informal and lifelong learning and for adapting to the rapid evolution of skills needs of various professions.

The collaboration was coordinated by the 'Reconnaître – Open Recognition Alliance' NGO, which launched a national committee for digital badges in 2022. Pact member **Article 1** contributed to the [White Paper on Digital Badges](#) published at the end of 2023, which presents the results of the committee's efforts. The committee is also supported by the French Ministry of Education and Scientific Research. This initiative is a positive example of a cross-sectoral, multi-stakeholder cooperation, which aims to anticipate needs for the effective recognition of the outcomes of upskilling and reskilling efforts in France.

⁹ Number of respondents, 458.

¹⁰ Number of respondents, 331.

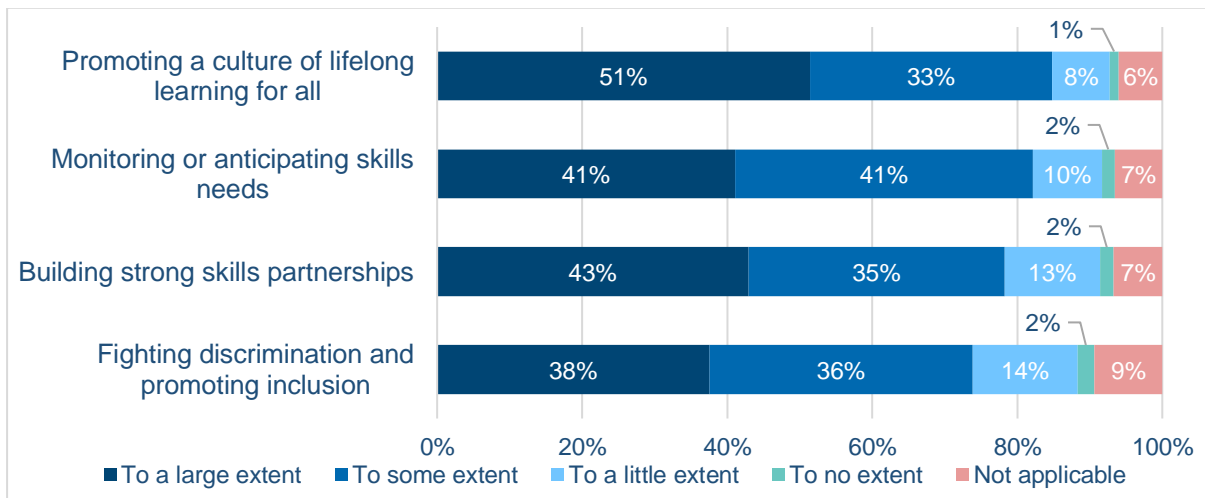
Progress against the Pact for Skills principles

The Pact for Skills aims to boost investment in the **skills development of the adult age population in Europe**. Members of the Pact commit to translating their engagement into concrete actions on upskilling and reskilling, contributing to one or more of the Pact’s four key principles:

-  **Promoting a culture of lifelong learning for all**
-  **Building strong skills partnerships**
-  **Monitoring skills supply/demand & anticipating skills needs**
-  **Working against discrimination and for gender equality and equal opportunities**

Overall, Pact for Skills members have reported significant progress in putting these principles into practice through their dedicated activities. In 2023, 94% (703) of Pact members reported contributing to some or a large extent to at least one Pact principle, with the largest shares of respondents contributing towards **promoting a culture of lifelong learning** (84%) and **monitoring or anticipating skills needs** (82%).

Figure 1. Progress against the Pact for Skills principles



Source: Ecorys 2024 (N=745).

The majority of actions reported by respondents under the objective of ‘promoting a culture of lifelong learning for all’ were activities related to education and training. These trainings focused primarily on the development of **digital skills, entrepreneurial skills, and green skills**. Other examples, such as language courses or training opportunities targeting more vulnerable groups of people were also reported. A selection of examples is presented in the box below.



Promoting a culture of lifelong learning for all

- In 2023, the training provider and member of the Pact, **Fundatia Ecologica Green** was involved in the [For the future you want!](#) project funded by the European Social Fund. The project helped participants develop personal professional plans, obtain qualifications and find a job. Nearly 700 people acquired a qualification from the more than 30 trainings organised.
- **Centre for the Advancement of Research and Development in Educational Technology**, a member of the Pact based in Cyprus, implemented the [Adult Digital Up](#) project, a two-year national initiative in collaboration with the Ministry of Education, Sports and Youth. Through a series of seminars, conferences, study visits, and webinars, the project reached over 600,000 adult learners (including low-skilled), educators, and other stakeholders.
- **Progress Consult Danish-Hungarian Development Company** is a small and medium sized enterprise (SME) and member of the Pact operating in Hungary. It provides support to adult learners to develop soft skills, such as communication skills and digital competence. Through an upskilling service, the organisation offers a corporate efficiency improvement process that enhances employees' competences to increase productivity, adaptability, and commitment. The organisation has also been involved in the development of an innovative training opportunity for adult learning professionals through the European Basic Skills Network's [Professional Development Series for Basic Skills Teachers](#).

Organisations that made progress on monitoring and anticipating skills needs primarily reported developing **research and policy papers** about skills needs in various sectors. Several organisations created **digital tools and platforms to monitor skills** needs more efficiently and established direct collaboration with SMEs and universities to bring together skills needs more effectively.



Monitoring skills support & demand and anticipating skills needs

- The German representative organisation of an industrial cluster and Pact member **Mobility Network Northern Hesse** ([MoWiN.net](https://www.mo-win.net)) developed a machine learning algorithm that collects data on current employee skills and identifies future skills trends in the region. This is paired with a talent management system that enables member organisations to better track of their employees, and to identify training needs that could further develop employee's potential.
- The **B-WISE** Erasmus+ project, coordinated by Pact member the **European Association of Service Providers for Persons with Disabilities** and closely associated with the Proximity & Social Economy Large-scale Skills Partnership, aims to develop a European strategy to address skills needs in the Work Integration Social Enterprises sector. The project targets the skills needs of workers with support needs, their supporters (e.g. job coaches, trainers) and their managers.
- The Italian training provider and member of the Pact, **Apro Formazione** conducted two in-depth analyses of skills gaps as part of two Erasmus+ projects: [Tourism Education of the Future](#), which Apro Formazione coordinates, and [TOURing](#), which is associated with the Tourism Large-scale Skills Partnership. The organisation analysed the skills needs of more than 450 local organisations in the tourism ecosystem, with the objective of responding to the current and future challenges of the sector.

Pact for Skills members have also reported that they established both **local partnerships** with a specific sectoral focus, as well as large, **multi-stakeholder and Europe-wide networks**. Both types of partnerships aim to improve upskilling and reskilling offer through collaboration (i.e. between different tools or databases) and exchange of expertise and good practices.



Building strong skills partnerships

- The **Women4Cyber Foundation**, a Pact member based in Belgium, collaborated with Google to provide [cybersecurity certificates](#) and training to 1,000 women across Europe. The organisation also coordinates a network of 27 [national chapters](#) that replicate the organisation's activities at national level, currently reaching an audience of around 60,000.

- **CITEVE**, a research institution and member of the Pact focusing on the textile industry in Portugal, has several national projects that bring together industry and academia in the field of the bioeconomy which collectively develop relevant training programmes and educational resources in relation to the digital and green transition. The organisation also helps to maintain the REGIOSKILLS network of national organisations, created as part of the [Skills4Smart](#) project associated with the Textiles, Clothing, Leather and Footwear Large-scale Skills Partnership.
- The training provider and Pact member **Emphasys Centre** in Cyprus collaborates with several EU-level partnership and representative organisations, such as the [Europass Teacher Academy](#), as well as fellow Pact members the European Association of Service Providers for Persons with Disabilities and the European Forum of Technical and Vocational Education and Training. These partnerships provide an opportunity for mutual learning and ultimately support the organisation in achieving its Pact for Skills commitment to improve its quality of training provision.

Organisations which implemented activities for equal opportunities in upskilling and reskilling have primarily implemented **gender equality actions** and provided trainings on **diversity and inclusion**. Besides awareness raising, these actions commonly targeted vulnerable groups with the aim of making learning resources and activities more accessible to them.



Working against discrimination and for gender equality and equal opportunities

- The SME and Pact member **Varna Economic Development Agency** was involved in the [Empowering Women and Mainstreaming Gender Equality in the Blue Economy](#) project and the [Silver Grow](#) project, which offered career guidance and digital education for senior workers in enterprises. Additionally, it was also involved in [BlueDivet](#) which worked on digitalisation skills for VET students in the blue economy.
- **PIMEC**, a Pact member and sectoral organisation in Spain focusing on SMEs across several ecosystems, co-coordinated the '[Next Diversitat](#)' project, which sought to improve the employability of people with difficulties in entering the labour market. This project supported around 2,000 people in vulnerable situations throughout their training and orientation processes, working with 1,240 companies from different sectors.

- The project '[Helhetslyftet](#)', co-financed by Pact member the **Region Västra Götaland** and the European Asylum, Migration and Integration Fund (AMIF), is carried out across 16 municipalities in the Västra Götaland region of Sweden. The project brings together 30 partners from municipalities, adult education providers, and civil society organisations to support the integration of third-country nationals into the labour market and society. It has supported 2,400 third-country nationals.

Outstanding skills needs

The annual survey also asked Pact for Skills members to indicate the skills needs in their workforce and broader sector. Identifying these skills needs is important in ensuring upskilling and reskilling efforts are effective. Respondents were asked to rank the following skills from most pressing (1) to least pressing (7)¹¹. Technical skills were considered to be the most pressing skills needs, followed by advanced digital skills and transversal skills:

1. **Technical skills**, such as specialised knowledge and expertise required to perform specific tasks (average rank: 3.1)
2. **Advanced digital skills**, such as skills related to machine learning, supercomputing, cybersecurity, etc. (3.4)
3. **Transversal skills**, such as critical thinking, problem solving, etc. (3.5)
4. **Interpersonal skills**, such as working together, communication, and language skills (3.7)
5. **Green skills**, such as skills related to green technologies, nature-based solutions, etc. (3.8)
6. **Entrepreneurial skills**, such as leadership, business management, etc. (4.0)
7. **Basic skills**, such as literacy, numerical skills, basic digital skills (4.9)

Results varied significantly by industrial ecosystem. Technical, advanced digital and green skills were ranked by organisations as the greatest skills needs in most ecosystems¹². However, transversal and interpersonal skills were the top ranked skills

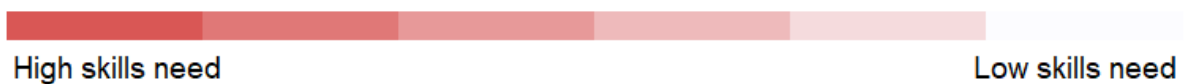
¹¹ The analysis below is based on the average ranking across respondents, where a lower average indicates a higher ranking, and thus a greater need.

¹² Aerospace and Defence, Agri-food, Construction, Digital, Energy-Intensive Industries, Renewable Energy, and Textiles.

categories in the Cultural and Creative Industries, Health, and Textiles ecosystems, with transversal and entrepreneurial skills ranked as most needed by organisations in the Proximity and Social Economy ecosystem.

Table 1. Ranking of each skills category, by industrial ecosystem¹³

Ecosystem	Advanced digital skills	Green skills	Technical skills	Entrepreneurial skills	Interpersonal skills	Transversal skills
Aerospace and Defence (N=16)	High	Low	High	Low	High	Low
Agri-food (N=41)	High	High	High	High	Low	Low
Construction (N=11)	High	High	High	Low	Low	Low
Cultural and Creative Industries (N=50)	Low	High	Low	Low	High	High
Digital (N=59)	High	Low	High	Low	Low	Low
Energy-Intensive Industries (N=14)	High	High	High	Low	Low	Low
Health (N=25)	Low	Low	High	Low	High	High
Proximity and Social Economy (N=35)	Low	Low	Low	High	Low	High
Renewable Energy (N=10)	High	High	High	Low	Low	Low
Textiles (N=21)	High	High	High	Low	Low	Low
Tourism (N=10)	High	Low	Low	Low	High	High



Source: Ecorys 2024 (N=307).

¹³ The Retail, Mobility-Transport, and Microelectronics ecosystems are not included in this analysis due to low response rates, and the basic skills category was removed due to a low ranking across ecosystems.

FOCUS ON **PACT FOR SKILLS** PARTNERSHIPS

Large-scale Skills Partnerships

Large-scale Skills Partnerships (LSPs) are initiatives led by stakeholders from sectors within the 14 industrial ecosystems that make up the European Commission’s industrial strategy¹⁴. They bring together employers, education and training providers, social partners, and public authorities¹⁵ to increase the upskilling and reskilling activities across the ecosystem and address sectoral skills gaps.

By the end of 2023, the following **20 LSPs** had been established, involving approximately 45%¹⁶ of all registered Pact members:



¹⁴ European Commission, [European industrial strategy - European Commission \(europa.eu\)](https://ec.europa.eu/industry/eis/).

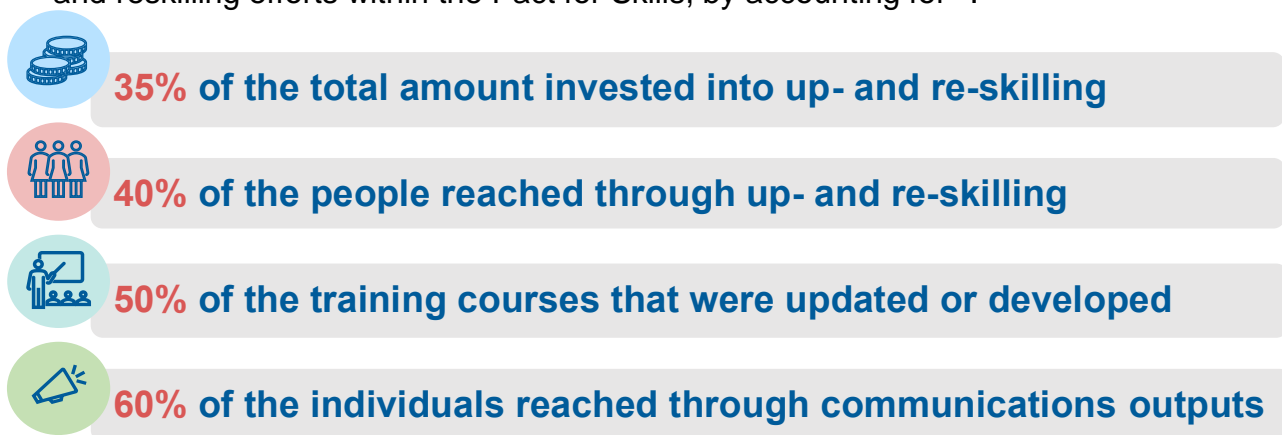
¹⁵ This list is not exhaustive, and LSPs may include other organisations that also have an interest in upskilling and reskilling activities.

¹⁶ This is based on a total of 1195 individual members who are associated with an LSP out of the approximate estimate of 2500 Pact members by March 2024. 45% is used as a conservative estimate.

The LSPs have been established over the past three years, with each LSP at a different stage of their work. Significant efforts and achievements have already been made across each sectoral ecosystem, raising awareness on the importance of upskilling and reskilling and increasing the competences of the European workforce.

LSP members are significant contributors to the upskilling and reskilling efforts under the Pact

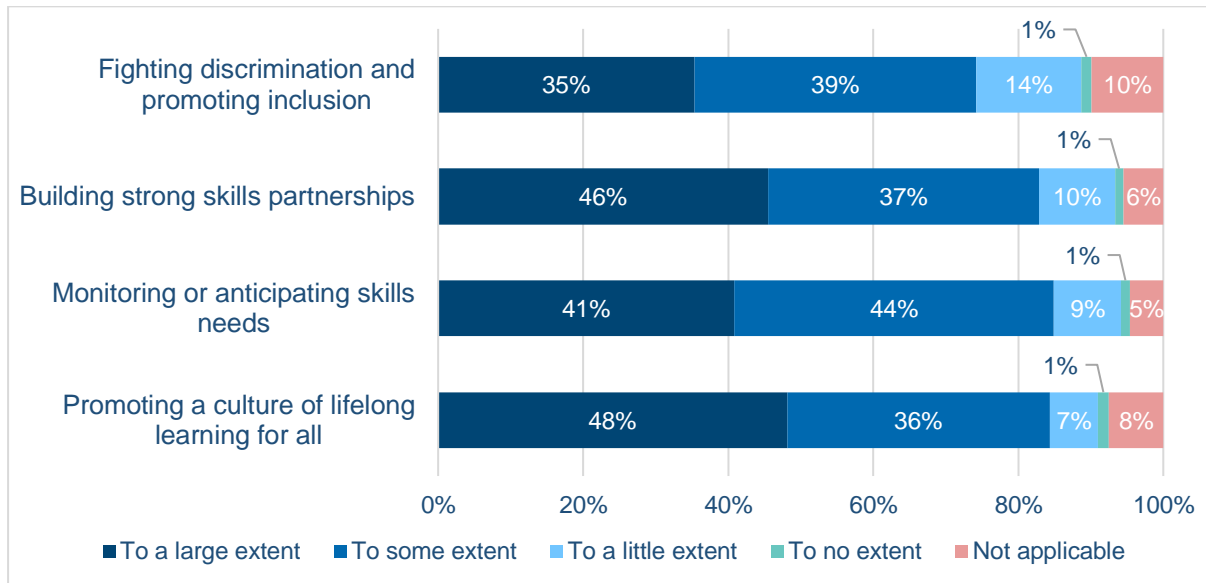
Members of LSPs have made a significant contribution towards the overall upskilling and reskilling efforts within the Pact for Skills, by accounting for¹⁷:



In 2023, 95% (327) of LSP members reported contributing to some or a large extent to at least one Pact principle, with the highest contribution towards monitoring or anticipating skills needs.

¹⁷ Note: The KPI values reported by respondents were not able to be independently verified.

Figure 2. LSP members' contribution to the Pact for Skills principles in 2023



Source: Ecorys 2024 (N=345).

Each LSP has been created to address skills gaps, and to define actions and strategies for upskilling and reskilling based on the unique challenges and opportunities that exist within their ecosystem. The LSP's partnership agreements outline their strategies, including the specific actions and efforts the LSP commits to¹⁸. While the commitments across all LSPs vary significantly, the majority of LSPs have developed a commitment related to increasing the number of individuals within their ecosystem involved in upskilling and reskilling activities.

Over the final quarter of 2023 (and the first quarter of 2024), the coordinators of LSPs participated in a review of these commitments in order to develop new targets in support of EU policy priorities, namely the **European Pillar of Social Rights Action Plan** target of 60% of adults participating in upskilling and reskilling actions each year.

¹⁸ The partnership agreements of LSPs can be found on the [Pact website](#).

In the framework of the European Year of Skills, the LSPs¹⁹ have collectively pledged to train over 25 million adults by 2030, or an average of 25% of the workforce within each LSP's sector.

In 2023, **members of LSPs trained an average of 32% of their workforce**, highlighting the efforts of LSP members to instil the commitments of their LSPs within their own activities.

The Spotlights sections below include additional information on the activities and progress of selected LSPs: the Energy Intensive Industries, Health and Proximity & Social Economy LSPs. The Spotlights highlight the contributions of LSP members towards the objectives of their LSPs, as well as the added value members have found in LSP involvement.



Spotlight: Skills Partnership for the Energy Intensive Industries Ecosystem

Through its activities, the Energy Intensive Industries LSP aims to promote upskilling and reskilling of **50% of the workforce each year** by 2030 across the ecosystem. To support this ambition, the main objectives of the LSP are to identify existing skills gaps, develop appropriate training and curricula to address these gaps, and promote sectoral recruitment and upskilling schemes²⁰. In 2023, members of the Energy Intensive Industries LSP contributed to the following achievements²¹:

- **127,000** people in the ecosystem took part in upskilling or reskilling activities;
- **54%** of the LSP's workforce was involved in upskilling or reskilling activities.

“The Large-scale Skills Partnership provides a platform to interact with stakeholders in the ecosystem to align expectations and to work together to mitigate risks in the Energy Intensive Industry.”

- *World Steel Association, EII LSP member*

¹⁹ The LSPs with defined commitments to upskill or reskill a portion of their workforce each year are the Aerospace and Defence, Automotive, Construction, Cultural and Creative Industries, Digital, Energy Intensive Industries, Health, Long Term Care, Microelectronics, Proximity & Social Economy, Shipbuilding and Maritime Technology, Space Data, Services and Applications, Textile, clothing, leather and footwear (TCLF), and Tourism LSPs.

²⁰ “Pact for Skills Alliances for Energy Intensive Industries”, April 2024.

²¹ There were 21 responses received from members of the Energy Intensive Industries LSP. Note that KPI values reported by respondents were not able to be independently verified.



Spotlight: Skills Partnership for the Health Ecosystem

The Health LSP aims to support **75% of healthcare workers participating in digital skills** training opportunities and **50% participating in green skills** training opportunities by 2030. With this commitment, the Health LSP aspires to prepare the health workforce for current and future challenges, cultivate a culture of lifelong learning for all, and increase the image and attractiveness of the sector²². In 2023, members of the Health LSP contributed to the following achievements²³:

- **750 training programmes** were developed or updated;
- **€492,000** was invested into upskilling or reskilling efforts.

“The [Health LSP] is offering an important facilitating context for the development of skills relating to the medical profession and health. It is helping to maintain the discussion on skills on the table in various policy areas, including legislative negotiations such as the European Health Data Space.”

- *Standing Committee for European Doctors, Health LSP member*



Spotlight: Skills Partnership for the Proximity & Social Economy Ecosystem

The Proximity & Social Economy (P&SE) LSP aims to promote upskilling and reskilling of **5% of the workforce each year** by 2030 across the ecosystem. To reach this target, members of the partnership have developed an action plan consisting of five main pillars of activities: 1. Strengthening the partnership, 2. Mapping state of the art skills, 3. Improving sectoral skills intelligence, 4. Knowledge sharing, and 5. Supporting partners in upskilling and reskilling activities²⁴. In 2023, members of the P&SE LSP contributed to the following achievements²⁵:

²² “Pact for Skills: Large Scale Partnership for the Health Ecosystem: Partnership Manifesto”, April 2024.

²³ There were 16 responses received from members of the Health LSP. Note that KPI values reported by respondents were not able to be independently verified.

²⁴ “The EU Pact for Skills – Large Scale Skills partnership for the Proximity & Social Economy ecosystem (P&SE LSP)”, April 2024.

²⁵ There were 70 responses received from members of the P&SE LSP. Note that KPI values reported by respondents were not able to be independently verified.

- **60,500** people in the ecosystem took part in upskilling or reskilling activities;
- **€2,630,000** was invested into upskilling or reskilling efforts.

“Overall, our participation in the Large-scale Skills Partnership has not only enriched our own skill set but has also allowed us to make tangible contributions to the principles of the Pact for Skills, including promoting lifelong learning, addressing skills needs, building strong partnerships, and advocating for equality and non-discrimination.”

- *Promimpresa Societa Benefit SRL, Proximity and Social Economy LSP member*

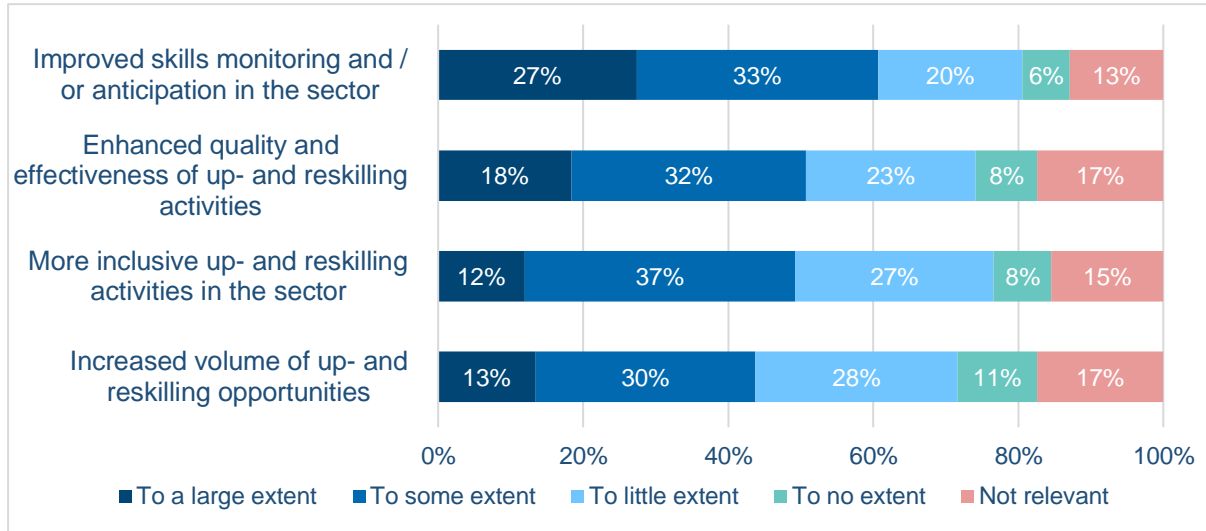
LSP involvement supports organisations’ upskilling and reskilling efforts

LSPs offer a range of activities and resources to their members. These include regular coordination meetings to provide EU policy updates and information on the Pact for Skills Support Services, events to facilitate networking across members and potential members, opportunities to share knowledge and best practices, and support in implementing the results of skills anticipation and training development activities, such as Erasmus+ Blueprint projects for sectoral cooperation on skills²⁶.

Involvement with an LSP can have a positive impact on member organisations’ upskilling and reskilling efforts. In 2023, 61% (122) of LSP members indicated that their involvement in an LSP led to improved **skills monitoring and / or anticipation** to some or a large extent and 51% (102) of LSP members felt it **enhanced the quality and effectiveness of upskilling and reskilling activities** to some or a large extent.

²⁶ [Blueprint projects](#) for sectoral cooperation on skills are important sector-led efforts to gather skills intelligence, develop sectoral skills strategies, design education and training solutions, and set up long-term action plans.

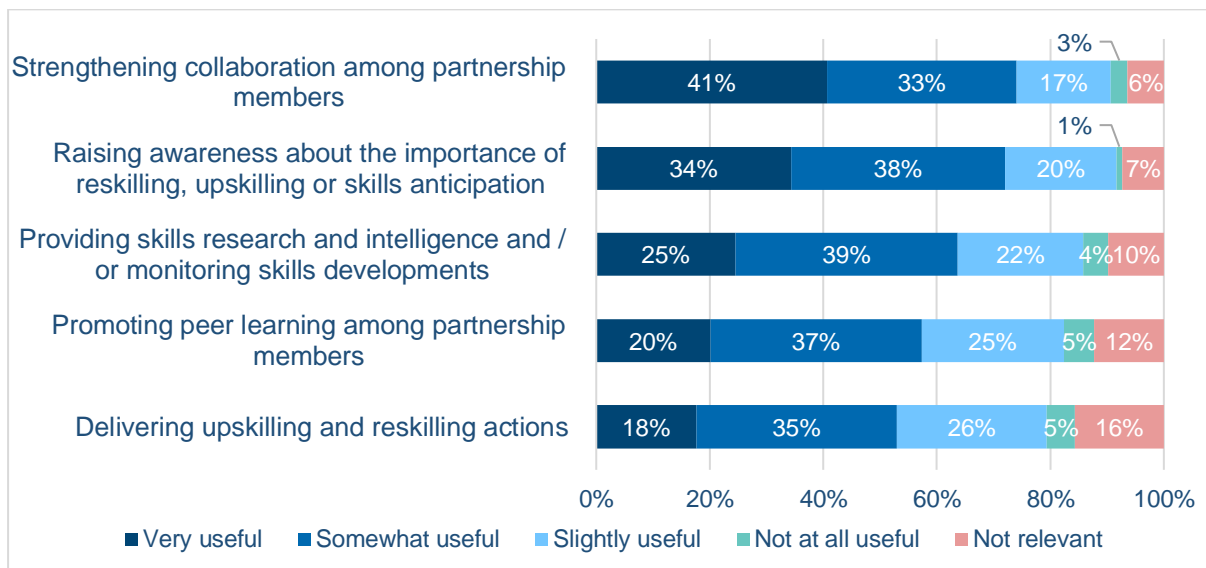
Figure 3. Members' perceived impact of LSP involvement on their organisation's activities



Source: Ecorys 2024 (N=201).

93% (189) of LSP members found involvement in their LSP useful overall, with **strengthening collaboration**, **raising awareness** about the importance of reskilling, upskilling or skills anticipation, and **providing skills research and intelligence** considered most useful.

Figure 4. LSP members' views on the usefulness of LSP involvement for their organisation



Source: Ecorys 2024 (N=204).

After assessing the usefulness of LSP involvement, members of LSPs were asked to provide specific examples of **how engagement with an LSP contributed to the**

activities of their organisation. LSP members mentioned the **opportunities for collaboration** most often (35 responses). Members highlighted that collaboration across their LSP's membership created a closer-knit ecosystem, and contributed to ensuring that training activities are more directly connected to skills needs identified by researchers and industry. **Knowledge sharing** across members (29 responses) was also reported as a clear added value of LSP membership, as were **improved skills anticipation and training monitoring** (18 responses), **better informed and newly developed training** (15 responses), a **broader geographic and sectoral reach** (13 responses), and **increased awareness** on the importance of investing in inclusive upskilling and reskilling activities (10 responses).

Regional Skills Partnerships

Regional Skills Partnerships (RSPs) are stakeholder-led efforts to advance the Pact for Skill's objectives, with a regional focus. By the end of 2023, three RSPs had been established: *Regione Lombardia*, *European Chemical Regions Network*, and *Madrid Oeste Tecnológico*²⁷.

The **Regione Lombardia** (established in 2022) has had an important impact on the reskilling and upskilling efforts in its region. EUR 7.5 million from ESF+ were directed to support training for workers and unemployed adults in 2023. In 2024, the RSP is planning to create further training courses targeting green and digital skills amongst entrepreneurs and employees.

The **European Chemical Regions Network** (established in 2022) brings together regions across Europe in which the chemicals sector, including pharmaceuticals, rubber and plastics, plays an important role in the local economy. In 2023, the Network hosted a conference in Brussels on future skills needs in the chemicals industry and explored ways it can support its partners in addressing sectoral skills needs. The Network is currently looking at continuing work on skills in 2024, particularly on the topic of the regional dimension to skills in the chemical sector and the latest policy developments around the REACH regulation revision, which is planned for 2024.

The **Madrid Oeste Tecnológico RSP** (launched in 2023) is focused on promoting a digital transformation of the northwest corridor in Madrid. In 2023, the RSP

²⁷ By March 2024, another RSP was established: KSIgune, which focuses on the Basque country cultural and creative industries.

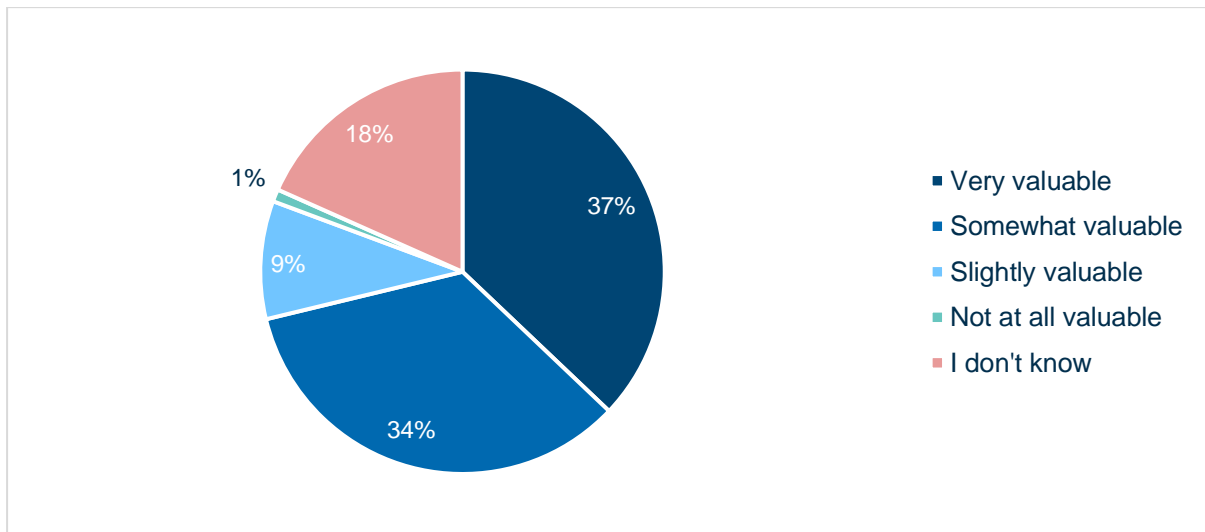
implemented a number of training programmes dedicated to entrepreneurs to cultivate digital skills, innovation, and advanced technology capabilities within start-ups and SMEs. Amongst other activities, the RSP plans to promote STEM and entrepreneurial knowledge amongst young people by connecting students with businesses and conduct further research on current practices and skills needs within the region in 2024.

BENEFITS OF **PACT FOR SKILLS** MEMBERSHIP

Benefits of being a member of the Pact for Skills

The majority of respondents (71%, 505) indicated that the Pact for Skills is either somewhat or very valuable in supporting upskilling and reskilling opportunities for people of working age. This is an increase from 69% in the 2022 survey.

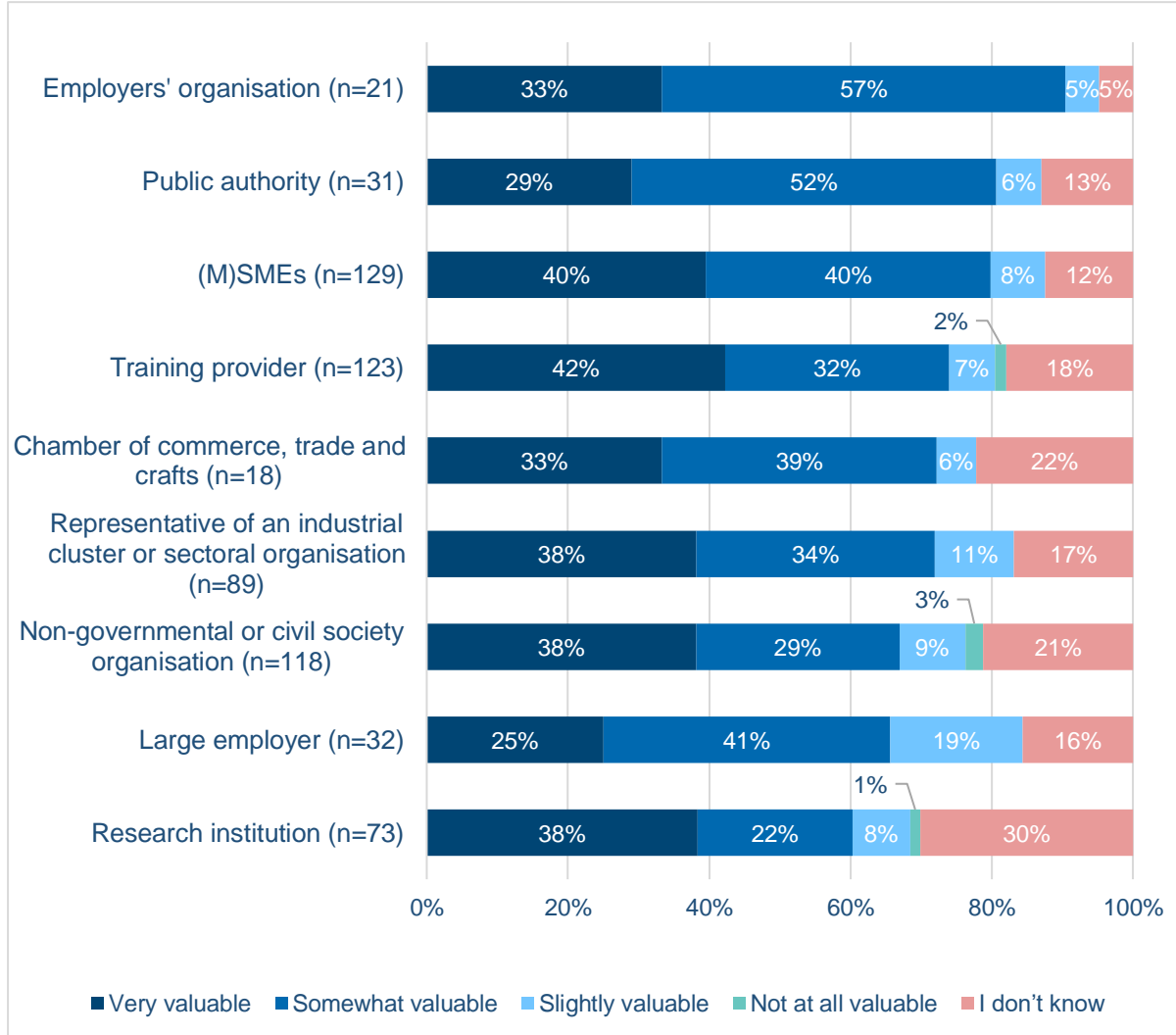
Figure 5. Respondents' assessment of the value of the Pact for Skills



Source: Ecorys 2024 (N=709).

The **stakeholders that most often considered the Pact for Skills to be very or somewhat valuable were employers' organisations** (90%, 19), local, regional or national **public authorities** (81%, 25), and **micro, small or medium-sized enterprises** (SMEs) with less than 249 employees (80%, 103). See the full results in Figure 6 below.

Figure 6. Respondents' assessment of the value of the Pact for Skills, by stakeholder type



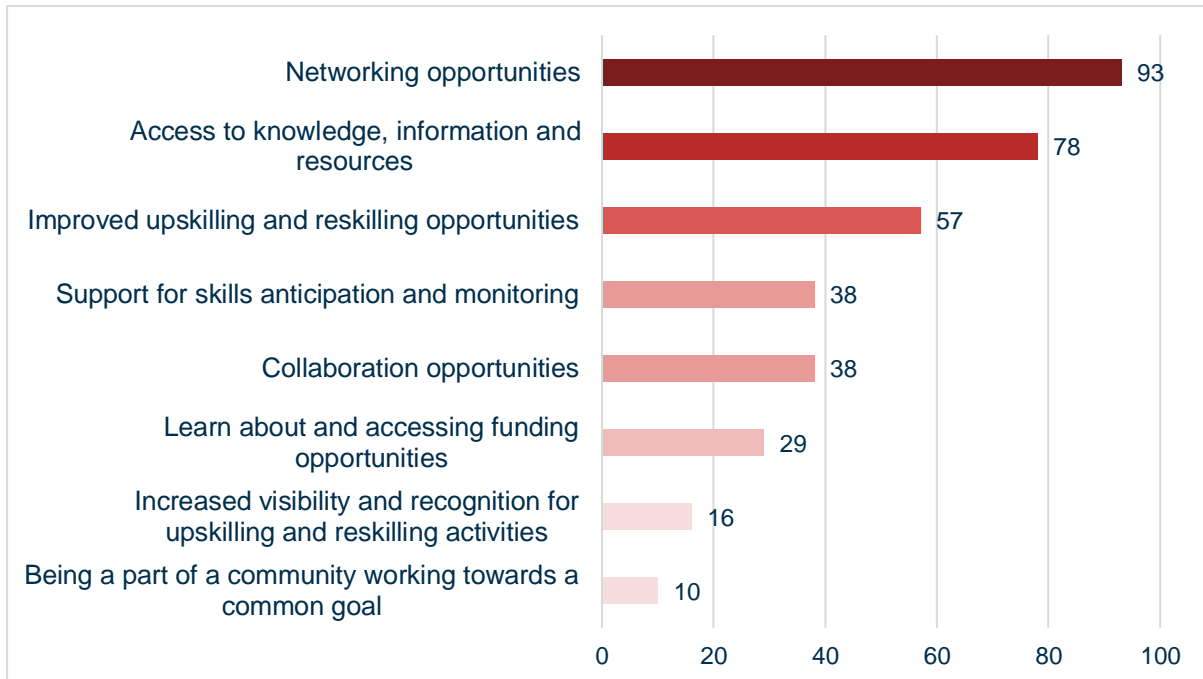
Source: Ecorys 2024 (N=634).

The Pact for Skills provides members with networking opportunities, skills insights, and tools to improve training provision

When asked about what added value the Pact for Skills brings to their activities, the most common response was the **networking opportunities** the Pact provides and being able to connect with organisations working on similar areas (93 respondents). Additionally, respondents mentioned having **access to knowledge and information**, including learning best practices and having better insight on relevant skills needs (78 respondents), and the impact involvement has on **upskilling and reskilling opportunities**, including having access to new trainings and improving existing training courses (57 respondents). These examples of added value were closely

followed by the Pact **facilitating collaboration** with other organisations (38 respondents), supporting skills anticipation and monitoring (38 respondents) and identifying **funding opportunities** (29 respondents).

Figure 7. Respondents' views on the added value of being a Pact for Skills member

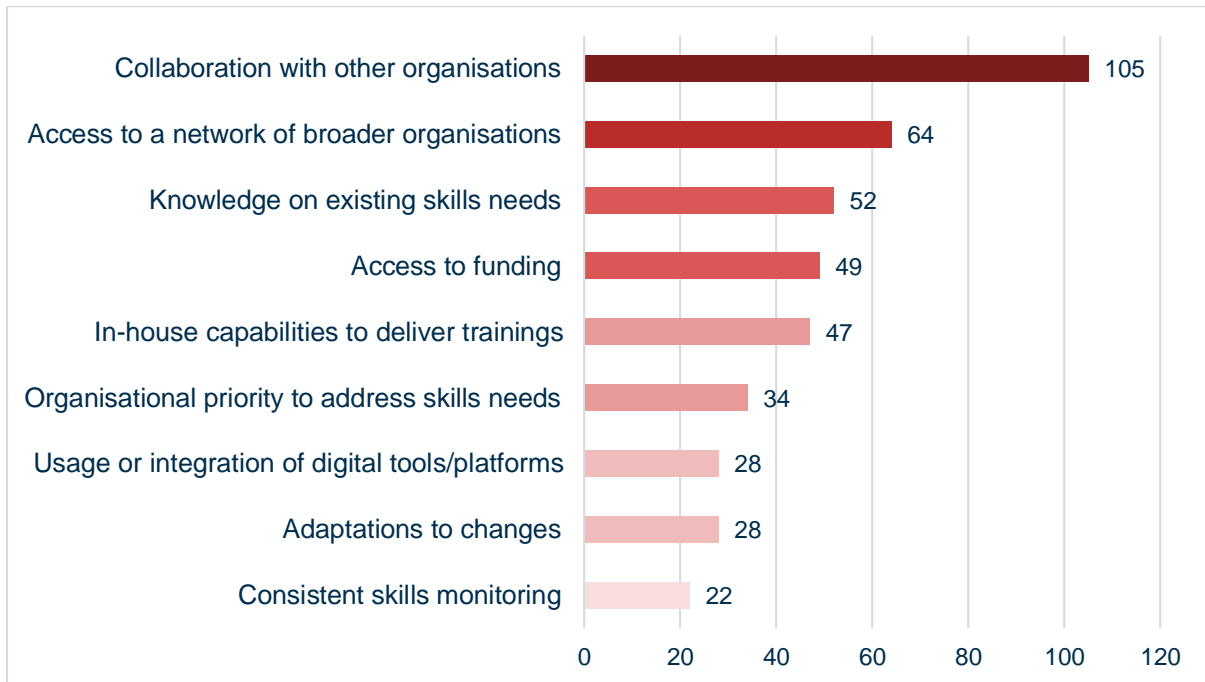


Source: Ecorys 2024 (N=438).

Enabling factors for upskilling and reskilling activities

When asked to provide examples of enabling factors for upskilling and reskilling activities, respondents to the survey mentioned **collaboration with other organisations** most often (105 responses). Respondents highlighted the importance of strong partnerships, where organisations share insights, resources and know-how to reach a common goal. Other enabling factors were having **access to a network** of relevant organisations (64 responses), **insight on existing skills needs** (52 responses), **access to funding** (49 responses), and **capabilities to deliver training**, either in-house or through partner organisations (47 responses). See the full list of enabling factors in Figure 8.

Figure 8. Main enabling factors in skills development and anticipation



Source: Ecorys 2024 (N=138).

CHALLENGES FACED BY **PACT** **FOR SKILLS MEMBERS**

Challenges in upskilling and reskilling efforts

Limited human and financial resources remained the top two challenges faced by organisations and partnerships when working on skills development or anticipation in 2023, as in 2022. Respondents were asked to rank a list of potential challenges from most challenging (1) to least challenging (5)²⁸. In 2023, the main challenges faced by members were²⁹:

1. **Limited human resources** in their organisation or partnership (average ranking: 2.33)
2. **Limited financial resources** in their organisation or partnership (2.36)
3. **Administrative burden** when delivering upskilling and reskilling activities (3.32)
4. **Limited data and information available** on specific skills needs of the workforce (3.51)
5. **Limited collaboration** across stakeholder groups in the sector (3.64)
6. **Other** (3.74), with time constraints (6 responses) and limited engagement from beneficiaries (6 responses) as the top responses.

Limited financial and human resources were ranked as one of respondents' top two challenges twice as often when compared with the other challenges. This is in line with the 2022 results, where half of respondents indicated a lack of resources as a challenge, and significantly fewer reported other challenges.

When compared across ecosystem³⁰ and stakeholder type, **limited human and financial resources remained the top two challenges for all ecosystems and stakeholder types** except for public authorities, where these were limited human resources and administrative burden. Following limited resources, the third most

²⁸ The findings below are based on the average ranking across respondents, where a lower average indicates a higher ranking, and this a greater challenge for respondents.

²⁹ Number of respondents, 685.

³⁰ The Retail, Mobility-Transport, and Microelectronics ecosystems are not included in this analysis due to low response rates.

common challenge across stakeholder types and ecosystems was administrative burden.

Barriers to progress

Shifting priorities and limited resources are major factors delaying commitment implementation

13% of respondents reported little or no progress in achieving their Pact commitments in 2023³¹. Amongst these respondents, the most common reason cited for the lack of progress was a combination of **shifting priorities** and **limited resources**. This is a shift from 2022, where being at early stages of project implementation was reported as the main reason for slow progress. Some respondents also highlighted **a lack of data, analytical tools, and sectoral knowledge as barriers to progress**. For instance, the absence of comprehensive data and analytics made it difficult to pinpoint emerging skill demands, hindering efforts to monitor and anticipate future skill needs.

Members need further information and practical guidance on making Pact commitments

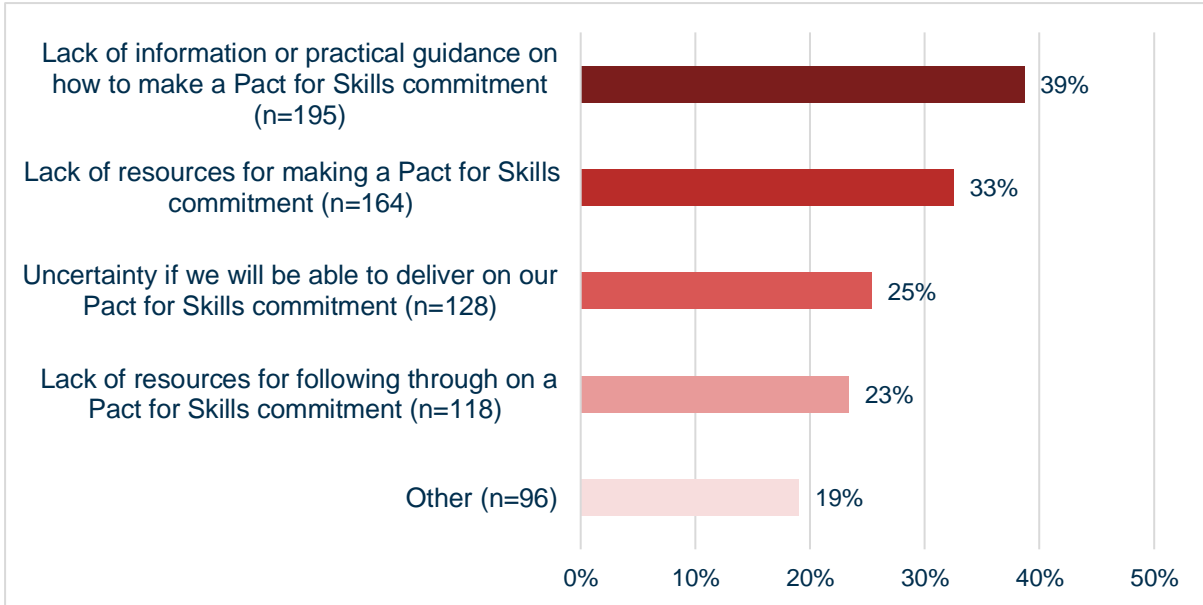
68% of respondents did not make a specific commitment to contribute to upskilling and reskilling the European workforce when registering to the Pact for Skills, representing a significant share of the overall Pact membership. While these members may be actively involved in Pact activities and may benefit from its tools and resources, they have not yet committed to specific activities.

As seen in Figure 9, the main factors preventing these members from making their own commitments include **the lack of information or practical guidance on how to make a Pact for Skills commitment** (39%, 195), and **the lack of resources for making a commitment** (33%, 164). This is consistent with results from the 2022 annual survey, where these two factors were nearly equally challenging. Uncertainty if members would be able to deliver on their commitments (25%, 128) and the lack of resources for following through a commitment (23%, 118) were reported as challenges by around a quarter of respondents. Amongst other challenges (19%, 96),

³¹ The questions on progress towards the four Pact principles each had 745 respondents, leading to a total of 2,980 responses on progress towards Pact principles. Of these, 389 reported little or no progress.

respondents mentioned the need for more time to collaborate with partners to identify common commitments (8 respondents).

Figure 9. Main factors preventing members from making commitments in 2023



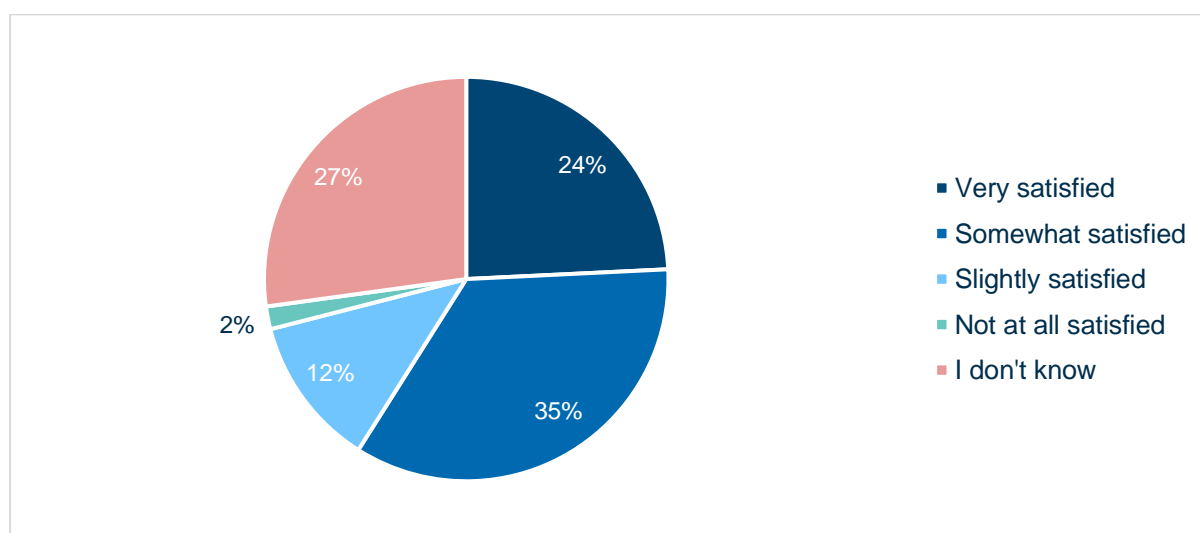
Source: Ecorys 2024 (N=504).

FEEDBACK ON **PACT FOR SKILLS** SUPPORT SERVICES

Pact for Skills members' feedback on Support Services

Overall, 59% (421) of survey respondents were very or somewhat satisfied with the Pact for Skills Support Services. This marks an increase of 6 percentage points from 2022. Only 2% (13) of respondents said they were not at all satisfied. 27% (194) of respondents said they did not know how satisfied they were with the Pact for Skills Support Services. This is a decrease from 32% in 2022 suggesting that increased efforts to engage different types of members are having an impact, but still implies that a portion of Pact members may not be adequately reached or engaged by the Support Services.

Figure 10. Level of satisfaction regarding the Pact for Skills Support Services



Source: Ecorys 2024 (N=714).

Improved communication and more networking opportunities could increase the value of Support Services

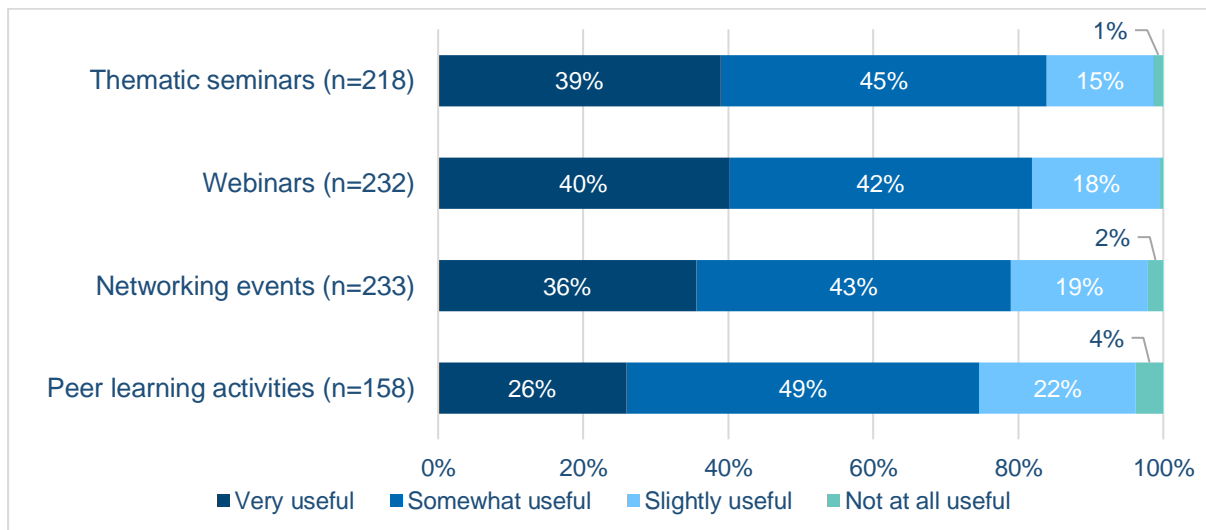
Pact members reported that **more effective communication between participants and the Pact** could increase the value of the Support Services, especially on events and the resources, services and opportunities offered (52 responses). Following this, various respondents highlighted the desire for **increased networking opportunities** (45 responses), while others emphasised the importance of **enhancing partnership development** (39 responses). Consistent with 2022 results, respondents also called for **assistance and guidance with accessing funding** (30 responses), while some also suggested that the Pact for Skills Support Services should organise **more events**

(22 responses), particularly in-person gatherings, and **facilitate the exchange of best practices** (18 responses).

Thematic seminars and webinars were considered as the most useful

Over the course of 2023, the Pact for Skills Support Services hosted eight events³², which were all largely considered to be useful by respondents who attended. The thematic seminars, such as those held on skills investment and skills intelligence, were most often considered somewhat or very useful by those who attended them (84%, 183). This was followed by the webinars on upskilling and on skills validation, which were also considered useful by most participants (82%, 190), and the networking events, which were considered useful by 79% (184) of attendees.

Figure 11. Usefulness of events provided by the Support Services



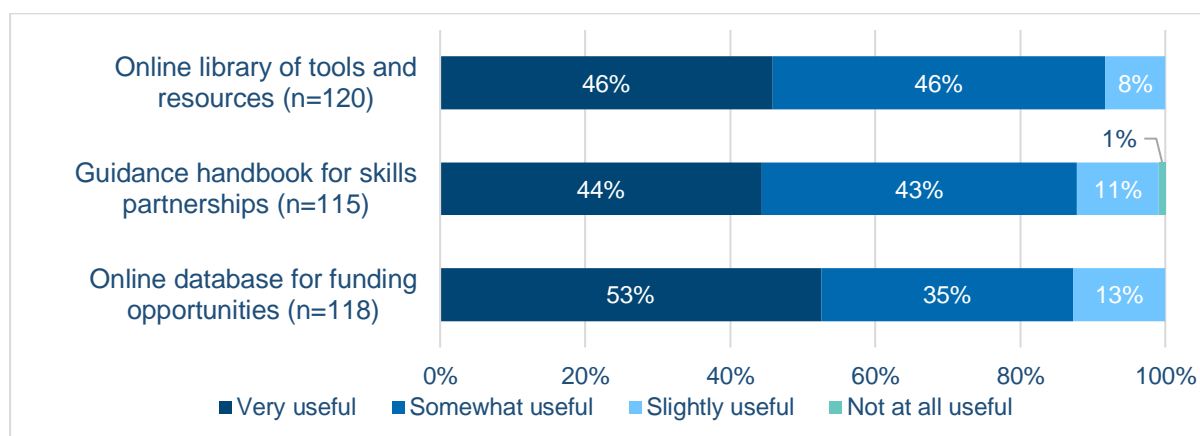
Source: Ecorys 2024 (N=327).

The most useful resources were the newsletter and the online library of tools and resources

The [online library](#) of tools and resources was most often considered useful by respondents who used the resource (92%, 110). A high share of respondents also found the [guidance handbook](#) for skills partnerships (88%, 101) and the online database for [funding opportunities](#) (87%, 103) to be useful.

³² The summary reports for each event can be found on the [Pact website](#).

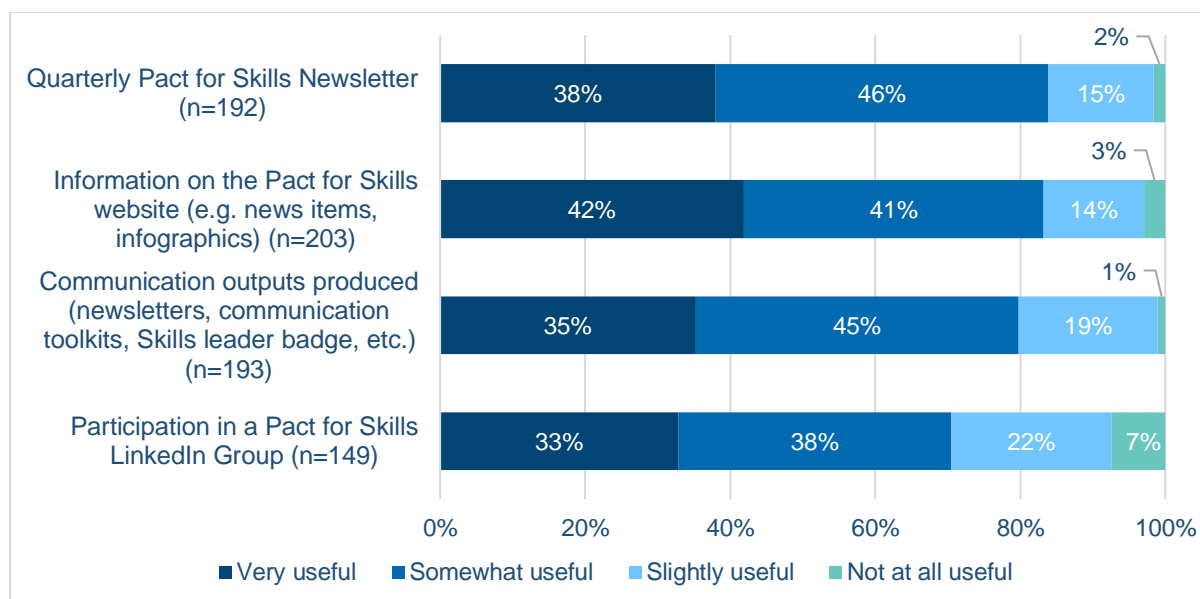
Figure 12. Usefulness of tools and resources provided by the Support Services



Source: Ecorys 2024 (N=131).

Overall, participants expressed positive feedback regarding the various communication tools and resources provided by the Pact for Skills Support Services. Consistent with feedback from the previous year, the quarterly Pact for Skills newsletter was most often considered useful by respondents who used this resource (84%, 161). This was followed by information on the Pact for Skills website, such as news items and infographics (83%, 169), communication outputs, such as newsletters, communication toolkits and skills leader badges (80%, 154) and being a member of the Pact for Skills LinkedIn Group (70%, 105).

Figure 13. Usefulness of communication tools and resources provided by the Support Services



Source: Ecorys 2024 (N=213).

METHODOLOGICAL ANNEX

Methodological annex

This report presents the results of the second Pact for Skills annual survey conducted between 30 January and 27 February 2024³³, among registered Pact for Skills members. The findings presented are based on analysis of answers to both quantitative and qualitative survey questions. The survey and analysis were conducted by Ecorys, on behalf of the European Commission.

The response rate of the survey was 54% (749 responses), based on a total of 1,378 organisations receiving an invitation to complete the survey³⁴. Although the response rate to the survey was relatively high, the results should not be considered as representative of the entire Pact for Skills membership, which is estimated to include around 2,500 organisations.

The figures presented in the ‘Key achievements of Pact members’ and ‘Large-scale skills partnerships’ sections of this report are based on analysis of a set of eight key performance indicators (KPIs) for which values were collected through the survey (see Table 2 below).

The dataset consisting of these indicators has certain limitations in terms of data reliability which need to be considered when interpreting the figures presented in this report:

- **Type and quality of data reported.** The annual survey is based on respondents’ self-reporting. Thus, results reported in the survey cannot be individually verified, and the types and quality of data reported for each value may vary.
- **Representativeness of reported values.** Pact for Skills members consist of individual organisations, partnerships, LSPs, RSPs as well as representative / umbrella organisations which may represent other organisations in their sector.

³³ The monitoring period covered by this survey is primarily January to December 2023. However, organisations or partnerships joined after January 2023 were also invited to respond to the forward-looking questions of the survey.

³⁴ A total of 1,442 organisations were included in the survey database. However, 12 organisations were not able to receive the email invitations, two organisations were included in another response (i.e. one respondent was also the coordinator of two partnerships), and one organisation opted out of their Pact for Skills membership. Further, 49 organisations that only joined the Pact in 2024 were excluded from the final response rate. Therefore, in total 1,378 organisations were invited to fill in the survey.

Thus, reported values may go beyond the number of respondents, and represent regional, national, or European networks of organisations.

- **Duplication of reported values.** Due to the possibility of working in partnerships, members may have reported values that were representative of the partnership's overall achievements, as opposed to individual organisations' contributions to those achievements. Thus, if more than one individual organisation of the same partnership are members of the Pact, duplicate values may have been reported.

To mitigate and limit the challenges from the above limitations of the dataset (including compared to the 2022 survey exercise), the Ecorys research team implemented several methodological steps:

- Introduced new KPIs in the questionnaire to gain more granular data and provided detailed guidance on the type of data expected to be reported for each. The new KPIs included the indicator on the number of employees trained and the communications indicators, which were previously asked as a single KPI and have now been split into indicators on the number of event participants, social media reach, and other communication outputs' reach.
- Informed coordinators of partnerships registered in the Pact for Skills database prior to launching the survey that they were expected to report on KPI values on behalf of all their partner organisations.
- Introduced a question on the number of employees employed by responding organisations or coordinating organisations of partnerships to better understand the context of reported KPI values.
- Individually verified the top 10% values of each reported KPI and excluded values if considered biased or deemed irrelevant to the scope of the survey and the objectives of the Pact.

The table below presents the total, average, median, and maximum values of the KPI figures presented in the report. The large differences between the average and median values indicate that a small number of high values may make up the majority of results. This makes sense, considering the variation across Pact members, with some representing small organisations, such as SMEs and NGOs and others representing large multi-national corporations or training providers operating on an EU or international scale.

Table 2. Overview of reported KPI values

KPI	Average	Median	Maximum	Total
Number of people who took part in upskilling or reskilling activities (n=429)	3,583	150	500,000	1,536,930
Number of training programmes developed (n=458)	48	5	5,250	21,786
Number of training programmes updated (n=331)	32	4	3,265	10,725
Number of individuals who participated in events dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=380)	1,617	122	222,000	614,592
Number of individuals reached by social media posts dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=309)	116,481	1,037	26,000,000	35,992,501
Number of people reached by other communication outputs (i.e., reports, insight papers, newsletters, etc.) dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=160)	120,649	850	15,000,000	19,303,862
Number of stakeholders joining a skills network (n=312)	228	20	13,000	71,121
Amount of financial investment into upskilling/reskilling (n=125)	1,206,539	50,000	22,000,000	150,817,350

Source: Ecorys 2024.

