

Position Paper: Towards a Pact for skills in the ORE

The challenge

Offshore Renewable Energy (ORE) constitutes a clean and inexhaustible source of energy, capable of reducing greenhouse gas emissions and creating less damage to the environment, in comparison to traditional fossil-based energy. For the purpose of the Pact for Skills, the main forms of offshore renewable energy systems are categorized into two main groups, according to the maturity of the technology employed¹: Fixed Offshore Wind is the most mature sub-sector, whilst Floating Offshore Wind and Ocean energy have different degrees of readiness: Wave, Floating Offshore Wind and Tidal are progressing fast, of which the latter is closer to commercial exploitation, and Offshore Solar is under development.

The EU has already set specific and ambitious targets for increasing offshore renewable energy production until 2050², which will require a long-term plan through maritime spatial planning, and the scale-up of the whole value chain to deliver a six-fold increase in the installations rate³. The aging of the current workforce in shipbuilding, which is contributing to the fabrication of ORE devices, is adding pressure and urgency to the efforts to ensure replacement and avoid a loss of skills.

The demand for offshore structures, equipment, and zero-emission specialised vessels required for the wide variety of ORE applications represents a great opportunity for the industrial value chains, clusters and ecosystems.

Success in fulfilling these targets will largely depend on the availability of financial support for emerging technologies and a growing and well-qualified labour force, prepared to underpin the industrial growth through the uptake of new technologies and innovations. Thus, human capital investment is expected to have a leveraging effect on industrial performance.

The Renewable energy sector is demonstrating resilience⁴ to the present crisis, providing jobs with a lower risk of coronavirus-related exposure⁵. ORE holds the potential to **offer a major diversification opportunity for several EU companies and to absorb workers from sectors**

¹ This categorisation and terms used to describe the technologies employed to extract energy from the oceans follow the lexis employed by the European Commission, Directorate-General for Maritime Affairs and Fisheries in [the EU Blue Economy Report 2020](#). 2020.

² The EU Strategy to harness the potential of offshore renewable energy for a climate neutral future. [COM/2020/741 final](#) targets to upscale the present capacity to reach 300 GW of offshore wind and 40 GW of ocean energy by 2050. This could represent an increase of more than ten-fold the present occupations.

³ To deliver the 2030 and the EU 2050 targets, the EU needs to sustain an installation rate of over 11 GW/year from 2026 onwards (from 2 GW/year today).

⁴ Despite the pandemic, 2020 was a record year for offshore wind financing in Europe with €26.3bn raised for the financing of new offshore wind farms, including €2.1bn in offshore transmission infrastructure. Europe installed a total 2.9 G of offshore wind power in 2020 in line with pre-covid forecast, a sign of the sector resilience. Offshore wind in Europe statistics 2020 (WindEurope, 2020)

⁵ COV19R score by occupation group, EU-27 and UK. Pouliakas, K; Branka, J (2020). EU jobs at highest risk of Covid-19 social distancing: Is the pandemic exacerbating the labour market divide? Luxembourg: Publications Office of the European Union. Cedefop working paper; No 1. <http://data.europa.eu/doi/10.2801/968483>

suffering higher impacts from this crisis, in particular from the maritime ones^{6,7}. Despite this, COVID-19 is slowing down the supply chain⁸, hampering worker's mobility, and has even lead some companies to close. This systemic impact and the ongoing uncertainty are a supplementary hindrance to the incentivization of investment in skills within the sector.

The UK is the European country with the largest offshore wind energy installed capacity (45%)⁹, and also has one of the most prominent targets for floating wind by the end of the decade¹⁰. Despite not having reached agreement on all aspects of their future energy relationship, the UK and the EU envisage ongoing close cooperation in offshore renewables¹¹.

The vision

By 2030 the ORE sector has access to a large mass of workers adequately trained and skilled for tackling challenges from sustainability, new technologies and innovation, to growth prospects, offering attractive jobs and fair working conditions, with all stakeholders in the sector engaged to maximise the prosperity derived from skills' investments.

The ambition

Underpinning the success of the offshore renewable energy strategy with the stimulation of a dedicated training offer, to promote re-skilling and up-skilling of the workforce, availability of training itineraries which intersect with other sectors, suitable preparation for new staff and measures for attracting talent, and a clear contribution to promoting strong labour standards.

Ensuring health and safety skills for sea operations and maintenance at sea will be of uttermost importance, as well as reinforcing the specialization of managerial positions, the continuous update of engineering and digital skills and the strengthening of transversal capacities for design, manufacturing and operation occupations. Taking a more multi-disciplinary and integrated approach to building skills will enable more suitability and flexibility of the workforce and ultimately better job security, contributing to promote the combination of multiple uses of ocean devices and a more integrated use of the space.

⁶ CETMAR (2020). MATES Report on the consultation process to the industry 2020: Questionnaires, Semi-structured interviews and Focus Groups. Results of the MATES project (www.projectmates.eu) "An important degree of relevance of the skills coming from shipbuilding to the ORE operation and maintenance activities was recognised."

⁷ Ocean Energy Europe, 2030 Ocean Energy Vision: Industry analysis of future deployments, costs and supply chains; https://www.oceanenergy-europe.eu/wp-content/uploads/2020/10/OEE_2030_Ocean_Energy_Vision.pdf

⁸ WindEurope, [COVID-19 Impact on value chain](#).

⁹ CETMAR (2020). MATES project baseline for an Offshore Renewable Energy Skill Pact. Results of the MATES project (www.projectmates.eu). *Source for the percentages: Wind Europe 2019, IRENA 2019, Directorate-General for Maritime Affairs and Fisheries 2019 and own calculations.*

¹⁰ The UK Minister increased the Sector Deal target to 40 GW by 2030, including 1 GW of floating wind. The Sector Deal proposes other actions including a target to have at least 33% women in the wind industry sector by then. <https://www.gov.uk/government/news/new-plans-to-make-uk-world-leader-in-green-energy>

¹¹ UK-EU Trade and Cooperation Agreement (TCA), which terminates in June 2026, envisages sharing best practices in offshore renewables and, where appropriate, facilitating the development of specific projects. To this end, a specific forum will be developed for cooperation on offshore grid development and the large renewable energy potential of the North Sea region (ENER 23).

Engaging all relevant stakeholders, namely from the industry, ports, trade unions, education and training providers, but also research and public administrations in establishing a shared vision and action plan, and ensuring continuous adaptation to the changing needs and scenarios will be critical.

Optimising the efforts and maximizing value-generation through the use of existing resources and initiatives for bridging the skills' gaps in the ORE¹² will be key. The partnership under the Pact for Skills in the ORE sector will broaden the outcomes from previous initiatives building on them through inclusiveness and openness for all stakeholders, to jointly cooperate under one common European umbrella.

The proposal

- Partners have agreed on 29 Lines of action¹³, and will promote collaborative actions to mobilise new investments to develop them. A first group of actions will be activated in the early stages, but the implementation of the pact will be consolidated to the extent that the enabling conditions act as drivers for the performance of the actions.
- The overall strategy will be complemented with a Sea-Basin approach, to adapt the actions to the different capacity needs in different geographic areas. At least five Sea Basins will be approached in the first five years.
- Partners engage to underpin the skilling process for the new jobs expected in the sector, estimated to account for a range between 20,000 and 54,000 new workers in the following five years¹⁴, and contribute to improve up-skilling opportunities in the field of the actual ORE workforce¹⁵. The Pact will be implemented with a bottom-up approach adapting to the different needs of Europe's sea basins.
- The governance of the partnership is stated in the following ToR¹⁶. Once the Pact is launched, in March 2021, a working group will be created to define the partnership's governance and various other aspects on how it will operate.

¹² In particular, [MATES Blueprint project](#) will provide a [baseline strategy](#), to be enriched with the outcomes of the [USWE project](#), the [EU Pact for sustainable Industry](#), [WindHarmony](#), and the projects willing to join forces in the pact.

¹³ [Lines of action](#) <http://intranet.projectmates.eu/index.php/s/5FMBFFC6MRoS6AW>

¹⁴ According to WindEurope forecasts ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020), the offshore wind sector will support between 52,000 and 131,000 new jobs by 2030 (68,000 direct and 64,000 indirect in the lowest prospective, and 104,000 direct and 97,000 indirect in the highest scenario). Considering that 13,000 are expected to be based in UK, this implies a cumulative difference of 39,000 to 108,000 jobs in the EU for the period 2020 – 2030, representing an increase of 4,000 to 10,800 jobs per year as an average; with this numbers, a range of 20.000 to 54,000 new jobs will be generated in the sector in the coming five years.

¹⁵ Estimated at 79,600 jobs: 77,356 jobs supported by offshore wind ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020) and 2,250 jobs supported by the ocean energy (European Commission y Directorate-General for Maritime Affairs and Fisheries. [The EU Blue Economy Report 2019](#)).

¹⁶ Terms of Reference - <http://intranet.projectmates.eu/index.php/s/ScQLdsmA5zjXGtM>

The engagement and the Key Performance Indicators (KPI)

The partnership will ensure sustainable and systematic sectoral cooperation based on the engagement of all stakeholders involved. A first proposal of targets for the first five years of activity is included in the Partnerships' ToR.

During the first period (2021), the partnership efforts will be mainly addressed to increase the number of relevant stakeholders supporting the pact in each Sea basin, to analyse the specific needs in each area, and stimulate public-private investments to launch the actions. The ORE skilling challenges and bottlenecks will be discussed in multi-stakeholders debates to promote collaborative solutions and to the extent that it is feasible, consensus approaches.

A first list of KPIs is included in the document [ToR](#).

Supported by

Industry



Trade Unions



Educational and Training Organisations



Research Organisations



Administrations



Other organisations



ANNEXES TO THE PRESENT DOCUMENT

- [Terms of Reference](#) stating the governance of the Partnership.
- [Proposed lines of action](#) to launch the pact for skills at the ore sector.
- [Letter of Intent](#) to integrate the Partnership launching the Pact for skills in the ORE

Terms of Reference (ToR) for the inception of a Large Scale Partnership for the Pact for Skills in the Offshore Renewable Energy (ORE) sector

1. Objective of these Terms of Reference

The Terms of Reference (ToR) document defines all aspects related to the work of the Organisations (hereinafter called 'Partners') who have expressed their intention to contribute to launch the Pact for Skills in the ORE sector by establishing a Large Scale Partnership (hereinafter called 'Partnership'). This document is aimed at ensuring transparency and good governance, stating the mechanisms for the coordination of the activities organised under the Partnership.

A simplified organisational structure is proposed, to guarantee the necessary agility and avoid burden on the Partnership members during the early stages of the setup process. Further sophistication may be developed afterwards, responding to the changing needs of the Partnership.

The intended audience for this document is any current or future Organisation intended to contributing to the Pact for Skills' activities in the ORE sector. To formally adhere to this initiative, they will be required to express their engagement through the signature of the Partnership Letter of Intent¹ by their legal representative.

2. Pact for skills overview

The [Pact for Skills](#) is a shared approach to skills development in the European Union. It is firmly anchored in the principles of the [European Pillar of Social Rights](#) and supports the goals of the [Green Deal](#) and the [digital transformation](#), as set out in the European Commission communication "[A strong Social Europe for Just Transitions](#)".

The Pact aims to mobilise and incentivise private and public stakeholders to take concrete action for the **upskilling and reskilling of people of working age**, and, when relevant, pool efforts in the partnerships.

The Pact can be joined by any private or public organisation or partnership of organisations with the aim to upskill or reskill people of working age. The organisation(s) need(s) to be based in one of the EU Member States, EFTA or candidate countries. All stakeholders joining the Pact **sign up to the Charter**² and its key principles, which they agree to respect and uphold, and are invited to **translate their engagement into concrete objectives** on upskilling and reskilling which will be monitored by at least one **key performance indicator**.

¹ Link to the [Letter of Intent: http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7Rkk](http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7Rkk)

² Link to the [Charter: https://ec.europa.eu/social/BlobServlet?docId=23158&langId=en](https://ec.europa.eu/social/BlobServlet?docId=23158&langId=en)

The present Partnership addresses the Offshore Renewable Energy (ORE) sector, integrated in the Renewable Energy industrial ecosystem, with a broad perspective on linked activities.

The aim is to involve major players in the ORE industrial ecosystem, as well as public authorities at all governance levels, to promote scalable and sustainable solutions for training.

The partnership will promote an overall strategy, complemented with a Sea-Basin approach, enabling the adaptation of the actions to the different capacity needs and realities in different geographic areas. **Partners willing to join the P4S with a Sea-basin/National/Regional/Local focus will be invited to join the Large-Scale Partnerships and promote specific Working Groups**, creating when needed, smaller-scale mirror structures of the present Partnership.

3. The vision for the ORE

The partnership has the ambition to **underpin the success of the offshore renewable energy strategy³ with the stimulation of a dedicated training offer** to promote re-skilling and up-skilling of the workforce, availability of training itineraries which intersect with other sectors, suitable preparation for new staff and measures for attracting talent, and a clear contribution to promoting strong labour standards.

Partners have agreed a Position⁴ and 29 specific Lines of action⁵, and will promote collaborative actions to mobilise new investments to develop those. The implementation of the Lines of Action will be clustered. The Clusters of Actions, referred to as Actions in the Letter of Intent to be signed by those organisations adhering to the Partnership comprises, as of date of the Partnership launch⁶, are the following:

- 1. Observatory on training needs and offer in ORE sector:** An observatory of training needs and offer for the ORE sector will be designed and developed. In a first stage, the observatory will be based on the information collected by the Partners on their own training offer and skills needs; efforts will be addressed to complement this information with data from job search platforms and other complementary sources of information.
- 2. Promoting Life-Long Learning in ORE for all:** Actions in this cluster are intended to underpin the skilling process for the new jobs expected in the sector, estimated to account for a range between 20,000 and 54,000 new workers in the following five years⁷, and contribute to improve up-skilling opportunities in the field of ORE the

³ COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS An EU Strategy to harness the potential of offshore renewable energy for a climate neutral future COM/2020/741 final <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A741%3AFIN&qid=1605792629666>

⁴ [Towards a Pact for skills in the ORE: http://intranet.projectmates.eu/index.php/s/yziJk8HgixKiCtg](http://intranet.projectmates.eu/index.php/s/yziJk8HgixKiCtg)

⁵ [Lines of action: http://intranet.projectmates.eu/index.php/s/23Gf2YzzFSWGjAx](http://intranet.projectmates.eu/index.php/s/23Gf2YzzFSWGjAx)

⁶ This list could change in line with the Partnership's progress. More Sea-Basin/National/Regional/Local Working Groups are expected to be set up by the SG (on its own initiative or on proposal of any Partnership's member), as a result of the Partnership activity.

⁷ According to WindEurope forecasts ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020), the offshore wind sector will support between 52,000 and 131,000 new jobs by 2030 (68,000 direct and 64,000 indirect in the lowest prospective, and 104,000 direct and 97,000 indirect in the

actual workforce⁸. This will be achieved through the increase in the number of VET⁹ and University courses directly addressing ORE skills needs, and through the promotion of Life-Long Learning among the employees. A specific curriculum will be tailored for the training needs of the ORE sector, addressing managerial, engineering and operational skills, in addition to new and emerging industrial processes. The involvement of different groups of stakeholders for syllabus design and teaching activities will be promoted, together with the adoption of good practices and the provision of short training courses and the provision of short modular training courses, among others. modules, among others. The use of virtual reality and simulators combined with on-site practicals will be explored, as well as the use of offshore test sites for training purposes. Special endeavours will be addressed to support the investments of companies in up- and re-skilling activities for their employees with further financing opportunities, and the allocation of sufficient “training-time” and flexibility for workers to be able to access and benefit from the training offer.

- 3. Promoting careers in ORE sector:** The aim of this cluster is to promote career and job opportunities in the ORE sector in Europe (estimated to account for a range between 20,000 and 54,000 new jobs in the following five years), making those more appealing, especially for the youth and for women. The values of a Just Transition will be a key element to attract talent to the ORE industry¹⁰, combined with actions to increase awareness of ORE careers, improving the visibility of opportunities for women and targeting people from groups at risk of exclusion, to provide new opportunities for a better future. Best practices for matchmaking employers and jobseekers will be applied combined with apprenticeship schemes in cooperation with education providers and industry. The barriers to integrate any innovative and good practice into the ORE sector will be analysed to underpin measures to overcome them. Efforts will be addressed to increase female participation in the ORE labour market by facilitating uptake of STEM subjects by female students. This cluster will also contribute to the update of the ORE occupations in the ESCO database.
- **WG for Building durable skills partnerships for the ORE sector:** This cluster will develop a regional approach for the application of the lines of action, based on the relevant specialisation and the context in each region, especially in the riparian countries of the major European Sea Basins, to better identify each region’s needs and address tailored solutions. At least five Sea Basins will be approached in the first five years. Multi-stakeholder discussions addressing skills will be stimulated in sea basin level sectoral events and will seek to mobilise more partners. The mutual

highest scenario). Considering that 13,000 are expected to be based in UK, this implies a cumulative difference of 39,000 to 108,000 jobs in the EU for the period 2020 – 2030, representing an increase of 4,000 to 10,800 jobs per year as an average; with this numbers, a range of 20.000 to 54,000 new jobs will be generated in the sector in the coming five years.

⁸ Estimated at 79,600 jobs: 77,356 jobs supported by offshore wind ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020) and 2,250 jobs supported by the ocean energy (European Commission y Directorate-General for Maritime Affairs and Fisheries. [The EU Blue Economy Report 2019](#)).

⁹ Vocational Education and Training

¹⁰ More details on the key elements for a [Just Transition](#) are detailed in the [industrial Europe position paper 2020/116](#)

recognition of training certificates and skills across Europe is key to facilitate labour mobility, and actions for revising the qualifications schemes and promoting their acceptance will be supported. Innovative tools to stimulate and incentivise the interactions among industry and education communities will be explored, as well as the revision of the official schemes for the recognition of efforts dedicated to these actions, and/or for the services that training and education Centres may offer to the industrial community as part of their teaching activity.

Each Cluster of Actions will be steered by a Working Group set up by the partnership. The Working Group Leaders will propose the working methodology for the implementation of each action, which Partners should be targeted on each occasion, and how best to approach them when their input is needed.

4. The engagement and the Key Performance Indicators (KPI)

The partnership will ensure sustainable and systematic sectoral cooperation based on the engagement of all stakeholders involved. Below is a first proposal of action engagements for the first five years of activity of the partnership and the corresponding KPIs for monitoring their implementation:

During the first period (2021), the partnership efforts will mainly be addressed to increase the number of stakeholders supporting the pact in each sea basin, to then analyse the specific needs in each area, and to stimulate public-private investments to launch the actions. Identified challenges and bottlenecks for the sector will be discussed in multi-stakeholder debates to promote the identification of collaborative solutions and to the extent that it is feasible, to promote consensus approaches.

ACTION and TARGET	Organisations responsible for implementation of the action	Target Group for the Action	Monitoring and measuring performance (KPIs)
<p>Observatory on training needs and offer in ORE sector</p> <p>Aggregate skills intelligence information from the Partners.</p>	<p>All Partners with the support of the WG <i>Observatory on training needs and offer in ORE sector</i> and the Partnership Secretariat.</p>	<p>Trade unions and employers, Companies, Universities, VET training Centres, Technology and Industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from each partner a yearly report on the skills’ needs for the ORE activity identified in their organisation, as well as the training offer addressed to the ORE activities. Data will be compiled by the WG with the support of the PS.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of training offers addressing ORE per country (yearly update) • Number of skills gaps identified in the sector per country (yearly update) • 3-yearly updates of the future trends about the needs and expected impacts to the sector
<p>Promoting Life-Long Learning in ORE for all.</p> <p>Underpin the skilling process for the new jobs expected in the sector, estimated to account for a range between 20,000 and 54,000 new workers in the first five years, and contribute to improve up-skilling opportunities in the field of ORE the actual workforce</p>	<p>All Partners with the support of the WG <i>Promoting Life-Long Learning in ORE for all</i> and the Partnership Secretariat.</p>	<p>Trade unions and employers, Companies, Professional bodies, Universities, VET training Centres, Technology and Industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from the partners a yearly report on the number of people trained by their organisation, indicating the type program or course, and broken down by gender and other demographically relevant indicators. Data will be compiled by the WG with the support of the PS.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of people trained in VET/University programs split by EQF level and by gender (at least). • Number of people trained in LLL courses split by EQF level and by gender (at least).

<p>Promoting careers in ORE sector</p> <p>Contribute to the attraction of a range between 20,000 and 54,000 new workers in the first five years, making those more appealing, especially for the youth and for women.</p>	<p><i>WG Promoting careers in ORE sector</i> and the Partnership Secretariat. All partners will contribute to the identification of job opportunities, and will be invited to engage in promotional activities.</p>	<p>Students (including secondary education), Trade unions and employers, Professional bodies Universities, VET training Centres, Technology and industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to request partners a yearly report on the promotional activities undertaken, the apprenticeships organised, and the job opportunities promoted.</p> <p>Experts in the ESCO taxonomy making part of the WG will act as “ESCO facilitators”, transferring information from the ESCO community to the Partnership. They will contribute to prepare the updates of the database, by transferring the results of the <i>WG Observatory on training needs and offer in ORE sector</i>. Partners will be invited to contribute as “satellite experts” for short periods of time to provide inputs to the revision of occupations.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of activities and promotional materials addressed to attract young talent to the blue economy and number of people that engage in the activities and/or use the materials. • Number of apprentices engaged, mapping them by gender and age • Number of job opportunities promoted and number of people hired (characterised by gender). • Number of skills and number of occupations reviewed in the ESCO database.
<p>Building durable skills partnerships for the ORE sector</p> <p>At least five Sea Basins will be approached in the first five years.</p>	<p><i>WG Building durable skills partnerships for the ORE</i> and the Partnership Secretariat. All partners will promote the adhesion of new stakeholders to the Partnership through multi-stakeholder events addressing the ORE sector in all the European sea basin.</p>	<p>Trade unions and employers, Professional bodies, Universities, VET training Centres, Technology Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from partners a yearly report on the multi-stakeholder events addressing ORE skills needs they have organised. The PS will report on new partners having joined the Partnership and WGs created.</p> <ul style="list-style-type: none"> • Number of new partners involved in the Partnership classified by group of stakeholders • Number of WGs created to address ORE skills in each European sea basin • Number of multi-stakeholder sessions addressing ORE skills • Number of regions, countries and sea basins covered

5. Governance of the Partnership

In order to carry out the Actions, the following organisational structure is established:

- The **Pact Secretariat (PS)** is responsible for facilitating administrative organizational support to the Partnership and acting as an interface between the Partnership and the European Commission with the collaboration of the partners as and when required. During 2021, as part of the inception of the partnership, the secretariat will be chaired by CETMAR to take advantage of the leadership of this organisation in the ERASMUS+ Blue Print initiative for the Maritime Technologies, MATES¹¹. Beyond 2021, the sustainability of the partnership secretariat will be discussed by the Steering Group to decide whether it should remain under the responsibility of the same organisation and how long, or by any alternative as well as on the process for the replacement.
- The **Working Groups (WG)** are intended to promote the implementation of the Actions, and will also assist in gathering the information and measuring performance through the KPIs. WGs will be open and flexible throughout the project lifespan.

The WGs will be lead by an elected chair and alternate. The chairperson is responsible for the agenda and organisation of the WG meetings with the support of the secretariat. He/she is also in charge of gathering all group members' contributions into comprehensive and synthetic documents, and to report about them through the Steering Group to the General Assembly.

- The **Steering Group (SG)** will discuss and propose the **strategic orientation of the Partnership**. The SG will be composed of the WG chairs (replaced by the elected alternates when not available) and will be supported by the PS. The SG may set up new working groups, on its own initiative or on the proposal of any member of the Partnership.
- The **General Assembly (GA)** is formed by a representative of each Partner. The GA will approve the **strategic orientation** of the Partnership and adopt the main decisions, such as the replacement of individual members or the annual report on the activities. The GA has the authority to modify the Terms of Reference of the Partnership, should it be necessary.

The Partnership structure could change to adapt to the circumstances if necessary. When this happens, this ToR document will be updated for consistency.

All the bodies in the Organisational Structure, with the exception of the GA, could, if deemed necessary, agree a specific working protocol which should in all cases observe as prevalent framework, the rules set in this ToR.

6. Decision flow

Decision-taking will be based on **consensus**. If this cannot be achieved, decisions will be taken by the majority of the quorum made up by those present, or those properly represented

¹¹ <https://www.projectmates.eu>

members of the body (through delegate of the vote). Quorum is made of two thirds of the total number of members of each body. In the case of a tied vote, the Chair of each management body will cast the deciding vote. No member holds the right of veto.

Members may delegate their vote to other members, though this must always be done in written format, signed and stamped by the member delegating its vote (certified electronic signature will be admissible).

7. Organisation of Partners' collaboration

The Partners will provide their support to the Pact for Skills performance by **implementing the actions agreed in their letter of intent, contributing to one of the Working Groups of the Partnership, and attending to the General Assembly. They engage to answering the questionnaires distributed by the WGs**, in particular those addressed to report on the KPIs, **and report on their achievements yearly**. After each yearly report, Partners may modify their yearly objectives. If no amendment is formally conveyed, the same objectiveness will be considered for the following period.

The Examples of engagements document ¹² is intended to inspire the different stakeholders, by indicating the most relevant benefits they can take up from the Pact for Skills, and proposing some examples of engagements undertaken by each group.

The Partners will also consist of so-called 'ambassadors' acting to promote the Pact for Skills and its goals towards the relevant policy-makers, the education and training community, industry, academia and other societal actors to support the partnership's visibility and impact.

The Working Groups and the Steering Group will both organize at least two meetings per year, and the General Assembly will normally meet once a year. During 2021, to guarantee the launch of the Partnership, three WG meetings are foreseen, followed by three meetings of the SG. Meetings will be virtual while normal and safe mobility conditions are not granted across Europe. Virtual meetings will be considered as first option even when travel is permitted. All partners will contribute to guarantee that communication is fluent, transparent, timely and constructive. Observation of these principles will be particularly encouraged and facilitated by the PS and the WG chairpersons.

8. Withdrawal of Partners

In case of voluntary withdrawal of a Partner, the withdrawing partner must inform the PS without delay.

Partners not presenting the agreed yearly report on their achievements and performance will be requested for due justification; a new deadline for reporting may be proposed by the SG and communicated by the PS. If no report is submitted after the second deadline, the SG may propose the withdrawal of this partner to the General Assembly.

¹² [Examples of engagements: http://intranet.projectmates.eu/index.php/s/eXLBoPz3C8YRjF4](http://intranet.projectmates.eu/index.php/s/eXLBoPz3C8YRjF4)

1. ToR Amendment, modification or variation

The Terms of Reference can be updated by the Partnership at any time on request of at least one third of the members of the Partnership or on request of the Steering Board.

Any request for a change requires the majority of the Assembly.

2. Confidentiality

The Partners may deem it needed to sign a Confidentiality Agreement binding the Partnership to standard confidentiality obligations. In that case the PS will propose a model Non-Disclosure Agreement.

3. Contact

For further information, please contact the members of the Partnership Secretariat through mates@cetmar.org

4. Compliance with the personal data protection regulation

All personal data collected within the scope of the Partnership will be stored and used within the framework of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

During 2021, all data facilitated by the Partners and collected by the questionnaires or by any other means, will be stored in a server, property of the Centro Tecnológico del Mar – Fundación CETMAR, and will be used exclusively within the framework of the Partnership, that will collect and collate the contacts of relevant stakeholders and experts who are best qualified and willing to provide inputs for the Pact for Skills.

Any information you provide will not be used for commercial purposes and will not be sold, rented, leased or forwarded to any third party.

All the information will be kept at least for six years after the launch of the Partnership (expected by March 2021).

For GDPR compliance, you have:

Right to Control Your Data - You can withdraw consent to our data processing at any time.

Right to Access Your Data - You can request a copy of all the personal information we have about you.

If a replacement of CETMAR in the PS is to happen, then the data owners should be informed and may need to be asked if they accept or not to make their data accessible by CETMAR to the new secretariat.

For any queries concerning the treatment of your data, you can contact us on mates@cetmar.org



5. Acceptance

If you are in agreement with these Terms of Reference, please send a scanned copy of the letter of intent "Towards a Pact for skills in the ORE"¹³ duly filled in, signed by the legal authorised person and stamped, to the Partner in charge of the secretariat (in the date of the launch, Centro Tecnológico del Mar – Fundación CETMAR, contact mates@cetmar.org)

¹³ <http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7RkK>

PROPOSED LINES OF ACTION TO LAUNCH THE PACT FOR SKILLS AT THE ORE SECTOR

The present document is intended to create a baseline to facilitate the formulation of engagements by the different stakeholders joining the pact for skills in the ORE sector. It is addressed to the organisations willing to join the pact in the ORE sector, and is to be completed with their engagements.

1 - Links to the documents supporting the discussion for the ORE Pact for skills:

- [Presentation of the Pact for Skills](#) made public at the webinar “[Towards a pact for skills in the maritime technology industry](#)”, organised at the Business2Sea event the 16th November 2020. [Full report](#)
- [Position paper](#) prepared by the [MATES](#) project to steer the debate
- [MATES Form](#) to gather contact details and first impressions for the pact
- Pact for skills [EC website](#) and [charter](#)
- [Proposed lines of action](#) to launch the pact for skills at the ore sector (present document)
- [Examples of engagements](#) for different stakeholders groups
- Terms of Reference stating the governance of the Partnership (in progress)
- Vision document for the implementation of the Pact for Skill in the ORE sector (in progress)
- Letter of Intent (in progress)

Table 1 correlates the Key principles of the Pact for Skills, with the main achievements of the MATES project to propose a set of lines of action addressed to the achievement of the Pact for Skills objectives at the ORE sector, proposing anticipated indicators and key enablers.

2 – General remarks:

- The main strength of a large scale partnership is the synergy between the different stakeholders working together. We are encouraged to show how this synergy could work and benefit the partnership.
- The following examples are a non-exhaustive list. Further contents may be proposed.
- The Anticipated indicators of this list are proposed to facilitate the identification of objectives for action and KPI. They will necessary be quantified when stating engagements, being as concrete as possible in the definition of periods for the quantifications.
- The ToR will include the procedure to monitor the achievements; KPI are expected to be monitored yearly by EC; further internal monitoring may be agreed to facilitate the implementation of corrective actions, keeping in mind that ORE Pact is a voluntary process, with no legally or financially binding commitments. A first group of actions will be activated in early stages, but the implementation of the pact will be consolidated to the extent that the enabling conditions act as drivers for the performance of the actions.
- The actions focusing at working against discrimination, gender equality and equal opportunities are transversally addressed.

Table 1: Key principles of the Pact for Skills, correlated with MATES project achievements in the ORE sector, proposed lines of action, anticipated indicators and key enablers.

P4S_Key principles	MATES Achievements	P4S_Proposed Lines of Action	Anticipated indicators	Key enablers
<p>Promoting life-long learning culture for all</p>	<ul style="list-style-type: none"> • Strategy with the identification of paradigm shifters, future scenarios foreseen, and proposed lines of action for the shipbuilding and for the ORE sectors. • Orientation for designing mechanisms to adapt the training offer to the forecast of future needs. • Implementation of Pilot Experiences to explore new training formats and content, addressed to various stakeholders and educational levels, following EQAVET principles: <ul style="list-style-type: none"> - Offshore Renewable Energy Courses - ED2MIT: Education and Training for Data Driven Maritime Industry MOOC in ILS – Integrated Logistic Support - The Magnus Effect: building a scale offshore wind jacket at the VET Centre. - Green Move 	<ul style="list-style-type: none"> • Increase the number of VET/University courses directly addressing ORE, and in particular those focusing on emerging ocean energy technologies (wave, tidal and offshore solar). • Adapt training offer to new and emerging processes, technology deployment, etc... • Provision of separate modules for upgrading of existing skills, according to industry needs. • Tailor concrete curriculum for specific training needs of the sector, and build knowledge along the career path of jobholders. • Find financing opportunities to support the investments of companies in up and reskilling activities for their employees • Promote and support company and intercompany training and the allocation of “training-time” for workers to be able to access up and reskilling courses • Life-long learning offer to increase specialisation for the managerial positions: <ul style="list-style-type: none"> - Engineering skills: electrical, structural, adaptation for decarbonisation in ORE maritime operations. - Digital skills: remote control, data analytics 	<ul style="list-style-type: none"> • Number of people trained for each one of the new ocean technologies (indicating EQF level of the trainings). • Number of people upskilled or reskilled to increase competencies in electro-mechanics, assembling, health and safety, construction, diving and welding. • Number of people trained in new VET/University programs. • Number of women and number of persons from groups at risk of exclusion trained and their share of the total. 	<ul style="list-style-type: none"> • Private investment, already very relevant, would maximise its impact being complemented with the rest of key enablers. • Pact for Skills. Involvement of key stakeholders: Universities, VET training Centres, Industry, Technology Clusters • Comprehensive social dialogue with trade unions and promotion of collective agreements in the context of life-long learning • National and regional funding programs for the organisation of training: <ul style="list-style-type: none"> - Staff - Unemployed - VET trainees • Erasmus+ for the definition of new programs and joint developments in VET.

P4S_Key principles	MATES Achievements	P4S_ Proposed Lines of Action	Anticipated indicators	Key enablers
	<ul style="list-style-type: none"> - MOL2: Maritime on the Loop of Ocean Literacy: cross-curricular skills for maritime technology at secondary level 	<ul style="list-style-type: none"> - Human Ressources readiness for inclusive workforce transition • Life-long learning offer to increase offshore-specific skills for the operational and maintenance positions: <ul style="list-style-type: none"> - working at sea, working at height, health and safety - Electro-mechanics, assembling, construction, welding - Diving • Life-long leaning training focusing on the drivers of change identified: <ul style="list-style-type: none"> - Smart grid & smart sensors - Big data - Automation and advanced robotics - Energy storage (Power to X) - 3D printing • Explore the use of test sites for training purposes to simulate the ORE working context. • Explore the use of virtual reality and mobile simulators combined with on-site practices. • Increase the number of apprenticeships in the ORE industry, involving practitioners from different disciplines (science, engineering, but also ITC, telecommunications laws, among others). • Promote good practices for the syllabus design and teaching activities. Recommendations will include at least the 		

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		<p>collaboration of different groups of stakeholders in both processes – namely industry and training providers- provision of short trainings and modularity, establishing procedures to guarantee equality in the access to training and the allocation of the time for the employees to get trained. A regional approach to the trainings will also be considered (further details are provided in the section “Building durable skills partnerships”)</p>		
<p>Promoting careers in ORE</p>	<ul style="list-style-type: none"> • Definition of New Occupational Profiles • Dissemination and Exploitation Plan facilitating communication and dissemination for widespread awareness of the project amongst stakeholders and the general public, and Ocean Literacy actions. • Outreach and Ocean Literacy Directory: Online directory of best practices in Ocean Literacy related to maritime technology. • ErasmusMATES YouTube channel with promotional materials. • Quality assurance Plan based in EQAVET principles 	<ul style="list-style-type: none"> • Promote opportunities in the ORE sector in Europe, leading to maritime careers becoming more appealing, especially for the youth and women. • Promote apprenticeships in the ORE sector in cooperation with education providers and industry • Promote the values of a Just Transition as a key element to attract talent to the ORE industry¹. • Identification of barriers to integration into the ORE sector, and proposal of measures to overcome them. • Improving the visibility of women and people from groups at risk of exclusion in the maritime technologies sector. 	<ul style="list-style-type: none"> • Number of activities and promotional materials addressed to attract young talent to the blue economy and the number of people that engage in the activities and/or use the materials • Number of apprentices engaged, characterising their background, gender and age (science, engineering, ITC, ...) • Number of job opportunities promoted and number of people that engage with these 	<ul style="list-style-type: none"> • Funding: EMFF... • Create a campaign brand and align efforts by the sectoral agents on social media • National and regional funding programs for training and awareness raising activities on careers. • Collaboration with gender/diversity observatories • Promotion of the European Charter of Equality by the sector https://charter-equality.eu/ESCO Database • Involvement of key stakeholders: Universities, VET

¹ More details on the key elements for a [Just Transition](#) are detailed in the industriAll Europe [position paper 2020/116](#)

P4S_Key principles	MATES Achievements	P4S_ Proposed Lines of Action	Anticipated indicators	Key enablers
		<ul style="list-style-type: none"> Promote and facilitate uptake of STEM subjects by female students to increase women participation in the ORE labour market Increase the awareness of ORE careers at secondary school level. Collect and apply best practices for matchmaking employers and jobseekers. Contribute to the update of the ORE occupations in the ESCO database. 	<ul style="list-style-type: none"> opportunities (characterised by gender).. Number of skills and occupations reviewed in the ESCO database. 	<ul style="list-style-type: none"> training Centres, Industry, Technology Clusters
<p>Building strong skills partnerships</p>	<ul style="list-style-type: none"> Thematic groups of experts with representation in all EU Sea basins. Who is who directory facilitating contacts with relevant experts and stakeholders from industry, the education community and research centres. Tasks and procedures designed to establish links and connections between Public Institutions, Training Centres, Industry and Research Centres 	<ul style="list-style-type: none"> Boost multi-stakeholder discussions addressing skills in sectoral events. Revision of the official recognition schemes for the efforts dedicated to creating collaborations among academia and industry. Revision of the qualifications schemes to better calibrate the existing ones and promote their acceptance. (mutual recognition of certificates and skills across Europe is key to facilitate labour mobility) Harmonise data collection in the area of offshore industries – identify most prominent needs through them Identification of services that training Centres may offer to their community as part of their 	<ul style="list-style-type: none"> Number of partnerships created to promote the Pact for Skills in the ORE sector (National/regional/sea-basin/projects), with indication of the Groups of organisations involved (Industry/Social partners/Education /Administrations/Research) Number of multi-stakeholder sessions addressing skills. Number of recognition schemes identified and tested. 	<ul style="list-style-type: none"> Social dialogue: Trade unions and employers are best placed to identify emerging skills and future job developments and notify these changes to VET providers Funding (non exhaustive list): Erasmus + / EMFF (Blue careers) / ESF/ Marie Curie funding / National funding/ DG Employment, Social Affairs & Inclusion/ private foundations, e.g. the Lloyds Register Foundation Involvement of key stakeholders: Universities, VET

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		<p>teaching activity and as pathways for collaboration with the stakeholders outside the education community</p> <ul style="list-style-type: none"> • Develop a regional approach for the application of the lines of action, based on the relevant expertise in each region, to better identify each region’s specific needs and address tailored solutions. At least two groups of sea-basins could be considered, depending on the maturity and organisation of the industrial ecosystem. A special attention should be paid to adapt to the circumstances in every case. 	<ul style="list-style-type: none"> • Number of Services identified 	<p>training Centres, Industry, Clusters, Professional bodies and the Administrations responsible for their regulation.</p>
<p>Monitoring skills supply/demand and anticipating skill needs</p>	<p>Training offer identified and characterised (Baseline Report on present skills gaps), updated at www.marinettraining.eu</p> <p>Paradigm changes and future scenarios with most effective training methods (Future skills needs and trends)</p>	<ul style="list-style-type: none"> • Development of an observatory of training needs and offer for the ORE sector. In one first stage, the observatory will be based in the information collected by partners on their training offer and skills needs; efforts will be addressed to complement this information with data from vacancies platforms and other complementary sources of information. 	<ul style="list-style-type: none"> • Yearly update of the training offer addressing ORE • Yearly identification of skills gaps in the sector • 3-yearly updates of the future trends and impacts in the sector 	<ul style="list-style-type: none"> • Marine training offer database www.marinettraining.eu • Partners’ contributions to feed the observatory, including private training offer and identified skills needs. • Funding (non exhaustive list): Erasmus + / EMFF (Blue careers) / ESF/ National funding/ DG • Industry focus groups to highlight skills gaps/skills needs employment, Social Affairs & Inclusion/ private foundations