



**PACT FOR  
SKILLS**

# **PACT FOR SKILLS** ANNUAL REPORT 2022

Progress on upskilling and reskilling the European  
workforce

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# The Pact for Skills annual report 2022

The [Pact for Skills](#) was launched in 2020 as the first flagship action of the [European Skills Agenda](#), helping to address the future skills needs of Europe's workforce. 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. Over **1000 organisations** from all EU Member States have joined the Pact for Skills as members since its launch. Pact members consist of individual organisations, stakeholder partnerships, and European umbrella organisations.

This first 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 2022<sup>1</sup> and highlights remaining challenges and opportunities in the field of skills development as perceived by Pact members. The survey results also present Pact members' suggestions for future activities and resources. This will be an annual exercise of which this is the first result. Information in this report is based on the Pact for Skills annual survey which was open from 1 February to 3 March 2023 for all registered Pact for Skills members.<sup>2</sup> **461 members** responded to the survey from all EU Member States and all 14 industrial ecosystems.<sup>3</sup>

## Overview

Members of the Pact have made 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 have reached an estimate of almost two million individuals**. In addition, Pact for Skills members have made **an aggregated investment of close to EUR 160 million into upskilling and reskilling activities**.<sup>4</sup> Most Pact members have achieved progress on the four main Pact principles: promoting lifelong learning for all, building skills

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<sup>1</sup> The monitoring period covered by this survey is primarily the time period between January and December 2022. However, due to this survey being the first of its kind since establishing the Pact for Skills in 2020, members active in the Pact since 2020 may have reported on their results including during the years 2020 and 2021. Moreover, due to the on-going registration of large-scale skills partnership members to the Pact database, all members registered until March 2023 were invited to respond to the survey, if relevant.

<sup>2</sup> Those Pact members for which contact details were available, 943. The process of registering all Pact members, in particular the members of existing large-scale skills partnerships, is still on-going.

<sup>3</sup> Respondents: 70% (323) individual organisations; 22% (100) umbrella organisations; 8% (38) partnerships.

<sup>4</sup> These figures are the aggregate of values provided by all respondents for the following indicators: Number of people who took part in upskilling or reskilling activities; Number of training programmes developed; Number of training programmes updated; Number of people reached by communication activities or awareness raising on upskilling and reskilling; Number of stakeholders joining a skills partnership or network; Amount of financial investment into upskilling/reskilling (EUR). The annual monitoring 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.

partnerships, monitoring skills supply/demand and anticipating skills needs, and working against discrimination and for gender equality and equal opportunities.

Members made significant contributions to upskilling and reskilling and reported improved sectoral skills monitoring and anticipation. Engagement in the Pact for Skills and in the 14 large-scale skills partnerships (LSP) that were in place by the end of 2022 also resulted in strengthened stakeholder collaboration. The **majority of LSP members reported that the Pact provided them with great added value**, even more so compared to non-LSP members. In addition, the Pact has provided benefits to the range of organisations involved across 14 industrial ecosystems, including training providers, micro, small or medium employers, and civil society organisations. Being a member of the Pact has provided organisations with better access to information on upskilling and reskilling and opportunities for knowledge sharing and networking with relevant actors in their ecosystem.

The survey also found that when implementing upskilling and reskilling activities **some key challenges remain**: the lack of financial and human resources was the most reported.

Finally, **more than half of survey respondents were satisfied with the Pact for Skills Support Services** and would like to see more opportunities for networking and guidance on accessing funding for upskilling and reskilling. Respondents also highlighted that more guidance on the process of making and implementing commitments, and enhanced access to relevant resources, would increase the impact of the Support Services and ensure members benefit from being a part of the Pact for Skills in 2023 and beyond.

# PROGRESS ON **PACT FOR SKILLS** OBJECTIVES

# Progress on Pact for Skills objectives

## Key achievements of Pact members

The Pact for Skills aims to boost investment in the skills development of the adult age population in Europe. Members are public and private sector 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. As of March 2023, around 1,000<sup>5</sup> organisations had officially registered with the Pact, either individually or as part of skills partnerships, in the 14 industrial ecosystems and in all 27 EU countries and EU candidate countries. Partnerships and umbrella organisations together represent more than 25% of members and contribute to extending the reach and impact of the Pact beyond its direct membership.

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**

### *Pact members have delivered a variety of up- & re-skilling activities*

The survey found that **most respondents have delivered upskilling and reskilling activities** as part of their engagement in the Pact for Skills. These include development of training programmes (62%, 284), trainings and mentoring (61%, 283), and delivery of communication or awareness raising activities on the importance of skills development (60%,

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<sup>5</sup> Pact members for which contact details were available is 943. The process of registering all Pact members, in particular the members of existing large-scale skills partnerships, is still on-going.

276). Creating stakeholder networks for collaboration (45%, 206) was also common, while financial investment (16%, 74) was implemented by a quarter of respondents as part of their Pact engagement. A small portion of respondents have implemented other types of activities, such as participation in a regional skills policy group, developing policy evidence and recommendations as well as providing intelligence on funding available for upskilling and reskilling activities. Only 6% of respondents (28) have not delivered any activities related to upskilling and reskilling in 2022.<sup>6</sup>

### ***The activities of Pact members have had clear impact on the ground***

When organisations sign up to the Pact, they agree to the [Pact for Skills Charter](#) and commit to uphold its four key principles. Organisations are encouraged to translate their engagement into concrete commitments and define a key performance indicator (KPI) to measure progress. Figures presented throughout this chapter are aggregates of KPI values reported by respondents on their activities relevant to the Pact for Skills.

As a result of Pact for Skills members' activities, including the activities of members of large-scale skills partnerships, by the end of 2022, it can be estimated that the following **impact on the ground was achieved by the Pact:**<sup>7</sup>

 **1,999,277** individuals reached by upskilling and/or reskilling activities,

 **15,525** training programmes updated or developed, and,

 **€ 159,955,721** invested into upskilling and reskilling.

These achievements contribute to the commitments made by the large-scale partnerships which, as of March 2023, aim to collectively offer upskilling and reskilling opportunities to close to 6 million people in the coming years. While estimates, the above figures showcase the significant efforts of Pact for Skills members in delivering concrete actions to achieve their

<sup>6</sup> Number of respondents, 460.

<sup>7</sup> Note: These values are to be considered as estimates and are to be treated with caution. This is because values reported by respondents cannot be individually verified. Moreover, members which are umbrella organisations and partnerships may have reported results on behalf of several organisations. In addition, results related to project consortiums may have been reported with overlaps by several project consortium partners members of the Pact. Finally, there may have been differences in how respondents monitored, collected and reported data on key performance indicators.

objectives in relation to upskilling and reskilling. As a result of these efforts, **nearly 2 million<sup>8</sup> people participated in upskilling and reskilling activities**. Of these respondents, 31% (87) reached between 10 and 100 people each and 31% (89) between 100 and 1000 people with their upskilling and reskilling activities.

Respondents also **developed<sup>9</sup> more than 12,000 training programmes and updated<sup>10</sup> more than 3,000**. The majority of respondents developed between 1 and 25 new training programmes (67%, 189), and updated between 1 and 10 programmes (79%, 147).<sup>11</sup>

Examples of training activities are presented in the box below.



### Provision of training

#### *Digital*

The training provider Emphasys Centre, in Cyprus, in collaboration with an NGO has set up a Learning Hub, an initiative giving vulnerable groups of people (i.e. NEET youth, people with migrant background, elderly, unemployed) the chance to participate in upskilling courses, while utilising its infrastructure during non-working times.

The Municipality of Lisbon, *Camara Municipal de Lisboa*, launched a “Digital Skills Passport” project which offers a micro-accreditation tool which participants can acquire upon completion of digital skills workshops.

Cisco Systems Inc provided online courses for the digital competence building of refugees in partnership with the ReDI School for digital integration as well as a summer school for Ukrainian women on digital skills and cybersecurity.

#### *Proximity and Social Economy*

The Wheel organisation in Ireland launched a Leadership Academy to support skills development in the social economy sector in Ireland. The platform offers targeted training material and relevant resources.

<sup>8</sup> Number of respondents, 283.

<sup>9</sup> Number of training programmes developed, 12,275. Number of respondents, 284. Respondents who were public authorities, accounted for 15% of all programmes developed, which can be explained by these authorities' national or regional competence.

<sup>10</sup> Number of training programmes updated, 3,250. Number of respondents, 187. Respondents who were public authorities, accounted for 14% of all programmes updated, which can be explained by these authorities' national or regional competence.

<sup>11</sup> Around 3% (10) of respondents who reported developing a training programme accounted for 69% of all training programmes developed. Around 5% (10) of respondents who reported updating a training programme accounted for 75% of all training programmes updated. See the methodological note at the end of the document for more information.



### *Tourism*

The European Federation of Tourist Guide Associations (FEG) designed 'Masterclasses' for tourist guides to encourage tourist guide trainers to upskill themselves in fields such as inclusion, digital skills, or guiding people with learning difficulties.

Stakeholder collaboration, one of the key principles of the Pact, has also been an important achievement of the Pact for Skills: the 461 Pact members responding to the survey collaborated with more than **21,500 relevant stakeholders in partnerships or networks**.<sup>12</sup> Different forms of stakeholder collaboration include stakeholder-specific networks (i.e. of universities and VET centres), project consortiums (e.g. Blueprint alliances), stakeholder-led working groups, industrial clusters and EU umbrella organisations. However, it is important to note that respondents may have reported numbers of partners engaged in broader networks or platforms of collaboration that include skills but are not strictly skills related.

Examples of stakeholder cooperation, partnerships and networks are provided in the box below.



### Stakeholder cooperation

#### *Agri-food*

The AGAPE Aquaculture Global AI Platform for Europe's Skills Passport (Erasmus+ project) is a collaborative platform addressing the EU aquaculture market, aiming to bring together academia, consumers, and research ecosystems. The platform informs the re-skilling process from a circular economy perspective and helps companies to identify future skills needs and gaps using AI.

#### *Cross-sectoral*

The City Council of Alzira, Spain, carried out the VET Up (Erasmus+) project bringing together VET provider networks and VET research institutes from across the EU. The project carried out six national events, three exchanges of good practices, the production of 49 videos, a follow-up tool for VET graduates, and a skill needs survey among companies.

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<sup>12</sup> Number of stakeholders joining a skills partnership or network, 21,577. Number of respondents, 206. 68% (140) of respondents collaborated with between 1 and 50 partners, while 69% of all partners were reached by only 5% (10) of respondents. See the methodological note at the end of the document for more information.

### Digital

The DTAM SSA (Erasmus+) project comprises five European Regional Skills ecosystems of VET centres, educational policymakers, digital transformation experts and sectoral representatives. The partnership developed a Digital Transformation Skills Index, and a curriculum of digital transformation in advanced manufacturing.

Members of the Pact have also developed **awareness raising and communication activities** on upskilling and reskilling. These are estimated to have **reached more than 18 million<sup>13</sup> people**. This aggregate value may include all types of communication reported around upskilling and reskilling activities, including online engagement on social media platforms (i.e. LinkedIn, Facebook), website or platform visits, media outlets (i.e. newspaper), internal communication within networks (i.e. newsletters) and participants of multiplier and awareness raising events. Of all respondents, 44% (121) reached more than 1,000 people.<sup>14</sup>

Along with communication and promotion activities, respondents have also carried out skills anticipation and research activities. Examples for awareness raising and skills anticipation activities are presented in the box below.



### Skills anticipation, research, and promotion

#### Automotive

The Ambassadors4Skills&Jobs Program, launched by the non-profit association IDESCOM, Portugal, promotes skills development and training courses in the sector by organising conferences and seminars discussing the impact of digital innovation on the skills needs of the sector.

The AUTO 4.0 (Erasmus+ partnership project) carries out skills anticipation for the sector based on identifying relevant competencies at EU level. The project also aims to develop training materials for the identified competencies related to specific professional profiles.

#### Cross-sectoral

The Association of Nordic Engineers conducted a small-scale analysis and review on future competence needs for climate solutions and circular economy. The report introduces the basis for a Circular Economy Competence Framework for science, technology, maths and engineering (STEM) specialists.

<sup>13</sup> Number of people reached by communication activities or awareness raising on upskilling and reskilling, 18,774,753. Number of respondents, 276.

<sup>14</sup> 18% (49) reached more than 10,000 people with communication and dissemination activities. One respondent accounted for around 64% of the total achieved value. See the methodological note at the end of the document for more information.

Finally, members of the Pact have collectively invested, through public (i.e., regional, national and EU funds such as Erasmus+ and ESF+) and private funding close to **EUR 160 million into upskilling and reskilling activities**.<sup>15</sup> The median respondent invested EUR 135,000 into upskilling and reskilling activities, with 26% of all respondents having invested at least 1 million EUR.<sup>16</sup>

An overview of the key achievements of Pact members monitored by the survey is presented in the table below.

Table 1. Respondents' estimated achievements in upskilling and reskilling in 2022<sup>17</sup>

Key performance indicator	Total value (estimate, aggregate value)
People who took part in upskilling or reskilling activities	1,999,277
Training programmes developed	12,275
Training programmes updated	3,250
People reached by communication activities or awareness raising on upskilling and reskilling	18,774,753
Stakeholders reached in cooperation partnerships or networks	21,577
Financial investment into upskilling/reskilling (EUR)	159,955,721

Source: Ecorys 2023 (N=461).

<sup>15</sup> Number of respondents, 74.

<sup>16</sup> 7% (10) of all respondents accounted for 86% of all financial investment. See the methodological note at the end of the document for more information. Respondents who were public authorities, accounted for 17% of all financial investment which may be due to reporting on national and/or regional level investments (i.e. in form of subsidies), such as funding from the Recovery and Resilience Facility.

<sup>17</sup> Note: These values are to be considered as estimates and are to be treated with caution. This is because values reported by respondents cannot be individually verified. Moreover, members which are umbrella organisations and partnerships may have reported results on behalf of several organisations. In addition, results related to project consortiums may have been reported with overlaps by several project consortium partners members of the Pact. Finally, there may have been differences in how respondents monitored, collected and reported data on key performance indicators.

## Progress on commitments

### *Pact for Skills members are delivering on their commitments*

173 survey respondents made a total of 400 concrete commitments.<sup>18</sup> These members reported that progress (some or major) was achieved on 91% (362) of these commitments. **Major progress was achieved on nearly half of all commitments** (49%, 195).<sup>19</sup>

The concrete commitments reported by Pact members contribute to one or more of the Pact's four key Charter principles. Nearly two thirds of all commitments reported by survey respondents relate to the Charter principle of Promoting a culture of lifelong learning for all (252, 63%). 17% and 15% of commitments reported by survey respondents relate to Building strong skills partnerships (68) and Monitoring skills supply/demand and anticipating skills needs (60), respectively. The principle of Working against discrimination and for gender equality and equal opportunities had the lowest share of commitments among the Charter principles (4%, 17).

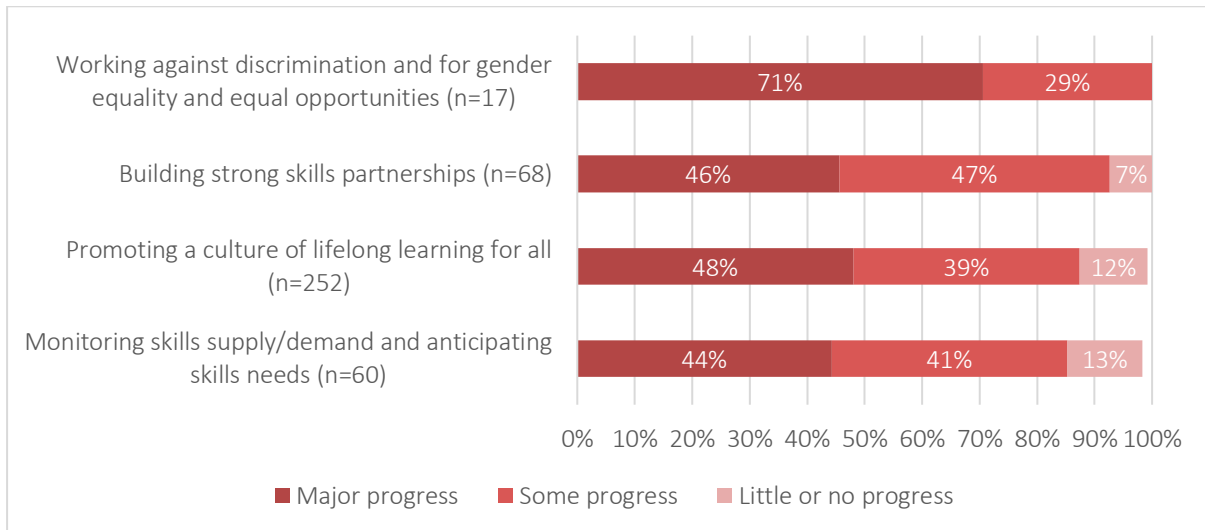
In terms of progress made by Charter principle, the commitments under the principle Working against discrimination and for gender equality and equal opportunities showed the highest level of progress, although the low share of commitments in this area must be taken into account in this (100%, 17). This was followed by commitments under Building strong skills partnerships (93%, 63), and Promoting a culture of lifelong learning for all (88%, 222). The lowest level of progress was made on commitments under the Monitoring skills supply/demand and anticipating skills needs principle (87%, 52).

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<sup>18</sup> By 2022, in total, 315 members had made commitments as part of their engagement with the Pact when registering.

<sup>19</sup> Number of respondents, 173.

Figure 1. Progress of members towards their commitments, by Charter principle



Source: Ecorys 2023 (N=173).



## Promoting a culture of lifelong learning for all

*Commitments towards the promotion of a culture of lifelong learning encompassed activities for target groups to develop specific skills, financial investments into such activities, and career and personal development services, among others.*

Coordinated by **CSR Europe** and funded by the **JP Morgan Chase Foundation**, the Upskill 4 Future project supported over 30 companies across 14 sectors in France, Italy, Poland, and Spain in developing pilot actions and upskilling strategies to create a framework for enhancing employee retention, supporting vulnerable employees, and tackling companies' skills gaps.

**Google** offered EUR 4.6 million in grant funding to **INCO Academy** to help learners from socio-economically disadvantaged communities to successfully complete training courses and provided career advice, childcare vouchers, and language support. In collaboration with local NGOs, INCO also provided people fleeing Ukraine with free access to Google Career Certificates and socio-psychological support.

Hybrid Learning Environments were co-created by the **Province of Antwerp, Belgium**, and education providers and relevant organisations to provide young teenagers (10–14-year-olds) with an online learning platform and career guidance support in relation to the care, construction, and energy sectors, alongside a physical learning environment for pupils to combine school and workplace learning opportunities.

When looking at progress by type of organisation, research institutions (45) and non-governmental or civil society organisations (22) were the stakeholder groups with the highest level of progress overall on their commitments (96% of respondents from each group indicated some or major progress).<sup>20</sup>



## Monitoring skills supply & demand and anticipating skills needs

*Commitments taken by members in promotion of the third Charter principle encompassed research and analysis activities to monitor supply/demand for skills and anticipate skills needs.*

Through the Excelsior programme, the **Italian Union of Chambers of Commerce, Industry, Crafts and Agriculture** conducts annual and periodical surveys of employers, workers, students and graduates to monitor the supply and demand of skills, the results of which are published and presented through reports and events; the data is publicly available to help students make informed career choices.

**Tin Ventures** (Belgium and Ireland) delivers a range of events and resources to design inclusive and equitable training pathways to support the most disadvantaged and marginalised groups and ethnic minorities to access work opportunities through, for instance, the achievement of its digital badge certifications. Tin Ventures also carries out digital trainings, employability bootcamps, and pre-apprenticeship programmes.

Members of large-scale skills partnerships are able to endorse the commitment of their LSP when joining the Pact. 43 respondents to the survey endorsed the commitments of their large-scale partnership. Three in four of these respondents reported to have made progress towards the commitments of their LSP in 2022. 19% (8) achieved major progress.<sup>21</sup>

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<sup>20</sup> This calculation only includes stakeholder groups with 10 or more respondents.

<sup>21</sup> Number of respondents, 43.



## Building strong skills partnerships

*Members' commitments towards building strong skills partnerships focused on promoting cross- and intra-sectoral cooperation, capacity building, and mutual learning. Key activities included the organisation of knowledge exchange events and networks.*

The **Northern Dimension Partnership on Culture Secretariat** organised several workshops and a benchmarking exercise with the aim of fostering cross-sectoral knowledge exchange in relation to skills and working methods.

**World Crafts Council Europe** organised two exchange residencies for participant organisations across Europe to share best practices in relation to skills and accreditation within the craft sector.

The three Communities of Practice established by the **Irish Co-operative Organisation society** led to the development of guidance and policy documents for Agri-food industry stakeholders across three different areas (Agri-Retail, and Health and Safety, and HR).



## Working against discrimination and for gender equality and equal opportunities

*Actions with the goal eliminating discrimination and enhancing equal opportunities included the provision of training activities aimed at the integration of vulnerable groups into the labour market and at making language within companies more inclusive.*

**Femxa Formación** in Spain implemented several training activities aimed at fostering the integration of migrants in the labour market, through which more than 60 migrant women were trained in 2022 in Latvia and Spain. Other activities focused on supporting the skills development of young people, particularly from disadvantaged groups, by providing tailor-made, quality training to improve their employability.

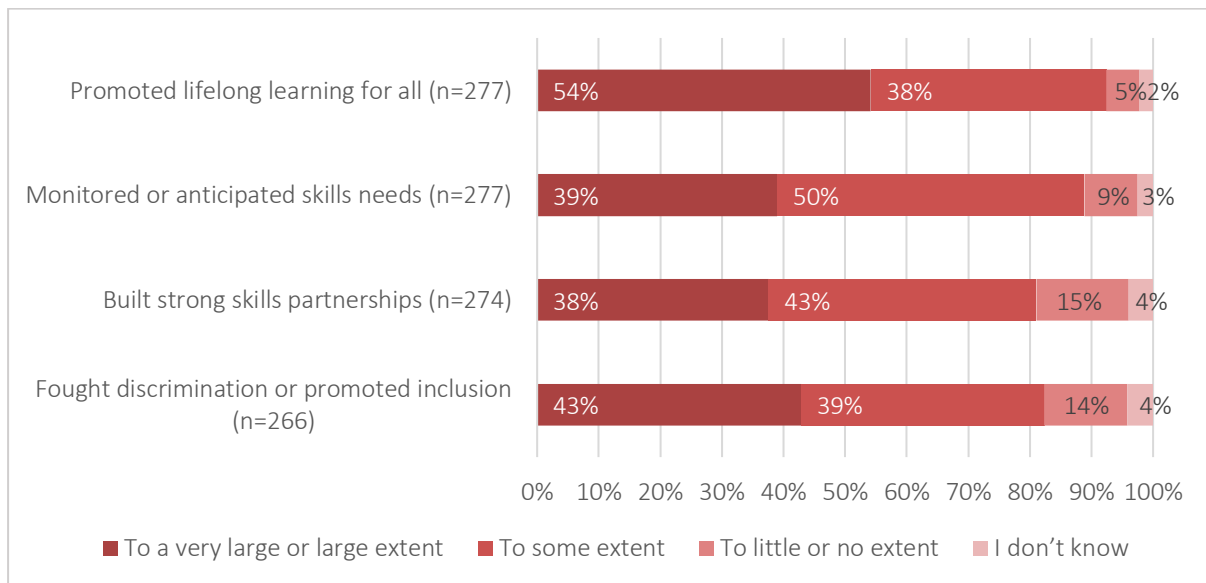
The adoption of more inclusive and accessible language was at the centre of training events organised by **Officina Microtesti** in Italy. Training events, delivered to representatives from companies' HR departments and Digital and Communications teams with the goal of improving recruitment practices and encouraging the wider inclusion of underrepresented groups.

## Members that did not make commitments also contributed to the Pact’s principles

More than half (62%, 288) of survey respondents did not formally report having made specific commitments or only endorsed their partnership’s commitments when signing up to the Pact for Skills. Nonetheless, these members reported progress on one or several of the four Pact principles through their activities.<sup>22</sup>

Most respondents said they have made progress at least to some extent on all four principles (80% or more on each principle). Promoting lifelong learning for all ages was high on the agenda of most respondents in 2022, with more than half of respondents (54%, 150) reporting progress on this principle to a very large or large extent. Significant progress was also achieved on fighting discrimination or promoting inclusion with more than 43% (114) of respondents reporting to have made progress to a large extent.

Figure 2. Progress of Pact members without commitments on four Charter principles in 2022



Source: *Ecorys 2023 (N=287)*.

Nearly two thirds (65%, 181) of all respondents who reported not having formally made commitments indicated that their organisation would be interested in making a Pact for Skills commitment in 2023.<sup>23</sup>

<sup>22</sup> Number of respondents, 287.

<sup>23</sup> Number of respondents, 278.



**FOCUS ON PACT FOR SKILLS  
LARGE-SCALE SKILLS  
PARTNERSHIPS**

## Large-scale skills partnerships

Large-scale skills partnerships (LSPs) are sector led initiatives that bring together employers, education and training providers, social partners, and public authorities to increase the upskilling and reskilling activities across the sector. **By the end of 2022, the following 14 LSPs had been established:**



The LSPs were established at different times over the past two years, with a number only launched in the second half of 2022. Even though many partnerships are still in the first stages of their work, LSPs achieved significant results in 2022. As will be outlined below, LSP members have already reported the positive impacts LSP involvement has had on their activities, and significant strides have been made towards the upskilling and reskilling of these key industrial ecosystems.

### ***Large-scale skills partnerships significantly contributed to up- and re-skilling their sectors***

Collectively, LSPs have committed to upskilling and reskilling close to 6 million individuals over the next few years. LSP members have already made substantial progress towards achieving this objective. Around half of survey respondents (51%, 235) were members of LSPs

established under the Pact. Out of the 400 commitments that are explored in this section, around 60% (229) were reported by members of LSPs.<sup>24</sup>

It is estimated that **LSP members alone have delivered a significant share of the overall progress** made towards upskilling and reskilling, by accounting for:<sup>25</sup>

 **54%** of the individuals reached through upskilling and reskilling activities,

 **76%** of the new training programmes developed, and,

 **80%** of the total amount invested into upskilling and reskilling.

As an illustration of this, the ‘Spotlight’ sections below provide information on the progress made, as reported by the LSPs with the highest response rates to the survey: the Tourism, Cultural and Creative Industries, and the Digital 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 Tourism Ecosystem

*“The regular contact with various stakeholders in such a complex (and sometimes even slightly fragmented) ecosystem as ours is already a key accomplishment. This has led to a better, more fluid and open exchange of experiences and best practices, as well as awareness raising on the importance of skills development.”*

*- TUI Care Foundation, Tourism LSP member*

The Tourism LSP has committed to upskilling and reskilling 10% of the tourism workforce each year until 2030 to tackle the existing skills gaps in the ecosystem. The partnership has committed to increasing the upskilling and reskilling activities offered by 40% for the employed workforce and by 80% for the unemployed workforce by 2025.<sup>26</sup> Through the activities of Tourism LSP members, an estimated:<sup>27</sup>

**56,500 people were reached through upskilling or reskilling activities.**

**1,000 training programmes were developed for the Tourism ecosystem.**

<sup>24</sup> LSP members can choose either to make their own individual commitments, or they can support the commitments defined by their LSP.

<sup>25</sup> Note: The KPI values reported by respondents were not able to be independently verified.

<sup>26</sup> “The EU Pact for Skills – Skills Partnership for the Tourism Ecosystem”, December 2021.

<sup>27</sup> Number of respondents from the Tourism LSP, 33. Note: The KPI values reported by respondents were not able to be independently verified.



## Spotlight: Skills Partnership for the Digital Ecosystem

*“Thanks to our involvement in the Digital LSP, we have developed strong synergies with IoT, Cybersecurity and data management companies focused on Digital Transformation in industry. Thanks to this collaboration we have updated our training provision answering the needs of the labour market.”*

- Politeknika Ikastegia Txorierra, Digital LSP member

In addition to upskilling and reskilling the ICT manufacturing, ICT services and telecommunications workforces, the Digital LSP also aims to contribute to the EU’s Digital Decade policy programme of equipping 80% of people with basic digital skills and employing 20 million ICT specialists in the EU by 2030.<sup>28</sup> Through the activities of Digital LSP members, an estimated:<sup>29</sup>

**560,000 people were reached through upskilling or reskilling activities.**

**5,000 training programmes were developed.**



## Spotlight: Large-scale skills partnership for the Cultural and Creative Industries Ecosystem

*“The key examples [of added value from LSP involvement] worth mentioning are 1) work on designing a new joint master’s degree programme based on the anticipated skills needs of the sector, and 2) finishing preparations for new bachelor programme which reflects the shift in the skill needs of the sector in its curricula.”*

- Tomas Bata University, Faculty of Multimedia Communications, C-P4S member

The Cultural and Creative Industries LSP (C-P4S) aims to address the most urgent horizontal skills needed in the sector, these being digital, green, entrepreneurial, technical and ‘hands-on’ skills. The partnership has also committed to sharing data and information on skills needs across the ecosystem, so education and training providers can address any identified skills gaps.<sup>30</sup> Through the activities of C-P4S members, an estimated:<sup>31</sup>

**12,000 people were reached through upskilling or reskilling activities.**

**350 training programmes were updated based on new skills intelligence.**

<sup>28</sup> “The EU Pact for Skills – Skills Partnership for the Digital Ecosystem”, July 2022.

<sup>29</sup> Number of respondents from the Digital LSP, 64. Note: The KPI values reported by respondents were not able to be independently verified.

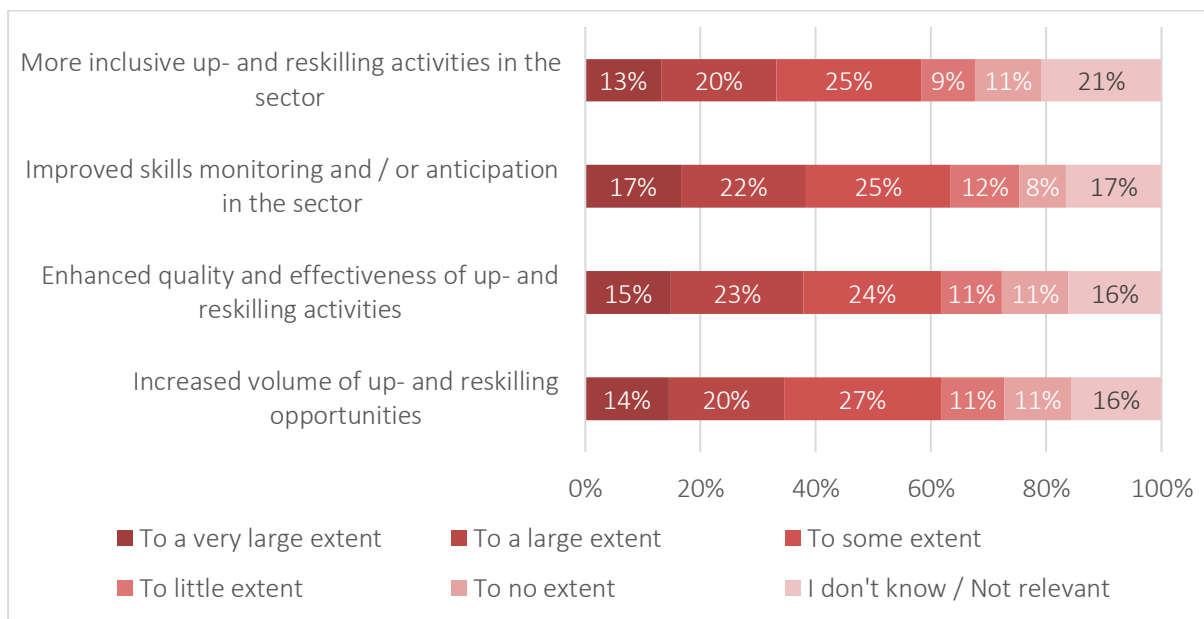
<sup>30</sup> “Large-scale skills partnership for the Cultural and Creative Industries Ecosystem: The Creative Pact for Skills (C-P4S) Manifesto”, April 2022.

<sup>31</sup> Number of respondents from the Cultural and Creative Industries LSP, 47. Note: The KPI values reported by respondents were not independently verified.

### **Involvement in a skills partnership is beneficial for an organisation**

Being involved in an LSP can have a **positive impact on the upskilling and reskilling efforts** of an organisation. 63% (149) of LSP members who responded felt that being involved in an LSP improved skills monitoring and/or anticipation in the sector by some, a large or a very large extent.<sup>32</sup> Additionally, 62% (145) of LSP members felt that being involved in an LSP increased the volume and enhanced the quality of up- and reskilling opportunities provided.

Figure 3. Perceived impact of LSP involvement on member organisations



Source: Ecorys 2023 (N=235).

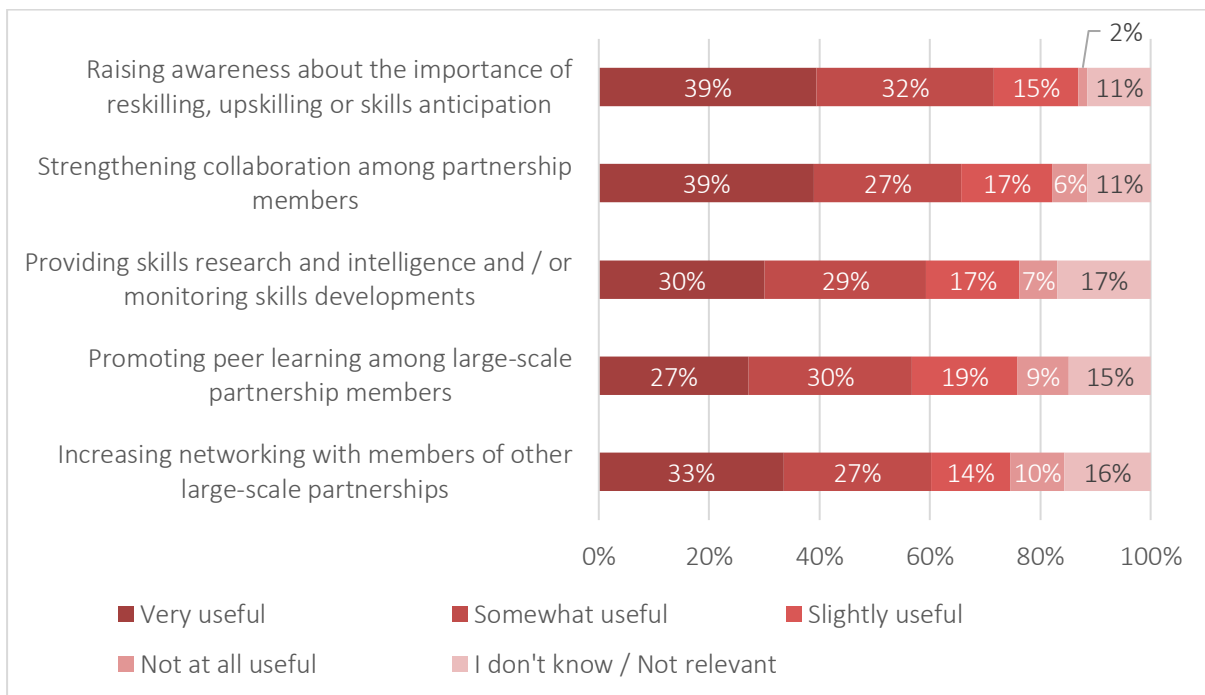
The most common response regarding **the added value of LSP membership was the collaboration** it facilitated, including developing new partnerships across members, strengthening existing networks, inspiring new discussions, and leading to the establishment of new projects or activities (27 responses). Other commonly mentioned benefits included knowledge sharing (16 responses), such as learning about good practices and getting ideas for overcoming challenges, improved trainings (13 responses), and gaining insights from other members' monitoring and assessment activities (8 responses).

<sup>32</sup> Number of respondents, 235.

Overall, 85% (199) of LSP members who responded found being involved in their LSP useful<sup>33</sup> particularly in:

- **Raising awareness** about the importance of reskilling, upskilling or skills anticipation;
- **Strengthening collaboration** among partnership members;
- **Promoting peer learning** among large-scale partnership members.

Figure 4. LSP members' views on usefulness of LSP involvement



Source: Ecorys 2023 (N=235).

<sup>33</sup> Number of respondents, 235.

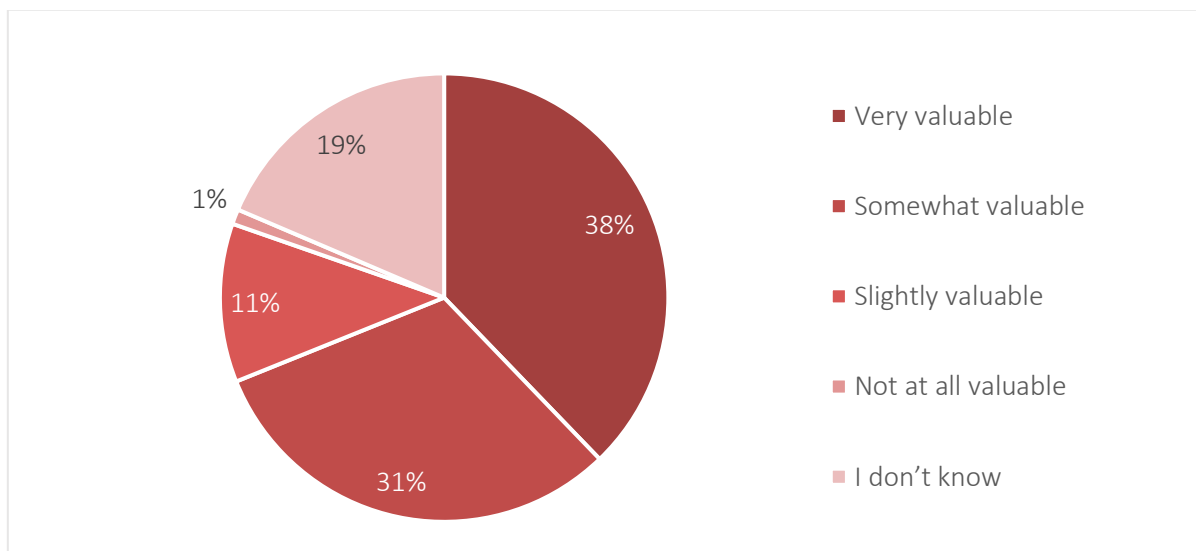
# BENEFITS OF **PACT FOR SKILLS** MEMBERSHIP

# Benefits of being a member of the Pact for Skills

## *Pact for Skills is valuable in supporting upskilling and reskilling opportunities for people of working age*

More than two thirds of respondents (69%, 317) reported that Pact for Skills is very or somewhat valuable to upskilling and reskilling, with only 1% of respondents (5) finding Pact for Skills not to be valuable at all.<sup>34</sup>

Figure 5. Overall value of the Pact for Skills



Source: Ecorys 2023 (N=461).

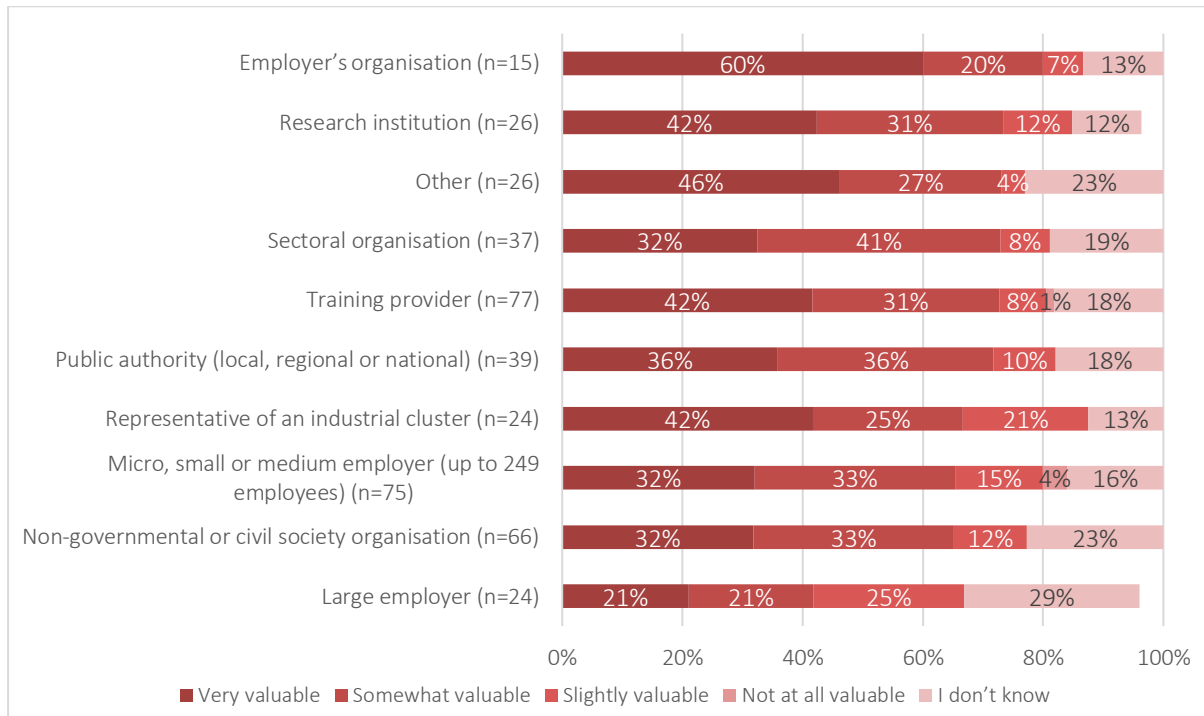
**The types of organisations which found the Pact for Skills the most valuable were employer's organisations (80%, 12), and research institutions (73%, 19),** whereas only less than half of large employers found the Pact for Skills to be valuable (42%, 10).<sup>35</sup> Respondents from four ecosystems (Microelectronics, Mobility-Transport, Health, and Tourism ecosystems) found the Pact for Skills to be the most valuable. 80% or more of respondents belonging to the Mobility-Transport (13), Health (68), and Tourism ecosystems (84) found the Pact for Skills to be at least somewhat valuable.

<sup>34</sup> Number of respondents, 461.

<sup>35</sup> This figure relates to stakeholder groups represented by 10 or more respondents; this figure relates to the share of respondents who found the Pact for Skills to be at least somewhat valuable.



Figure 6. Overall value of the Pact for Skills, by stakeholder type



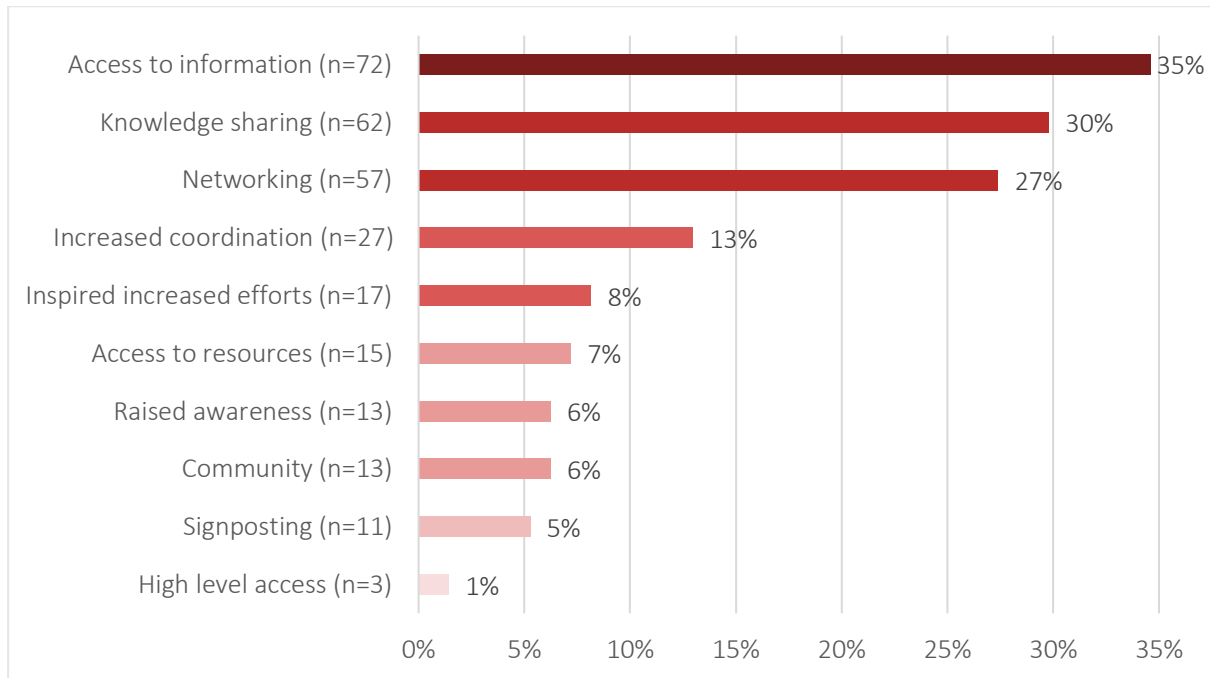
Source: Ecorys 2023 (N=383).

### **Pact for Skills helps members access information, share knowledge and network**

One of the key benefits of membership in the Pact for Skills in 2022 reported by respondents was **access to information**, such as information on upcoming events and updates concerning the EU high-level strategy regarding upskilling and reskilling (35% of respondents, 72). This was followed by **knowledge sharing**, including sharing of good practices and access to sectoral insights (30%, 62), closely followed by **networking** and the ability to access and connect with relevant stakeholders (28%, 57).<sup>36</sup>

<sup>36</sup> Number of respondents, 281.

Figure 7. Main benefits of Pact for Skills membership



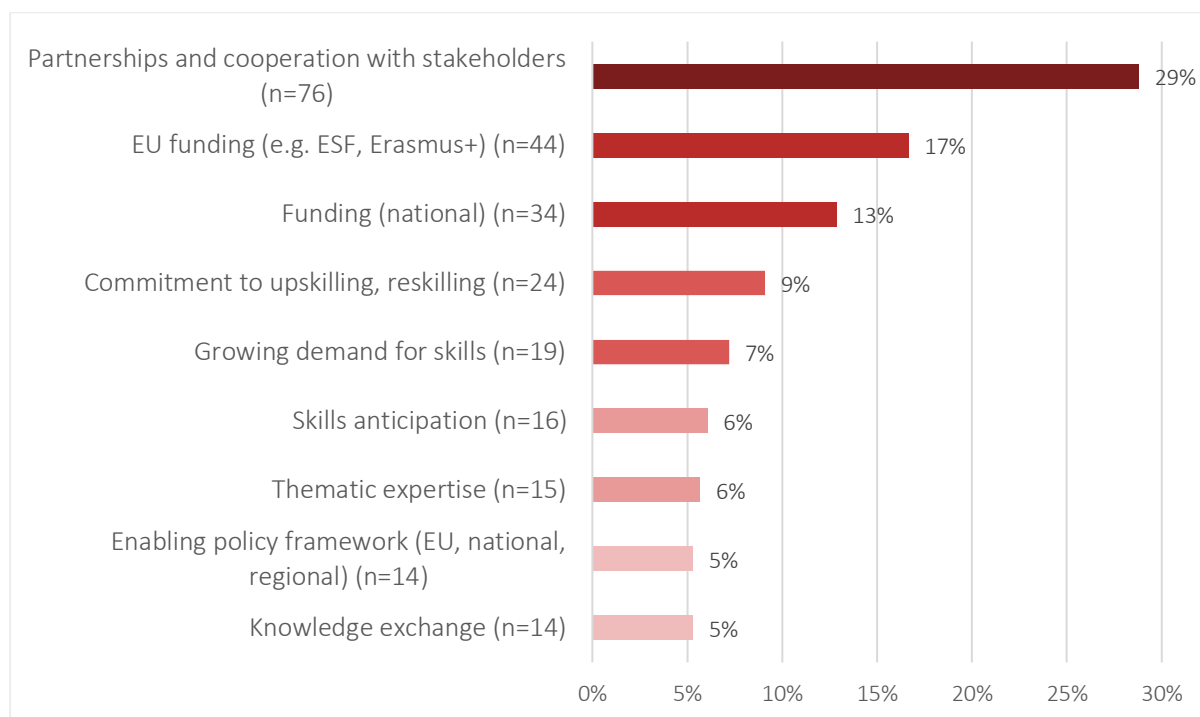
Source: Ecorys 2023 (N=281).

### **Key success factors for skills development include cooperation and funding**

Nearly one third of respondents (29%, 76) highlighted **partnerships and cooperation with stakeholders** as one of the main enabling factors, encompassing partnerships with stakeholders at local, regional, and national levels, as well as at European and international levels. The second most cited enabling factor was **EU funding**, mentioned by 17% (44) of respondents, who particularly highlighted their participation in Erasmus+ and ESF+ projects. **National-level funding** was also frequently mentioned by respondents (13%, 34), including both public and private sources of financing.<sup>37</sup>

<sup>37</sup> Number of respondents, 263.

Figure 8. Main enabling factors in skills development and anticipation



Source: Ecorys 2023 (N=263).

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

# Challenges faced by Pact for Skills members

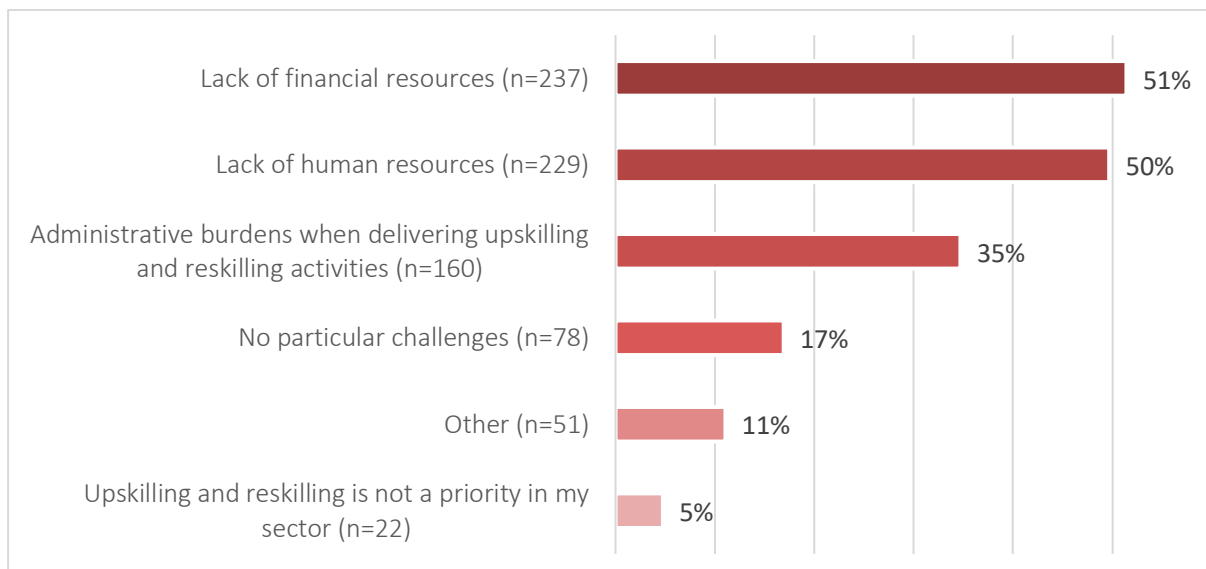
*The two main challenges in skills development and anticipation were the lack of financial and human resources*

Overall, when asked about difficulties in their work on skills development and anticipation in Europe, respondents identified three main challenges (Figure 9)<sup>38</sup>:

- **Lack of financial resources** in their organisation or partnership (51%, 237)
- **Lack of human resources** in their organisation or partnership (50%, 229)
- **Administrative burden** when delivering upskilling and reskilling activities (35%, 160).

In addition, 17% (78) of respondents reported that they have not encountered any particular challenges in their skills work in 2022. Any other factors were mentioned by 11% (51) of respondents. Upskilling and reskilling not being a sectoral priority was a challenge reported by only 5% (22) of respondents.

Figure 9. Challenges in skills development and anticipation in Europe in 2022



Source: Ecorys 2023 (N=461).

<sup>38</sup> Number of respondents, 461.

Looking at the challenges by type of organisations shows that:

- A lack of human resources was identified by half of the stakeholder groups as their main challenge, among them large employers and **representatives of industrial clusters** with 58% (15) and 50% (13) of the two groups considering it as an issue.<sup>39</sup>
- For **non-governmental organisations** and **SMEs**, a lack of financial resources was a slightly more prevalent issue (a challenge for 67%, 44; and 56%, 42, respectively) than scarce human resources (55%, 36; and 49%, 37, respectively).<sup>40</sup>
- Among **training providers** and **public authorities**, administrative burden when delivering upskilling and reskilling activities (31% of both groups, 24 and 12 respondents respectively) were also a common challenge, along with missing human (42%, 32; and 56%, 22, respectively) and financial resources (39%, 30; and 31%, 12, respectively). More than 19% of training providers (15) did not identify any challenges in upskilling and reskilling.<sup>41</sup>

When looking at **ecosystems**, a lack of human resources and lack of financial resources were almost equally challenging aspects in nearly all ecosystems. The lack of financial resources was the most prevalent challenge in the **Digital**<sup>42</sup> (52%, 93) and **Proximity and Social Economy**<sup>43</sup> (54%, 56) ecosystems. The lack of human resources was overall the most challenging aspect in the **Health**<sup>44</sup> (55%, 46), **Tourism**<sup>45</sup> (51%, 54) and **Agri-food**<sup>46</sup> (51%, 42) ecosystems.

Nonetheless, in the **Construction**<sup>47</sup> sector, the most hindering factor in the implementation of skills development and anticipation activities was administrative burden when delivering upskilling and reskilling activities (100%, 43), much more compared to the lack of financial (49%, 21) and human resources (44%, 19).

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<sup>39</sup> Number of responses from large employers, 23. Number of responses from representatives of industrial clusters, 24.

<sup>40</sup> Number of responses from non-governmental organisations, 66. Number of responses from SMEs, 75.

<sup>41</sup> Number of responses from training providers, 77.

<sup>42</sup> Number of respondents from Digital ecosystem, 179.

<sup>43</sup> Number of respondents from the Proximity and Social Economy ecosystem, 103.

<sup>44</sup> Number of respondents from the Health ecosystem, 84.

<sup>45</sup> Number of respondents from the Tourism ecosystem, 105.

<sup>46</sup> Number of respondents from the Agri-food ecosystem, 82.

<sup>47</sup> Number of respondents from the Construction ecosystem, 43.

## ***Both external and internal factors could delay commitment implementation***

Members who made commitments have also faced specific challenges in implementing them in 2022. On 11% of commitments reported in the survey little or no progress was achieved.<sup>48</sup>

**Ongoing project implementation was most commonly reported as the reason for little or no progress**, with results expected throughout 2023. Some respondents also referred to **external circumstances** such as Russia's war on Ukraine. For example, the arrival of Ukrainian refugees to EU Member States has changed the priorities of funding or the key target groups of upskilling and reskilling activities. Another commonly mentioned reason was internal organisational changes, related to the lack of staff capacity.

## ***Members need further information and practical guidance on making new commitments***

Pact for Skills members who did not make specific commitments to upskill and reskill the European workforce represent a significant share of the Pact membership. While these members may be actively involved in Pact activities, and benefit from its tools and resources, they have not yet committed to specific activities. As commitments are essential in bringing Pact principles to life, it is important to look at which factors have prevented them from making their own commitments (see Figure 10).<sup>49</sup>

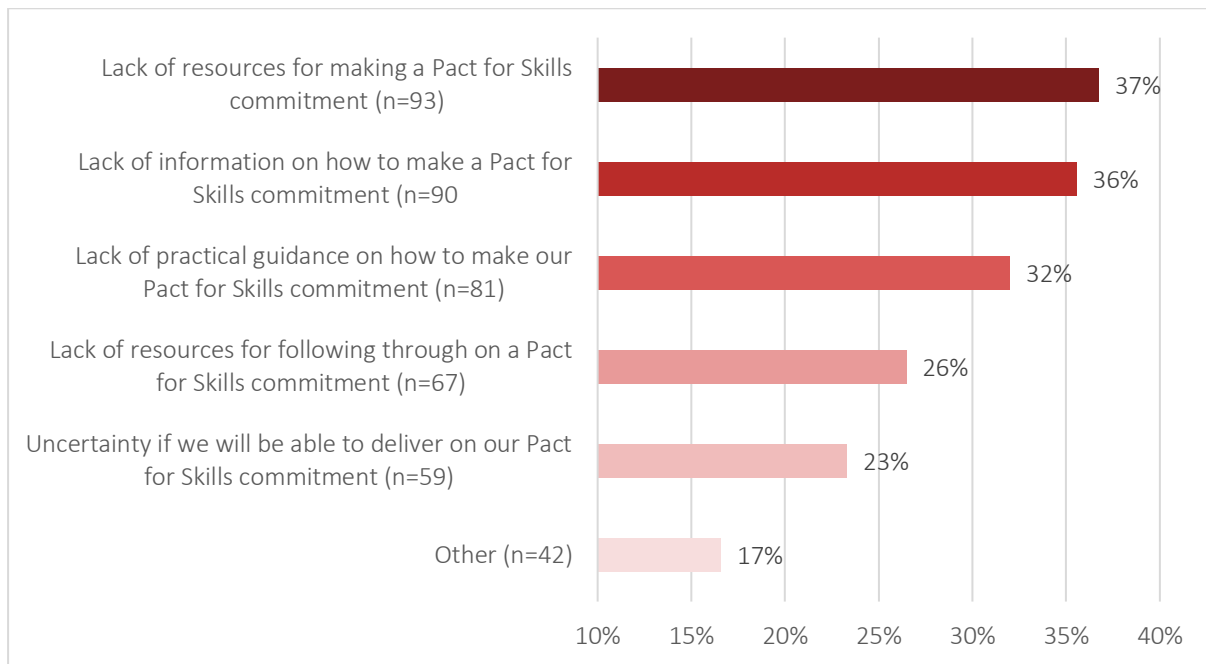
The main challenge reported is the **lack of internal resources for making a commitment** (37%, 93), closely followed by the **lack of information** (36%, 90) and **practical guidance** (32%, 81) on how to make a Pact for Skills commitment. The lack of resources for following through a commitment (26%, 67) and uncertainty if members would be able to deliver on their commitments (23%, 59) were also reported as challenges by around a quarter of respondents.

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<sup>48</sup> Total number of commitments regarding which respondents reported progress, 400.

<sup>49</sup> Number of respondents, 253.

Figure 10. Main factors preventing members from making commitments in 2022



Source: *Ecorys 2023 (N=253)*.

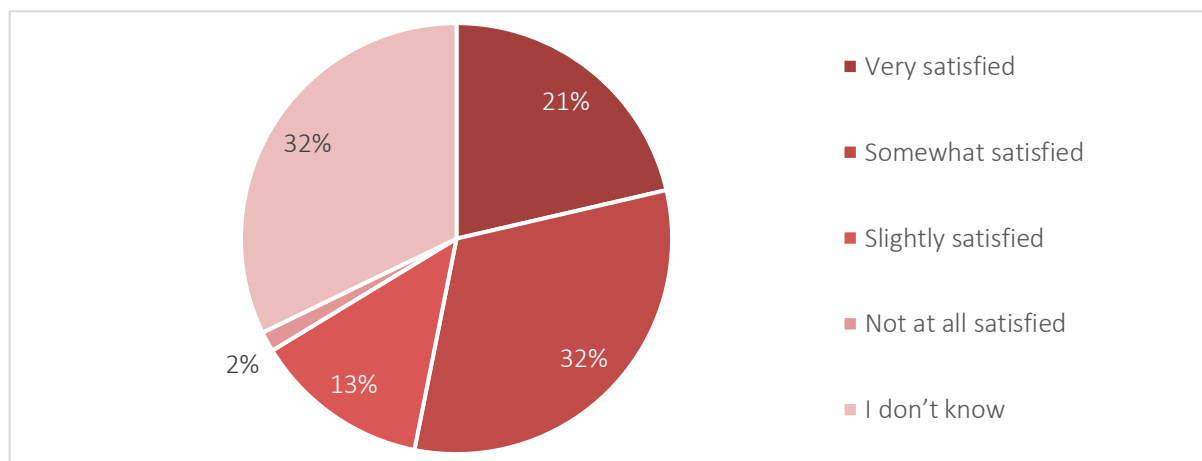


# FEEDBACK ON **PACT FOR SKILLS** SUPPORT SERVICES

# Pact for Skills members' feedback on Support Services

Overall, 53% (245) of survey respondents were very or somewhat satisfied with the Pact for Skills Support Services.<sup>50</sup> However, the individual category that received the most responses was 'I don't know' (32%, 148), implying that a portion of Pact members are not adequately reached by the Support Services. This percentage is lower (25%, 116) for members of LSPs, suggesting that there is room to better target individual Pact members.

Figure 11. Level of satisfaction regarding Pact for Skills Support Services



Source: Ecorys 2023 (N=461).

## More networking opportunities and information on funding could increase the value of Support Services

When asked how the Support Services can increase their value for Pact members, the most common response was to **increase matchmaking opportunities** and facilitate members connecting with similar organisations or projects working on similar topics (29%, 54). This was followed by suggestions to provide **more help with accessing funding** (18%, 34).<sup>51</sup> These findings align with the activities and resources members reported wanting to see more of in 2023: **networking events** with other Pact for Skills members and **webinars on accessing funding** were the highest ranked activities.<sup>52</sup>

<sup>50</sup> Number of respondents, 461.

<sup>51</sup> Number of respondents, 186.

<sup>52</sup> Number of respondents, 450.

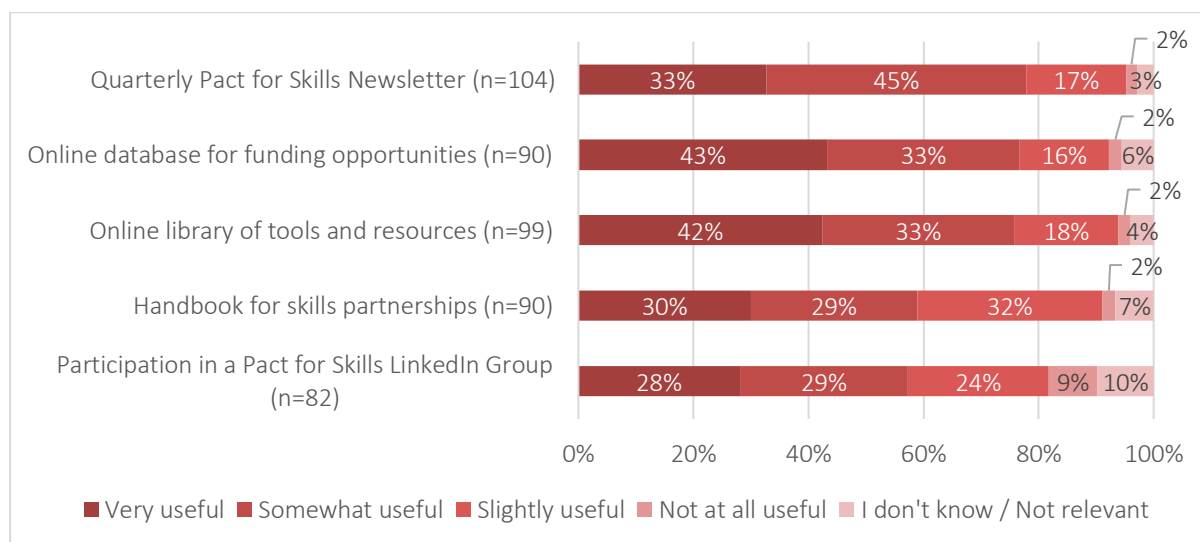
Other suggestions included **providing tailored support** for specific subgroups, such as new members or SMEs (14%, 27), **raising awareness of existing resources**, such as the online library and funding mapping (14%, 27), and **hosting more in-person events** (9%, 17).<sup>53</sup>

### **The most useful resources were the newsletter, online library and funding database**

Over the course of 2022, the Pact for Skills Support Services hosted six events. Respondents that attended one or more Pact events found the most useful event to be the 21 September networking event for current and potential members (71%, 108 of those who attended considered this event to be very or somewhat useful),<sup>54</sup> followed by the 4 October peer learning activity on development of regional partnerships (69%, 77),<sup>55</sup> and the 12 December peer learning activity on skills partnership synergies (67%, 74).<sup>56</sup>

Regarding the usefulness of tools and resources provided by the Pact for Skills Support Services, the quarterly newsletter was most often considered very or somewhat useful by respondents who used the resources (78%, 81)<sup>57</sup>, This was followed by the online database for funding opportunities (77%, 69)<sup>58</sup> and the online library of tools and resources (76%, 75).<sup>59</sup>

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



Source: Ecorys 2023 (N=114).

<sup>53</sup> Number of respondents, 258.

<sup>54</sup> Number of respondents who attended event, 151.

<sup>55</sup> Number of respondents who attended event, 110.

<sup>56</sup> Number of respondents who attended event, 109.

<sup>57</sup> Number of respondents who used this resource, 104.

<sup>58</sup> Number of respondents who used this resource, 90.

<sup>59</sup> Number of respondents who used this resource, 99.

## Methodological annex

This report presents the results of the first Pact for Skills Annual Monitoring Survey conducted between 1 February and 3 March 2023, 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.

Although the response rate to the survey was relatively high (49%, 461), the results should not be considered as representative of the entire Pact for Skills membership, which consists of over 1000 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 key performance indicators for which values were collected through the survey. To quantify the estimated impact of upskilling and reskilling activities implemented by Pact members, respondents were asked to report achieved values for the following indicators:

- Number of people who took part in upskilling or reskilling activities
- Number of training programmes developed
- Number of training programmes updated
- Number of people reached by communication activities or awareness raising on upskilling and reskilling
- Number of stakeholders joining a skills partnership or network
- Amount of financial investment into upskilling/reskilling (EUR)

The dataset consisting of the above listed indicators has certain limitations in terms of data reliability which need to be considered when interpreting the figures presented in this report. These are the following:

- **Time scope of reporting.** Respondents were asked to report their achieved results for the year 2022. However, the survey informing this report is the first monitoring exercise to take place since the launch of the Pact in November 2020, which may have resulted in certain members reporting values for multiple years, i.e. 2021-22. Furthermore, KPI values submitted by organisations that only joined the Pact in 2023 (due to the on-going registration process of LSP members) were also included in the reported aggregates.
- **Type and quality of data reported.** The annual monitoring 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.

For example, when asked about the number of partners joining a skills partnership, respondents may have reported strictly on partners that are part of networks or partnerships focused exclusively on skills, or on more general networks or digital platforms of collaboration including but not limited to skills. Similarly, when asked about the number of people reached by communication activities or awareness raising on upskilling and reskilling, respondents may have considered different indicators i.e. page views, unique visitors or total number of visits of a website or other online and offline forms of communication, such as events, or social media activity.

- **Representativeness of reported values.** Pact for Skills members consist of individual organisations, partnerships, large-scale skills partnerships, regional partnerships as well as umbrella organisations which may represent other organisations in their sector. 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 the challenges from the above limitations of the dataset, the researchers have individually examined the top ten values of each reported KPI (which often accounted for more than 50% of the overall achieved values per KPI), including the additional comments shared by respondents (if available) and excluded values if considered biased, or deemed irrelevant to the scope and objectives of the Pact, i.e. values explicitly reported for 2021 instead of 2022, duplicate values reported for different KPIs.

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, i.e. SMEs, 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	Total	Average	Median	Maximum
Number of people who took part in upskilling or reskilling activities (n=283)	1,999,277	7,065	150	750,000

KPI	Total	Average	Median	Maximum
Number of training programmes developed (n=284)	12,275	43	4	3,730
Number of training programmes updated (n=187)	3,250	17	3	500
Number of people reached by communication activities or awareness raising on upskilling and reskilling (n=276)	18,744,753	68,024	1,000	12,000,000
Number of stakeholders joining a skills partnership or network (n=206)	21,577	105	15	4,500
Number of new accreditations developed (n=68)	13,855	204	2	4,000
Amount of financial investment into upskilling/reskilling (n=74)	€ 159,955,721	€ 2,161,721	€ 135,000	€ 70,000,000

Source: Ecorys, 2023.

Although data was collected on the number of accreditations developed, it was decided not to report on this value. 97% of the total number of accreditations were reported by just five organisations, with one respondent alone reporting 4,000 new accreditations. Because of potential respondent misinterpretation and general unreliability of the data, this KPI category was not included in the final report.