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| B20 Employment Taskforce Policy Paper |
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| August2015 |

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Executive summary

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

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

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

1. **Advance a business-friendly environment to create employment opportunities:**

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

1. **Increase youth and female labor force participation by making labor markets more dynamic and inclusive:**

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

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

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

Taskforce constitution and process

**B20 Turkey Leadership**

The Deputy Prime Minister of Turkey Ali Babacan appointed an executive

**B20 Taskforce Policy Development**

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

The policy development process began with a scoping exercise to develop themes for investigation based on the recommendations of B20 Australia. Each theme was then deeply researched and debated within the taskforce to generate draft recommendations. The draft recommendations were then refined in an iterative process and a series of actions developed to test the practicality of each recommendation. The draft recommendations were also discussed in nine regional consultation meetings. The contributions of the taskforce members were coordinated and turned into policy reports by taskforce working groups that include chairmen’s deputies, and representatives of the knowledge and international business network partners. Please see page 27for the list of the members of the working group of the Employment taskforce.

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

**Employment Taskforce**

The Employment Taskforce was established under the coordinating chairs Ali Y. Koç, Board Member of Koç Holding, and Daniel Funes de Rioja, President of the International Organisation of Employers (IOE). The co-chairs were Kate Carnell (CEO of the Australian Chamber of Commerce and Industry), Yağız Eyüboğlu (CEO and President of Aygaz and TISK), Peter Mackie (Group President of Brambles), Li Mingxing (Deputy Director General of China Enterprise Confederation (CEC)), Yogendra Kr. Modi (Chairman and CEO of Great Eastern Energy Corporation Ltd.), Randolf Rodenstock (Vice President of BDA, Confederation of German Employers’ Associations), Steven Young (President of the Turkey and Middle East Region of Bosch), and Lu Zhiying (Vice President of Tsinghua Tongfang). The deputies for the coordinating chairs were Devrim Kodakçı (Koç Holding, Government Relations Manager), Ahmet Çimenoğlu (Koç Holding, Chief Economist), Oya Ünlu Kızıl (Koç Holding, Corporate Communication and External Affairs Director), Özgür Burak Akkol (Koç Holding, Human Resources Director), Aylin Gezgüç (Koç Holding, Foreign Relations and Corporate Social Responsibility Coordinator), İlber Aydemir (Koç Holding, Industrial Relations Coordinator), Aslı Sepil (Koç Holding, CSR Specialist), and Matthias Thorns (IOE, Senior Advisor). The taskforce received in-depth content and process support from AT Kearney as its knowledge partner, Korn Ferry as its theme partner, and the International Organisation of Employers (IOE) as its international business network partner.

The Employment Taskforce had 100 members, most of whom were senior executives in business, business associations, and professional services firms. The membership broadly represented the countries of the G20 (see page 31for details).

The taskforce met three times before the B20 Conference and exchanged ideas and material between meetings. See page 30 for details.

INTRODUCTION

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

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

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

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

Although evaluated independently, the three recommendations proposed by the taskforce are interrelated: an example of how actions in one area could address issues in another relates to day-care centers; while supporting inclusiveness, day-care centers could also preemptively address skills mismatches – particularly the issue of an under-skilled labor force, by increasing the transferable skills of children.[[9]](#footnote-9) Research shows that most of the skills gaps, such as in numeracy and literacy, at age 18 that help to explain gaps in adult outcomes are present at age 5.[[10]](#footnote-10) As a result, pre-school programs to develop literacy and numeracy skills could have both higher impact and cost effectiveness.[[11]](#footnote-11)Similarly, actions aimed at reducing skills mismatches can also support inclusivity, as the skills gap is one of the root causes of youth unemployment[[12]](#footnote-12)and low female participation in the labor force.

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

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

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

**Summary**

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| --- | --- |
| Recommendation | Advance a business friendly environment to create employment opportunities. |
| Reference | E 1 |
| Owner | Individual G20 governments. |
| Timing | Provide a status update by the 2016 Summit |
| Value | Improved business environment and labor markets lead to increases in employment and decreases in unemployment. |
| KPI | % long-term unemployment[[13]](#footnote-13)  % labor force participation  Tax wedge (total, % of labor cost) |
| Proposed targets to G20 governments | Ease of doing business ranking |

**Context**

Despite the recovery in economic growth, global employment still lags behind the pre-crisis trend. Global unemployment stood at 201.3 million in 2014, with 1.2 million additional unemployed compared with the previous year and about 31 million more compared with 2007.[[14]](#footnote-14) The global employment gap, which measures the number of jobs lost since the start of the economic crisis, currently stands at 61 million – to close this gap and integrate the growing labor force within the jobs market will require the creation of 280 million jobs by 2019.[[15]](#footnote-15)

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

**Actions**

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

There is ample evidence indicating that labor market regulations that enable flexible forms of employment are associated with higher employment and productivity levels.[[16]](#footnote-16)Eliminating regulatory barriers that prevent different forms of work arrangements such as part-time and temporary jobs, and allowing a flexible switch among these arrangements, would encourage establishment of new businesses and help create employment. Within this context, G20 governments should consider adapting a legislative framework that could help their labor markets to move in this direction.

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

Another important dimension of labor-market dynamism relates to the movement of the workforce both within countries and between countries. Academic research indicates that partial relaxation of restrictions on temporary labor migration and immigration (3percent of the labor force in host countries, translating into an additional total flow of around 16 million people) could boost global GDP by US$156 billion annually; moreover, full liberalization of labor market mobility has the potential to increase global GDP by a whopping US$39,833 billion annually.[[17]](#footnote-17) Within this context, bringing migration policies in line with labor-market needs and decreasing barriers to temporary movement of workers could help unleash significant potential for global growth and employment.

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

Providing attractive incentives to work while at the same time protecting workers are two main objectives of labor-market regulations – striking a balance between the two increases growth and employment. It is well documented that job-search monitoring, by setting minimum job-search requirements, by ensuring that unemployment-benefit recipients are engaged in the appropriate level of job-search activity, and by imposing sanctions for infractions, leads to shorter unemployment duration and a higher job-entry rate.[[18]](#footnote-18)

Furthermore, reducing average replacement rate of unemployment benefits to the level of countries with low replacement rates could increase the labor supply by 0.4 percent to 0.6 percent, and GDP by 0.9 percent in selected countries.[[19]](#footnote-19)Similarly, providing incentives to businesses for hiring while reducing non-wage labor costs in general – and payroll taxes in particular –promotes both hiring by businesses and higher labor-market participation. On the employer side, a 10 percent increase in labor costs is shown to decrease the number of employees by 3 percent in the short run and 10percent in the long run.[[20]](#footnote-20) On the employee side, decreasing payroll taxes increases the labor-participation rate, particularly of younger and older workers.[[21]](#footnote-21) Overall, revenue-neutral tax reforms that shift the burden away from labor costs have the potential to increase GDP by 0.5 percent in the first year.[[22]](#footnote-22)

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

Demographic trends – most notably aging populations – in developed countries have been presenting a challenge on labor markets for some time now. Once considered as a developed-country phenomenon, aging population is fast becoming a developing-country problem as well. G20 governments should continuously review their legislative framework in line with changing demographic trends in their countries. For instance, in aging societies, adjusting retirement policies in line with demographic dynamics of the labor market by increasing the retirement age and dismantling policies that incentivize people to retire early could increase labor participation and wage levels, and decrease unemployment. The global share of people aged 60 years or over increased from 9.2 percent in 1990 to 11.7 percent in 2013 and will continue to grow as a proportion of the world population, reaching 21.1 percent by 2050.[[23]](#footnote-23) Retirement policies have become even more important. Increasing the employment rate of older workers lifts employment rates as a whole and boosts wage levels.[[24]](#footnote-24) Furthermore, higher employment for older workers coincides with higher employment and wages for younger workers, as younger and older workers are complements for each other rather than substitutes.[[25]](#footnote-25)Increasing the retirement age by two years also has the potential to increase labor supply by 0.2-0.3 percentage points.[[26]](#footnote-26)

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| E1.1 | Reduce restrictions on diverse forms of contractual arrangements, such as part-time and flexible hour contracts, and the use of temporary agency work. |
| E1.2 | Bring migration and temporary worker movement policies in line with labor market needs and improve cross-country recognition of qualifications and training. |
| E1.3 | Reduce high non-wage labor costs such as payroll taxes; provide incentives for employment creation; create an enabling environment to promote transition from an informal to a formal economy; and ensure that safety nets promote employability and the motivation to work. |
| E1.4 | Adjust retirement policies in line with the demographic dynamics of the labor market without damaging youth employment. |

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

**Summary**

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

**Context**

The youth unemployment rate is projected to reach 13.1 percent globally, increasing in many countries. This rate is almost three times higher than the adult unemployment rate of 4.5 percent and this trend persists despite gains in educational attainment.[[27]](#footnote-27)The proportion of youth who are not in employment, education, or training (NEET) represents an even larger group at risk of marginalization from the labor market;[[28]](#footnote-28) NEET levels stand at an average of 18.2 percent in OECD countries,[[29]](#footnote-29)with more than a fifth of all youth in this situation in some G20 nations.[[30]](#footnote-30)

Meanwhile, the male employment-to-population ratio stood at 72.2 percent, while the ratio for females was 47.1 percent in 2013.[[31]](#footnote-31) Overall, women continue to suffer from higher rates of unemployment, are less likely to participate in the labor force and face higher risks of vulnerable employment.[[32]](#footnote-32)

**Actions**

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

Besides improving labor-market dynamism, there are specific actions that G20 governments could take to combat increasing youth unemployment: counseling, job-search assistance, and placement services provide a cost-efficient way to boost youth employment.[[33]](#footnote-33)One successful example is the New Deal for Young People in the United Kingdom. Participants in this program are 20 percent more likely to find jobs. Furthermore, it is shown that the benefits of the program exceed the costs.[[34]](#footnote-34) Similarly, the IMF projects that an additional €1,000-increase in labor market policies spending per unemployed person is linked to lower youth unemployment of some 0.3 percentage points and adult unemployment of around 0.1 percentage points.[[35]](#footnote-35) A sustained 1 percentage point reduction in the share of youth who are not in employment, education, or training (NEET) leads on average to higher growth rate of GDP and household consumption in the medium term by 0.08 and 0.16 percentage points, respectively.[[36]](#footnote-36)Thus, well-targeted and comprehensive labor-market policies including job-search assistance, counseling, training, apprenticeship schemes, and placement services boost youth employment and economic growth.[[37]](#footnote-37)The case-study in Leading practice1 summarizes a successful implementation of a youth employment support program.

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| |  | | --- | | Leading practice 1: Kenya & Zimbabwe – Youth Employment Support Jobs for the Unemployed and Marginalized Young People (YESJUMP) |   To contribute to poverty-alleviation efforts through decent and sustainable jobs for the youth of poor and marginalized communities, Kenya and Zimbabwe governments initiated Youth Employment Support Jobs for the Unemployed and Marginalized Young People supporting young people in job creation and enterprise development through vocational skills and business training. Over 500 youth have received business start-up and business management training, as well as savings-mobilization and group-dynamics training in Kenya. The provision of loans amounted to US$42,000 and nearly 800 young people were employed.  Source: The [Africa](http://www.africa-eu-partnership.org/success-stories/creation-decent-and-sustainable-jobs-youth-poor-and-marginalized-communities)-EU Partnership |

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

Building up and supporting quality daycare would increase women’s time to invest in education and training for their career advancement. This would also reduce the wage gap and increase the probability of lifetime work.[[38]](#footnote-38) Savings schemes that allow parents to jointly control funds should also be incentivized.[[39]](#footnote-39)As stated in the G20 Australia Brisbane Communiqué, achieving the 2025 goal of reducing the gender gap in labor market participation by 25 percent across G20 countries would bring more than 100 million women into the labor force, significantly increase global growth, and reduce poverty and inequality.[[40]](#footnote-40)Overall, closing the gender gap could add 12 percent to the size of the total economy by 2030, on average, across OECD countries.[[41]](#footnote-41) Leading practice 2 discusses a successful approach to supportive mechanisms such as day-care centers.

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

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| Launched in 1997, the Quebec government’s universal program aims to improving the conditions low-income families and especially single mothers so that they would not be forced to choose between working and raising children. Families currently pay CAD$7.30 daily under the daycare system. Female labor force participation (aged 25 to 54) was 84 percent in 2014 in Quebec, compared with 81 percent in the rest of Canada. The increase in the number of working women, coupled with the multiplier effects of investing in child care, meant Quebec’s provincial GDP increased by 1.7 percent in 2008 from what it could have been without the program in place. In dollars, the effect on Quebec’s GDP was an additional CAD $6.5 billion (~US$5.2 billion) in 2014.  Source: [Ottowa Citizen](http://ottawacitizen.com/news/national/the-child-care-conundrum-part-1-will-a-universal-system-pay-off) |

**E 2.3: Advance education of women through reducing the opportunity cost of schooling for girls, training teachers on gender issues, and establishing mechanisms for individuals who have nothad the chance to return to the formal education system.**

Improving education of women is a critical factor in enhancing female labor force participation and improving employment opportunities. On average, female literacy rates are still lower than male rates, while the gender gap in primary and secondary education still persists.[[42]](#footnote-42) Closing this gap would help both in increasing labor force participation and improving the quality of work for women. As an example, in Turkey, only 17 percent of illiterate women participate in the labor force, while the participation rate exceeds 70 percent among women holding a graduate degree.[[43]](#footnote-43) Moreover, higher female education and labor force participation could boost expenditure on school enrollment for children, including girls, potentially triggering a virtuous cycle.[[44]](#footnote-44) Overall, increasing educational attainment of women accounted for 50 percent of the economic growth in OECD countries over the past 50 years, and has the potential to increase growth further in G20 countries.[[45]](#footnote-45)

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

Increasing the representation of women in executive-level positions through various tools and measures could promote gender equality in the economy and help in the efficient use of the talent pool.[[46]](#footnote-46) Despite the availability of a qualified female workforce,[[47]](#footnote-47) women are under-represented on corporate boards. In the OECD, only one in ten board seats of listed companies are occupied by women.[[48]](#footnote-48)To address this issue, voluntary initiatives and commitments; suggested targets; disclosure provisions; and other measures might be brought into play. An additional benefit of these initiatives –beyond increasing participation by women at board level – would bathe significant spill-over effects on the wider economy, including achieving a reduction in the gender employment and pay gap, and increasing the return on education. [[49]](#footnote-49)

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| **Reference** | **Action** |
| E2.1 | Develop counseling, job-search assistance, and placement service programs for young workers. |
| E2.2 | Improve supportive mechanisms such as day-care centers and elderly care, and introduce leave schemes in diverse forms for work-family balance. |
| E2.3 | Advance education of women through reducing the opportunity cost of schooling for girls, training teachers on gender issues, and establishing mechanisms for individuals who have not had the chance to return to the formal education system. |
| E2.4 | Consider increasing the representation of women in executive-level positions through diverse tools and measures, which might include: voluntary initiatives and commitments; suggested targets; disclosure provisions; and other measures. |

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

**Summary**

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

**Context**

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

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

Skills obsolescence (that is, skills previously used in a job that are no longer required or skills that have deteriorated over time) is among the most frequently listed reasons for skills mismatches. In this context, the introduction of new technologies to the workplace is expected to increase productivity at the expense of mid-skill jobs, creating a workforce group overqualified for low-skill employment and under-qualified for high-skill jobs;[[51]](#footnote-51) as a result, the proportion of overqualified workers is also expected to increase from its recent level of 25.3 percent.[[52]](#footnote-52)Furthermore, as highlighted in the second recommendation, the relatively high proportion of NEET youth is worrying: there is the risk of a vicious cycle developing whereby young people are not able to participate in the labor market because of skills gaps while simultaneously not receiving the education or training to address this problem.[[53]](#footnote-53)

For the workforce, skills mismatches can result in lower wages and lower job satisfaction. For companies, it can reduce productivity and increase employee turnover. Underutilization of the workforce and reduction in productivity in turn lead to structural unemployment and reduced economic growth.[[54]](#footnote-54)

In facing the challenges presented by the widening skills gap, governments and businesses are both expected to take on responsibility for steering the focus of skills development, while also facilitating and financing skills development initiatives. Improving national education and skills-development policies offers significant economic potential. If student performance in the OECD area could be raised by just half a school year, US$115 trillion would be added to the economy over the working life of the generation born this year.[[55]](#footnote-55) With forward-looking policies oriented towards flexibility – and by facilitating learning across countries – G20 governments could unlock this potential and preemptively address the social ramifications of skills mismatches.

**Actions**

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

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

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

Increasing the life-long learning capabilities of the workforce and concentrating on transferable skills such as cognitive, numeracy, and literacy skills have the potential to reduce the negative effects of disruptive innovation on employee turnover by avoiding bottlenecks in the supply of labor.[[56]](#footnote-56)Additionally, one of the critical skills mismatches is around entrepreneurial and managerial skills. For this reason, the focus of policy-makers should turn towards equipping the workforce – both new entrants and existing employees – with adequate skills throughout their working life so that they can adapt to the continuous changes in the nature of work.

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

Revising our approach to science, technology, engineering, and mathematics (STEM) education could help limit skills mismatches by addressing skills gap in these subjects. STEM occupations in Europe are expected to grow by 14 percent by 2020, compared with 3 percent for other occupations, yet the supply of workers with education qualifications in STEM subjects is projected to fall.[[57]](#footnote-57)By 2020, 900,000 jobs in the European ICT sector are expected to go unfilled as a result of a lack of appropriately skilled workers.[[58]](#footnote-58)Establishing a problem-solving and practice-focused STEM education model tailored for future skills requirements is needed to address this gap. Leading practice 3 illustrates a successful approach to improving STEM education outcomes.

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| Leading practice 3: Germany – MINT Zukunftschaffen[[59]](#footnote-59) |

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

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

Supporting apprenticeship programs not only bridges the skill-development process between school and work but also benefits the wider economy. Numerous analyses demonstrate that apprentices’ contribution to production is large enough to offset a large part of the costs to firms;[[60]](#footnote-60) the extent of the benefits to employers depends on the apprenticeship yet typical benefits include enhancing productivity more than added wage costs, reducing subsequent hiring and training costs, and lowering employee turnover costs.[[61]](#footnote-61) As an example, the UK government invested £1.5 billion in 2013 to promote and facilitate apprenticeships.[[62]](#footnote-62) In return, UK businesses reported that apprenticeships benefited them by an average increase in productivity of £214 a week. In 2014, the total contribution of apprenticeships to the UK economy was estimated at £34 billion.[[63]](#footnote-63)

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

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| Leading practice 4: Turkey – School-Company Partnership Model |

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

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

Developing up-skilling and re-skilling programs supplements education initiatives and ensures continuous adaptability to the diverse skill requirements brought about by rapid technological change. In OECD countries, between 4.9and 27.7 percent of adults are proficient at only the lowest levels of literacy, while 8.1to 31.7percent are proficient at only the lowest levels in numeracy. Furthermore, only between 2.9and 8.8 percent of the population demonstrates the highest level of problem-solving proficiency in technology-rich environments.[[64]](#footnote-64) In the context of rapid population aging in many G20 members,[[65]](#footnote-65)the stock of skills available to the labor market becomes more dependent on up-skilling or re-skilling the existing workforce.[[66]](#footnote-66) Leading practice 5 highlights a successful policy to provide training programs addressing skills mismatches.

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| Leading practice 5: Canada – Canada Job Grant |

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| The Canadian Job Grant program launched in 2014 with primary focus to address issues related to misalignment of skills and available jobs. The program targeted to increase employers’ participation in skills development and the relevance of training programs. Through the Canada Job Grant, companies receive grants of up to two-thirds of eligible training costs (to a maximum grant of CAD$10,000 per trainee), provided they match them with contributions equal to one-third of total costs.  [Source: ESDC](http://www.esdc.gc.ca/eng/jobs/training_agreements/cjg/index.shtml) |

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

Skill ecosystems, on the other hand, complement supply-side skills development initiatives by ensuring that developed skills are utilized to their potential; they achieve their objective by facilitating the way work is designed, organized, and managed.[[67]](#footnote-67) Good practices relating to skill ecosystems involves not just supply-side elements such as education and training institutions but a wider range of stakeholders, including firms, employer associations, economic-development agencies, employment agencies, trade unions, and non-profit organizations working together.[[68]](#footnote-68) An enriched skill ecosystem would strengthen enterprises that create jobs and match them with people who are job-ready.[[69]](#footnote-69)For instance, such ecosystems could develop policies that align vocational education and training initiatives with local economic development and innovation measures.[[70]](#footnote-70)

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

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| Australian The Defense Support Skills Network Project addresses skills shortages experienced by Northern Australia’s expanding defense support industries by analyzing their current and future skill needs, and utilizing multiple tools. These include labor sharing, drawing upon the skills of partners of defense force personnel, offering support with skills development, and inter-state marketing to attract skilled workers.  Source: Payne, J., 2007, “Skills in context: what can the UK learn from Australia’s skill ecosystem projects?”, SKOPE Research Paper No. 70, SKOPE: Universities of Oxford and Cardiff. |

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

Creating a skills mismatch index to better understand the skills challenges would act as an enabler for crafting tailored policy responses. The majority of academic and policy analyses on the subject focus on qualifications instead of skills due to data availability issues.[[71]](#footnote-71) The OECD and World Bank have already started to work on this subject; by supporting their efforts, G20 could help the creation of a skills mismatch index.

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

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

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

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

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

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| **Reference** | **Action** |
| E 3.1 | Ensure alignment and collaboration among government, business enterprises, and academic institutions through regular workshops for establishing a national skills strategy. |
| E 3.2 | Review in collaboration with the business community the national education plan to enable development of life-long learners and to ensure national education provides versatile and transferrable skills vital for the new technological and business realities. |
| E3.3 | Establish a problem-solving and practice-focused STEM education approach in collaboration with the business community to prevent the expected skills shortage in STEM jobs. |
| E 3.4 | Compose national apprenticeship strategies in collaboration with the business community and modernize apprenticeship systems based on skill gaps to promote learning and skill formation. |
| E 3.5 | Develop effectively coordinated re-skilling and up-skilling programs to address skills linked to employability and ensure general access to good-quality education. |
| E 3.6 | Support the creation of “skill ecosystems” through facilitating regional networks, providing appropriate policy context, and supervising initiatives by central and local government. |
| E 3.7 | Assign international organizations such as OECD and World Bank to develop a comparator skills mismatch index and to keep and monitor periodic data on widely accepted KPIs in skill mismatches as part of the national skills strategy to reduce the current problem of data availability. |
| E 3.8 | Commission a study by OECD, ILO, or the World Bank for structuring a Global Skills Accelerator to serve as a best practices sharing platform, and to ensure global cooperation in skills development. |

APPENDIX: Taskforce Schedule And Composition

**Schedule of meetings**

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Date | Location | Theme |
| 1 | 26 February | Antalya, Turkey | Kick Off Meeting |
| 2 | 12 February | Teleconference | 1st taskforce teleconference |
| 3 | 23 March | Teleconference | 2ndtaskforce teleconference |
| 4 | 16 April | Washington, D.C., U.S. | 1stjoint taskforce meeting |
| 5 | 2 June | Paris, France | 2ndjoint taskforce meeting |
| 6 | 2 July | Teleconference | 3rd taskforce teleconference |

**The taskforce papers are launched at the B20 Conference on September 3-4 in Ankara. These papers will be presented to the G20 leaders in the G20 Summit on November 15 in Antalya.**

**Regional consultation meetings were held in 9 different countries.**

**Distribution of members**[[72]](#footnote-72)

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| --- | --- | --- | --- | --- | --- |
| **Country** | **No.** | **Country** | **No.** | **Country** | **No.** |
| Argentina | 0 | India | 2 | Saudi Arabia | 2 |
| Australia | 5 | Indonesia | 0 | South Africa | 1 |
| Brazil | 0 | Italy | 0 | Turkey | 38 |
| Canada | 5 | Japan | 0 | United Kingdom | 4 |
| China | 2 | Korea | 1 | United States | 14 |
| France | 6 | Mexico | 0 | European Union[[73]](#footnote-73) | 6 |
| Germany | 4 | Russia | 2 | Other | 8 |

**Taskforce members**

|  |  |  |  |
| --- | --- | --- | --- |
| **Surname** | **Name** | **Position** | **Organization** |
| **Coordinating Chairs** | | | |
| Koç | Ali Y. | Member of Board of Directors | Koç Holding |
| Funes de Rioja | Daniel | President | International Organisation of Employers |
| **Co-Chairs** | | | |
| Carnell | Kate | CEO | Australian Chamber of Commerce and industry |
| Eyüboğlu | Yağız | CEO / President | Aygaz / TİSK |
| Mackie | Peter | Group President | Brambles |
| Mingxing | Li | Deputy Director General | China Enterprise Confederation (CEC) |
| Modi | Yogendra Kr. | Chairman & CEO | Great Eastern Energy Corporation Ltd |
| Rodenstock | Randolf | Vice President | BDA | Confederation of German Employers' Associations |
| Young | Steven | President Turkey and Middle East Region | Bosch |
| Zhiying | Lu | Vice President | Tsinghua Tongfang |
| **Working group** | | | |
| Çaglar | Damla | Project Coordinator | B20 Turkey |
| Sat | Damla | Content Manager | B20 Turkey |
| Urhan | Cihan | Content Manager | B20 Turkey |
| Kodakçı | Devrim | Deputy of the Coordinating Chair | Koç Holding |
| Thorns | Matthias | Deputy of the Coordinating Chair | IOE |
| Çimenoğlu | Ahmet | Advisor to the Coordinating Chair | Koç Holding |
| Gezgüç | Aylin | Advisor to the Coordinating Chair | Koç Holding |
| Aydemir | İlber | Advisor to the Coordinating Chair | Koç Holding |
| Sepil | Aslı | Advisor to the Coordinating Chair | Koç Holding |
| Pirler | Bülent | Secretary General | TİSK |
| ŞenelGülderen | Tuba Burcu | B20 Coordinator of TİSK | TİSK |
| Weiss | Michael | Partner and Country Lead | A.T. Kearney. Turkey |
| Pehlivanoğlu | EcehanBerk | Associate | A.T. Kearney, Turkey |
| Karataş | Fatih | Consultant | A.T. Kearney, Turkey |
| Diedrichs | Eva | Managing Director | IMP³rove Academy, Germany |
| **Members** | | | |
| Aguilera | Bernardo | B20 Chairman’s Sherpa | CEOE-Spanish Employers and Industry Confederation |
| Alkhudhair | Khalid | CEO | Glowork |
| Atalla | George | Global Government & Public Sector | Ernst&Young |
| Bantsekina | Olga | Chief Representative, Russia | Coleman Services UK, Ltd. |
| Brothers | Patrick | Head of Strategy and Development | Navitas |
| Brufau | Antonio | Chairman | REPSOL, S.A. |
| Carr | J. Robert | Senior Vice President / Board Member | SHRM / CFGI |
| Chan | Winston | Junior Sherpa | G20 YEA Canadian delegation |
| Chenoy | Dilip | MD & CEO | National Skill Development Corporation |
| Coombe | Gary | President, Europe SMO | Procter & Gamble Europe SA |
| Everaert | Peter | Managing Director Industrial Markets Asia Pacific | Korn Ferry |
| Goldberg | Ronnie L | Senior Counsel | USCIB/IOE/BIAC |
| Gopaul | Shea | Executive Director | GAN |
| Green | Pauline | President | International Co-operative Alliance |
| Gregoire | Jean-Louis | Managing Director | Citizen Entrepreneurs |
| Hardy | Jeffrey | Director, ICC G20 CEO Advisory Group | ICC |
| Haseley | Alexander | Global Leader, Migration & Border Mgmt | Deloitte LLP |
| Hornung-Draus | Renate | Managing Director | BDA | Confederation of German Employers' Associations |
| Iakobachvili | David | President | Orion Heritage LLC |
| Izzet | Aisha | Strategic Alliances Director | Takamol |
| Jarrett | Madonna | Regulatory and Public Policy, Global Program Leader | Deloitte Global |
| Johnson | Eric | Director, Research and Innovation | RTI International |
| Jones | Rodney Malcolm | Group CEO | Navitas |
| Lee | Seungcheol | Vice Chairman & CEO | The Federation of Korean Industries |
| Lindgaard | Mette | Partner | Deloitte |
| Lesher | Molly | Economist | OECD |
| Ma | Jason L. | Founder, CEO & Chief Mentor; Author | ThreeEQ; Young Leaders 3.0 |
| Mamat | Tan Sri Adbul Rahman | Chairman Asia Logistic Council Advisory Board | GCEL |
| McNeilly | Aaron | Manager | Prince's Charities |
| Mdwaba | Mthunzi | President & CEO | Tzoro IBC |
| Meyerstein | Ariel | Vice President, Labor Affairs, Corporate Responsibility & Corporate Governance | US Council for International Business |
| Minard | Catherine | International Director | MEDEF |
| Mohamed | Farah | Founder & CEO | G(irls)29 |
| Morgan | Phil | CHRO | A.T. Kearney |
| Moskalenko | Anatoly | HR Vice President | LUKOIL |
| Mugo | Jacqueline | Executive Director | Federation of Kenya Employers |
| O'Reilly | Philip John | Chief Executive | BusinessNZ |
| O'Shea | Gerry | VP Labour Relations | UPS |
| Paci | Pierella | Lead Economist | World Bank |
| Pietkiewicz | Janusz | Vice President | Employers of Poland |
| Peterson | Erik | Partner, Managing Director of the Global Business Policy Council | A.T. Kearney |
| Pineau | Garance | deputy director international social affairs | MEDEF |
| Ransom | Holly | Chairperson | Y20 Australia |
| Rosell | Juan | President | CEOE-Confederation of Spanish Employers and Industries |
| Sane | Pierre | President | Imagine Africa Institute |
| Schaller | Bettina | Head Group Public Affairs | Adecco Group |
| Scott | Per | Vice President Human Resources | RBC |
| Sinha | Janmejaya | Chairman Asia Pacific | BCG |
| Spitz | Bernard | President | FFSA |
| Türkmen | Sibel | VP & Corporate Controller | DH Corporation |
| Woolford | Peter | President | Clairmark Consulting Ltd. |
|  |  |  |  |
| Yost | Ellen | Partner | Fragomen Worldwide |
| Zahidi | Saadia | Senior Director | World Economic Forum |
| Zimmermann | Klaus F. | Director and Professor | IZA and Bonn University |
| Abeş | Mehmet Sinan | Chairman / Board Member | Abeş Textile / TİSK |
| Akdede | Filiz | General Manager | HP |
| Akçaoğlu | Serra | CEO | Citibank Türkiye |
| Alanyalı | Mehtap | KomisyonÜyesi / | G20 YEA Komisyonu Üyesive Alanyalı & Alanyalı İnsan Kaynaklarıve Danışmanlık |
| Aydın | Vedat | TekstilGrubuBaşkanı | Zorlu Holding |
| Ayık | Osman | Başkan | Türkiye Otelciler Federasyonu |
| Binbaşgil | Hakan | CEO | Akbank |
| Catallino | Peter | CEO | Novartis, Turkey |
| Çimen | Cenk | Automotive Group President | Koç Holding |
| DinçkökYücaoğlu | Gamze | Managing Director and Board Member | Atlantik Holding |
| Eğrioğlu | Tibet | Operational Director-Eastern Europe & MENA | Adecco Group |
| Erdoğuş | Senem | Executive Partner | NBS Human Resources |
| Ertem | Cigdem | Regional President for Middle East Turkey and Africa | Intel |
| Gorgun | Emre | Attorney at Law | K.Emre Gorgun Labour Law & Industrial Relations Consultancy |
| Karamercan | Erdal | CEO | Eczacıbaşı Holding A.Ş. |
| Kiresepi | Erol | Chairman&CEO | Santa Farma Pharmaceuticals |
| Kıvılcım | Cenk | General Manager | Cisco Systems |
| Kolasin | Gökçe | Vice Director and Researcher | Bahçeşehir University Center for Economic and Social Research |
| Kotil | Temel | CEO and Board Member | Turkish Airlines |
| Kudatgobilik | Tuğrul | Honorary President | TİSK |
| Kutsoy | Berrak | Advisor to Chairman | Pegasus Airlines |
| Memioğlu | Erol | Energy Group President | Koç Holding |
| Molinas | Galya F. | President, Coca-Cola Turkey, Caucasus and Central Asia | Coca-Cola Turkey |
| Öğüt | Gokhan | CEO | Vodafone Turkey |
| Okyay | H. ZeynepBodur | President and CEO | Kale Grup |
| Özdemir | Ebru | Chairperson | Limak Yatırım |
| Pryor | Neil Michael | General Manager | PepsiCo Turkey |
| Seyok | Nevzat | General Manager | Karsu Textile |
| Taşkıran | Deran | General Manager | Boyner Büyük Mağazacılık A.Ş. |
| Tort | ÖmerÖzgür | General Manager | Migros Group |
| Turnaoğlu | Tankut | CEO | P&G |
| Uğur | Agah | CEO | Borusan Holding |
| Yalçın | Haluk | Territory Senior Partner | PwC |
| Yaşar | Feyhan | Board Member | Yaşar Holding |
| Yavuz | Kenan | President and CEO | Socar |
| Zorlu | Hurşit | Deputy CEO | Anadolu Group |

LIST OF ACRONYMS AND GLOSSARY OF TERMS

BDA – Confederation of German Employers' Associations

CEOE – Spanish Employers and Industry Confederation

CEC – China Enterprise Confederation

ESDC – Employment and Social Development Canada

GAN– Global Apprenticeships Network

ILO – International Labour Organization

IOE – International Organisation of Employers

KPI – key performance indicator

LEED – Local Economic and Employment Development

NEET – neither in employment nor in education or training

OECD – Organisation for Economic Co-operation and Development

SMEs – small and medium-sized enterprises

STEM – science, technology, engineering, and mathematics

TOBB – Union of Chambers and Commodity Exchanges of Turkey

YESJUMP – Youth Employment Support Jobs for the Unemployed and Marginalized young People

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