



Just Transition Platform – Project fiche:

RESKILLING 4 EMPLOYMENT

This document is part of a series presenting information and lessons learned on policy approaches at national, regional or local level supporting a just transition to a climate-neutral economy. The Just Transition Platform (JTP) assists EU Member States and regions to unlock the support in this transition. Visit the JTP website:

https://ec.europa.eu/regional_policy/funding/just-transition-fund/just-transition-platform_en

Sector:

Social innovation, education and training

Total project budget (in €):

A large part of the funding is channelled through national partnerships and is not made public.

Sources of funding (in €):

EU funding:

The overall project is not financed directly by any specific EU fund.

Project duration:

The project started in 2021. It is designed to run permanently.

Responsible managing authority / agency / company:

The project is a corporate-led initiative led by Telefónica and companies championing R4E in the national context, such as AstraZeneca, Deutsche Telekom, Iberdrola, Nestlé, Nokia, SAP, Sonae, Techint Group, Titan Cement, Vodafone Group and Volvo Group.

Summary

Reskilling 4 Employment (R4E) is an initiative launched by the European Round Table for Industry (ERT) in response to Europe's growing skills gap. The ERT is a cross-sectoral forum in the European Union that brings together CEOs and Chairs of around 60 of the largest European companies from industrial and technology sectors to strengthen European competitiveness. On the one hand, the twin transition triggers demand for new (or relatively scarce) skills, on the other hand, some skills become obsolete as technologies are evolving.

The project focuses on reskilling unemployed workers or employees in at-risk professions into other occupational areas, particularly related to the green and digital transition, where

demand for skilled labour is growing. Reskilling4Employment (R4E) aims to stimulate end-to-end reskilling via public-private partnerships that provide candidates the opportunity to change their career path by reskilling into professions with good perspectives. Depending on the conditions already in place in an EU Member State, the project complements the current reskilling ecosystem, for example, training courses organised or sponsored by national/regional employment agencies.

The initiative was piloted in Portugal, Sweden, and Spain where it is now scaling up and involving more and more stakeholders and employers. Other pilot programmes are ongoing or planned in additional Member States.

Type of activities:

R4E mobilises private sector companies and builds partnerships, including with the public sector. The project follows a four-fold approach: promoting and contributing to the development of reskilling programmes with high placement rates consistent with its methodology; supporting the mobilisation and facilitation of employment ecosystems; providing support to reskilling ecosystems through technology enablement platforms; and piloting and proposing new funding mechanisms.

In practice, R4E provides a range of courses that allow unemployed or workers in at-risk jobs to reskill into new professions via job-specific focused and intense training (typically three to six months full-time) that offers a real perspective for future employment. Curricula are designed by participating companies to fit high-in-demand skill profiles in their sectors or skills that meet stable/increasing horizontal demand across industries. Several sponsoring companies provide practical on-the-job experience such as internships that in many programmes form an integral part of the reskilling course. Participating companies also open their recruitment processes to R4E-reskilled candidates.

R4E mobilises the private sector and the commitment of leading European companies represented by the European Roundtable for Industry. The project aims to reskill up to 5 million people in Europe over the next 10 years and to create new jobs.

Goals and approach:

The project develops end-to-end reskilling programmes that help participants find employment that fits their existing competencies and qualities. The aim is to equip millions of people for the future, contribute to a more inclusive job market, and strengthen the European skills base. It also focuses on matching individuals with employers who are willing to hire people with the right skills, regardless of their previous work experience. This can be achieved through strong cooperation between employers, public authorities, employment agencies, and unions. R4E is therefore set out to facilitate the involvement of businesses, public institutions, governments, and training providers to tackle the skills gap by creating opportunities for the unemployed and those at risk of unemployment to undertake training in in-demand occupations.

Important outputs, results or achievements:

The following achievements have already been realised through the project:

Portugal:

- PRO_MOV is a training programme to reskill qualified workers in new professions. During this programme, participants are guided from the initial application to the start of their careers. It also provides mentoring support to participants, assisting them at every step of the training programme and helping them to adapt to their new workplace.
- The project has recorded a large number of retraining courses and graduates who have completed the retraining course and found suitable employment.

Spain:

- Following the initial successes in Portugal, R4E measures are also to be expanded in Spain.

Sweden:

- The Volvo Group's programme for reskilling unemployed adults aged between 18 and 23 offers training and further education for industrial occupations with a successful employment rate of over 80 %.
- R4E is developing an interactive reskilling platform where employers and employees have access to data-driven information on key representatives of the Swedish labour market.

Scalability¹ and transferability²:

The project is most advanced in three countries: Portugal, Sweden, and Spain. R4E initiatives are also planned or piloted in other EU Member States. Experience and best practices are shared across borders and programmes. Stakeholder events are held in the project countries to disseminate and transfer the project results. The project leverages national business

associations or other platforms as well as the broad spectrum of ERT members and brings together business experts from across Europe in the fields of human resources, public affairs, education, and communication. The goal is to mobilise and connect companies, jobseekers, authorities, and education providers.

1 Scalability entails that a policy approach can be adapted to a bigger scale than just the local context.

2 Transferability entails that a policy approach can be applicable to a similar setting and replicated.

Tools for supporting economic diversification and reskilling/upskilling via projects:

- Supporting vulnerable workers during the period of industrial transition
- Providing workforce and start-ups with training and upskilling programmes
- Supporting green skills and jobs through training and upskilling

Key success factors and lessons learnt:

R4E is a project that can be used to actively build tools that can help to close the current skills gap in Europe. It enables the provision of training opportunities for European citizens at different stages of their careers to provide them with new and up-to-date skills and thus open up new perspectives.

R4E sets out to find solutions for a problem that affects both Europe's society and industry at large. Corporate commitment to R4E and the associated industrial action has positively impacted the dynamics between economic players and government agencies.

Key challenges:

The biggest challenge is to reach a certain scale for impactful reskilling courses of a quality that leads to concrete job opportunities. Public-private partnerships and funding arrangements can take time to build. Finding the right complementarity with existing public sector initiatives is key to success. An important part of implementation is training the trainers and developing channels for the exchange of practical experience.

The role of sponsoring companies is variable, covering e.g. the development of curricula, acting as advisers, and providing internships. As companies cannot run the courses themselves (beyond the pilot stage), day-to-day involvement or appropriate support from authorities is crucial for the success and scaling up of the implementation in the long term. To initiate such cooperation, collaboration with the government or ministries is required, including high political levels.

Central framework conditions³:

A central framework condition of the R4E project is the identification of target occupations that will be in demand in the future. It is also important to identify and implement core content for courses to compensate for a lack of prior knowledge in the target occupations.

Another prerequisite is optimal alignment with a country's existing institutions and cooperation with the public authorities, including funding.

Outlook:

Several ERT member companies are seeking to bring R4E to other EU Member States to meet retraining needs at the national level and in industrial ecosystems.

The declared objective of the project is to promote the reskilling of 5 million people by 2030. The R4E project therefore has the potential to make a significant contribution to Europe's economic competitiveness and to secure the livelihoods of millions of people.

³ Framework conditions encompass the institutional, informational and socio-economic factors that determine a given environment (contextual information), e.g. market conditions, access to finance, tax regulation, infrastructure and support.

Project partners & contacts:

Companies leading R4E:

- AstraZeneca
- Iberdrola
- Nestlé
- SAP
- Sonae
- Telefónica
- Volvo

Programme Partners:

- AstraZeneca
- Iberdrola
- Nestlé
- SAP
- Sonae
- Telefónica
- Volvo

Website / social media:

<https://reskilling4employment.eu/en>

Sources:

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