

Highlights



JPMorganChase

We need a decade of skills for local talent

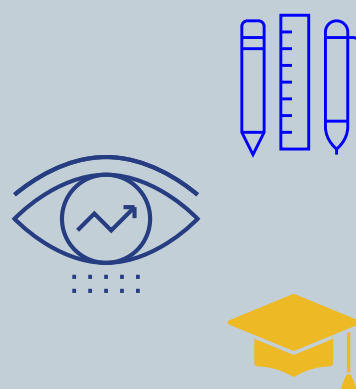
Climate change and emerging digital technologies are driving changing demands for talent. The shift towards a green economy calls for new skills to achieve net-zero emissions, while the digital transformation underscores the importance of digital skills across professions. The blend of skills required to facilitate these dual transitions varies across sectors and regions due to differing priorities and sector-specific needs.

In 2022, when the world was still emerging from the COVID-19 pandemic, the OECD hosted the first [Local Skills Week: Future-proofing Skills Systems](#). Major events have reshaped the global landscape since then. The Russian invasion of Ukraine resulted in the displacement of millions, prompting swift efforts to integrate newcomers into local labour markets. Concurrently, an energy crisis coupled with soaring living costs has reverberated through cities and regions within the OECD, affecting economic activity and household purchasing power. New geopolitical risks and the need for supply chain security has brought a renewed interest in place-based industrial policies, reshaping approaches to local labour market and skills systems (Nadim Ahmad, Deputy Director, OECD Centre for Entrepreneurship, SMEs, Regions and Cities).

Simultaneously, the momentum behind the green and digital transitions has intensified since 2022. The escalating climate crisis has increased the demand for jobs aligned with net-zero objectives. In some OECD regions, as many as 30% of jobs already require green tasks, reflecting a growing imperative for sustainability. Investment plans such as the U.S. Inflation Reduction Act are catalysing green infrastructure investment in communities across the country. In Europe, the NextGenerationEU recovery plan earmarked billions for the green and digital transformations. Meanwhile, the demand for advanced ICT skills continues to grow, and the rise of generative AI and its effects on the workforce requires policy attention.

Against this backdrop for local labour markets, the discussions in the second edition of [Local Skills Week: Talent for the Twin Transitions](#) highlighted that it is important to think locally, collaboratively, holistically and positively. Skills agendas best support communities when they adapt to local labour markets and the needs of local firms and workers. Local skills agendas gain broad buy-in when set collaboratively, involving city leaders, businesses of all sizes, education and training providers, trade unions, public employment services, associations, as well as learners themselves. Local Skills Week 2024 explored priorities for local skills agendas through ten thematic sessions:

1. From global agendas to local actions: building bridges to local skills
2. Preparing for the twin transition: New local data insights on green and digital skills
3. Workforce development and local green investments: A focus on Latin America and the Caribbean
4. Brick by brick, skill by skill: Local skills shortages in the construction sector
5. Preparing workers for the labour market of tomorrow: Anticipating future local skills needs
6. Business as usual? A spotlight on the role of employers in local skills systems
7. Future-proofing workforces for the green transition: International lessons for local workforce development in the U.S.
8. UNESCO Learning Cities as drivers of lifelong learning
9. Places 4 digital pathways: Leveraging digital skills to support young people into good job
10. Taking it forward: Local leadership on the skills agenda



Embracing a holistic perspective means integrating skills development into broader policy strategies. The green and digital transitions cannot succeed without the skills to drive them forward. Greening economic activity requires skills linked to sustainability in many occupations. The development of digital technologies is driving needs for a diverse set of digital skills across sectors and occupations. Lastly, fostering diversity in digital jobs open economic opportunity in sectors traditionally dominated by other groups.

Organised as part of the OECD's Local Employment and Economic Development (LEED) Programme with the support of the JPMorganChase Foundation, the second edition of OECD Local Skills Week brought

together participants from 92 countries and 480 cities for 1 700 session views across the 10 sessions. Panellists included Mathias Cormann, Secretary-General of the OECD; Sean Patrick Maloney, U.S. Ambassador to the OECD; Bruno Marchand, Mayor of Quebec City, Canada; Bernard Clerfayt, Minister for Employment and Vocational Training of the Brussels-Capital Region, Belgium; Afaf El Kaoun-Gabelotaud, Deputy Mayor of Paris, France; and Claudio Castro, Mayor of Renca, Chile among the over 60 local leaders, government representatives, employers and worker representatives, training providers, philanthropic leaders, academics and learners. They explored the challenges and opportunities brought by the "twin transitions" to local labour markets as well as practical examples for international learning.

Speakers



Nadim Ahmad

Deputy Director, Centre for Entrepreneurship,
SMEs, Regions and Cities, OECD



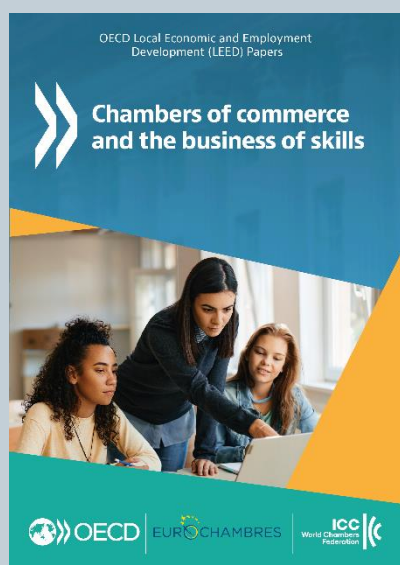
Hanka Boldemann

Co-Lead EMEA, Global Philanthropy,
JPMorganChase

"In times of change and disruption, it is important for city leaders to have the ability to exchange good practices with each other and all the actors that can be engaged in the solutions."

Hanka Boldemann

Co-Lead EMEA, Global Philanthropy, JPMorganChase



New OECD report and online database launched: [Chambers of commerce and the business of skills](#) and the [Twin Transition Tracker](#).

From global agendas to local actions: Building bridges to local skills

For international skills agendas to succeed, regional and local governments need to play a role. They translate national or supranational policy visions into concrete actions, for example with vocational schools or employment services. Local initiative, however, requires a national policy vision for actions to support system-level change. How are global agendas setting the scene for place-based skills policies?

Broad policy visions need to ensure citizens acquire a diverse and dynamic set of skills

The 2024 [OECD Skills Summit](#) convened governments to discuss skills policy priorities. Ongoing transformations – such as the rapid uptake of new digital technologies, persistent labour shortages, and the green transition – require an all-of-government and multi-stakeholder vision of skills.

National strategies need to define a broad set of skills beyond job-specific needs, ranging from technical skills and digital skills to socio-emotional fundamentals and financial literacy (El Iza Mohamedou). Once a vision is set, policies need to provide positive learning experiences and different learning pathways. Policies such as facilitating part-time education or micro-credentials offer opportunities for those excluded to enter learning systems.

Governments need to accelerate policy implementation, with a focus on barriers to learning

The 2023–2024 [European Year of Skills](#) placed adult learning at the centre of the continental policy agenda.

The Year took the form of over 2 000 events across Europe, supporting a policy and culture change among individuals, employers and government. Lifelong learning is no longer a “nice-to-have”, as every single person needs to learn new skills throughout life (Ann Branch).

Skills drive both social inclusion and the competitive edge of places (Karen Maguire). Drawing on the Year’s momentum, the 2023 EU Net Zero Industry Act (NZIA) announced new net-zero industry academies to develop green learning content and credentials. Skills challenges cannot be seen in isolation. The EU Action Plan on Labour and Skills Shortages, calling for a focus on working conditions and learning barriers, is one of the initiatives launched under the Year of Skills. Finally, the Year highlighted that a “skills first” approach can broaden the talent pool by valuing skill sets learned on the job, while attracting non-EU talent can offer additional options to meet shortages.

Global strategies need to be sensitive to local contexts

The [ILO strategy on skills and lifelong 2030](#) includes five pillars, encompassing strong governance and financing, skills intelligence, innovative and flexible learning, inclusive skills programmes and quality work-based learning. Implementation is imperative for all countries, although the strategy adapts implementation to different contexts.

In the Global South, priority and focus differ. The informal economy can be much larger than in the Global North, capacity in the private and public sector is often weaker and the level of formal education may be lower. The recognition of prior learning, the formalisation of work-based learning and community-based training are at the forefront of approaches to support access to formal labour markets in the Global South (Ashwani Aggarwal). In Zimbabwe, for example, the ILO Training for Rural Economic Empowerment (TREE) programme mobilises a community-based approach that links training and post-training support to local sustainable economic opportunities.

Speakers



El Iza Mohamedou

Head of Centre, Centre for Skills, OECD



Ann Branch

Head of Unit, EU Skills Agenda,
European Commission



Karen Maguire

Head of Division, Local Employment and
Economic Development Programme, OECD



Ashwani Aggarwal

Workgroup Lead (Skills and
Lifelong Learning Policy and Digitalisation),
International Labour Organization (ILO)

“ We need more than a year of skills [...], we need a decade of skills.

Ann Branch

Head of Unit, EU Skills Agenda,
European Commission

Preparing for the twin transition: New local data insights on green and digital skills

The green-digital twin transition is profoundly transforming sectors, jobs, and skills that are in demand. However, the challenges as well as opportunities differ across communities and population groups within OECD countries. The “Twin Transitions Tracker”, the OECD’s new data dashboard, zooms in on regions’ preparedness for the twin transition. Along this path, local governments and employers will need to update their skills system to equip the workforce with in-demand green and digital skills and help workers in declining or decarbonising sectors acquire the skills they need for new career pathways. Novel labour market intelligence tools can facilitate this process.

The skills landscape is rapidly evolving

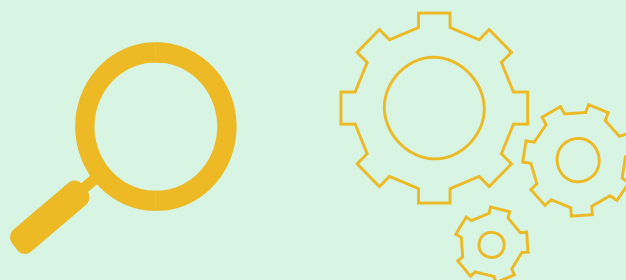
As economies adjust to the twin transition, employers seek an increasing number of workers equipped with green and digital skills. Data from the Twin Transition Tracker show that this transition creates bottlenecks for the uptake of new technologies, productivity growth and investment. Green and ICT jobs experience face, on average, 1.5- and 2.7-times higher labour shortages than the average job, respectively. Simultaneously, demand for (advanced) digital skills grew by almost 25% over the past four years, increasing across all types of local labour markets, and will most likely continue on this path. When adjusting local skills systems to ensure that workers’ skills keep up with actual local labour market needs, it makes sense to think about the digital and the green transitions jointly. Both transitions go hand in hand and will create winners and losers, as the newly created jobs will differ from displaced ones (Pawel Adrjan, Indeed Hiring Lab).

Leveraging labour market intelligence to bridge skills gaps

Local governments and firms increasingly rely on timely and detailed labour market intelligence to adjust their local skills systems to ongoing labour market megatrends. In some OECD regions, these tools already have clear applications to meet challenges. For example, a lack of information can hinder workers as they choose career pathways and upskilling programmes. Using labour market intelligence tools, governments and firms can inform workers about skills gaps and update their training curricula. Data on the skills required for actual job-to-job transitions reveal that many workers have a significant skills overlap with other occupations and only need to acquire about 10-20% of the new role’s skills (Chelvin Loh, SkillsFuture Singapore).

Overcoming regional disparities and data gaps

However, significant challenges remain when it comes to adopting and using labour market intelligence tools. Regional disparities in access and use of these tools remain, as some regions make advanced use of labour market intelligence, while others continue to lag behind (Michaela Palasova, Trnava Region & Automotive Skills Alliance). Furthermore, a common skills language, through the use of skills taxonomies, is needed to effectively translate analyses into policy action (Jakub Stolfa, Automotive Skills Alliance). Lastly, data are often not available at a sufficiently granular level.



For example, US employment data lack sufficiently detailed occupation-level information on graduates' employment outcomes, rendering a skills-gap analysis difficult. This also contributes to a misalignment between the educational strategy and employers'

skill demand for green and digital skills (Stephen Moret, Strada Education Foundation). The new OECD Twin Transition Tracker contributes to closing the data and evidence gap to inform the design of effective local skills and employment policies.

Speakers



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Local Employment and Economic
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President of the
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Michaela Palasova

Trnava Region & Automotive Skills
Alliance, Head of the Brussels
Representation Office/Regional
Implementation WG Co-Lead



Pawel Adrjan

Director of Economic Research,
EMEA & APAC, Indeed, Spain



Chelvin Loh

Director, Skills Intelligence and Planning
Division, SkillsFuture, Singapore



Stephen Moret

President and CEO,
Strada Education Foundation, U.S.

In partnership with:



Workforce development and local green investments: A focus on Latin America and the Caribbean

Local governments and communities across Latin America and the Caribbean (LAC) need to take action to seize green transition opportunities. Renewable energy, sustainable housing and ecotourism contribute to the green transition and generate quality jobs in many LAC countries. Locally skilled workforces are necessary to make these investments a lever for the social inclusion of vulnerable communities, such as indigenous or rural populations. Governments and local employers need to join forces to deliver on a local workforce agenda for communities that may otherwise not benefit from employment opportunities.

New investments in green energy, housing and tourism in LAC face local skills challenges

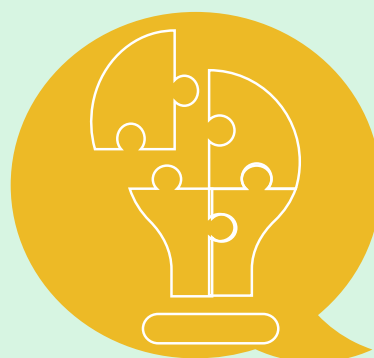
The LAC region faces mounting risks, but also unique endowments, to counter climate change. Many of the region's unique natural and cultural endowments are threatened by rising temperatures and ecosystem decline. At the same, its resources provide an opportunity to generate good jobs and revenue for communities in climate-friendly activities. Up to 15 million net jobs could be created by the transition to net zero by 2030 in LAC ([IADB & ILO, 2020](#)). The demand for green skills is often driven by place-based investments in green projects.

The green transition requires thinking about what talent is necessary and, especially, where. Skills development policies are necessary to turn the challenge of climate change into opportunities for LAC's most promising resource: its talent (Dulce Baptista).

Job creation from green projects can benefit communities through workforce programmes

When anchored in local communities through policies, programmes and partnerships, green projects become a lever for excluded groups to earn a living. In Chile, hydrogen energy projects in Antofagasta and Magallanes require territorial skills mapping as human capital can be located long distances from project location (Juan Eduardo Carmach). The projects also require programme design sensitive to the needs of local communities. A high priority is supporting local workforce reconversion, as well as including women and youth so that they also benefit from emerging employment opportunities.

Women need to be another target of green inclusion efforts. In OECD regions, less than 3 in 10 workers in green-task jobs are women ([OECD, 2023](#)). Programmes to reintroduce bamboo as a residential building material in Ecuador included a gender-sensitive strategy to target women entering the home-building business. Ten-month vocational training programmes in the *Escuela Taller* ("workshop school") support local participants to learn the basic skills in sustainable bamboo construction with an emphasis on women and youth (Pablo Izquierdo).



Partnerships and knowledge sharing help training match labour market needs in LAC

The magic words in supplying green skills are alignment and collaboration. Governments and employers must align their visions and strategies on which skills are needed and the ways to develop and supply them, considering ever evolving demand and supply needs within our economies (Katharine Meighan). In Costa Rica, the Ministry of Labour uses the findings of its

Labour Market Observatory and dialogue with chambers of commerce to develop a granular and territorial understanding of skills to inform training (Pablo Acuña). The Ecuadorian *Escuela Taller* builds on the cooperation between established training institutions and local partnerships to support the creation of innovative vocational training programmes, certified by national government agencies. Beyond national partnerships, international knowledge sharing supports the development of training programmes for complex technologies like hydrogen power.

Speakers



Dulce Baptista

Senior Labor Markets Specialist,
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Lucas Leblanc

Policy Analyst, Local
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Development Programme, OECD



Juan Eduardo Carmach

Director for Development and
Future of Work, Corporacion
Sociedad de Fomento Fabril
(SOFOFA), Chile



Pablo Acuña

Director for Employment,
Ministry for Work
and Social Security, Costa Rica



Pablo Izquierdo

Technical Officer, International
Network for Bamboo and Rattan,
Ecuador



Katherine Meighan

President, Chamber of Commerce
and Industry, Belize

In partnership with:



Brick by brick, skill by skill: Local skills and shortages in the construction sector

Labour shortages in the construction sector significantly limit building activities across the OECD – both for the construction of new homes as well as the decarbonisation of existing ones. A major issue is the talent pipeline. For example, in Canada, 22% of current construction workers are set to retire over the next decade (Kevin Lee). Hence, there is a need to attract more talent into the sector just to continue at current pace, and much more if countries have a housing supply shortage, as many do. There is also the need to retrain existing workers for new digital and green technologies. Yet, data for Europe shows that the construction sector currently has one of the lowest rates of participation in training for its workers (Lucas Leblanc).

Improving job quality and overcoming misperceptions of the sector will help attract talent

One driver for shortages in the talent pipeline of the housing and wider construction sector is the difficult working conditions and negative image of jobs in the sector. Construction jobs are seen as “3D jobs: Dirty, Dangerous, and Difficult”, which is still the reality in some places. The sector needs to change to ensure that the jobs provided are decent jobs by transforming “3D jobs” into “3S jobs”: Safe, Secured, and Skilled (Linnea Wikström).

People value salary, job security, work-life balance and professional growth opportunities, all of which construction *can* offer. These elements are particularly important to parents, who significantly influence the career choices of their children. It is important to address misperceptions and demystify them through outreach and media campaigns and focus on the good pay, security and high tech used in the sector today (Greg Zick).

Inclusivity is key to bridging the skills gap in the construction sector

Another reason for talent shortages in the housing and wider construction sector is the lack of diversity within the sector. The Building and Wood Worker’s International Global Report on Women in Trades shows that women represent under 15% of the workforce in construction professions around the globe. There can be a perception that women are not physically able to complete tasks required by the construction sector (Justina Ashiyana). This may discourage women from engaging in construction jobs, while their involvement could help address the talent shortages in many positions in the sector that are not as physically demanding. Many countries are taking steps to attract more women to the industry.

All hands on deck to attract more talent to the sector

Building local partnerships has proved particularly effective in increasing the talent pipeline for the housing sector. For instance, the National Association of Home Builders (NAHB) collaborates with local schools in the US to provide career advice, work experience and training. To encourage young people to pursue sustainable careers in the construction sector, working conditions must be improved or demonstrated to be safer, more creative and offer more attractive roles. This, however, requires larger investments into up- and reskilling opportunities in the sector, as the sector moves away from traditional towards innovative careers that support a sector that plays a fundamental role in making the green transition happen (Simon Croft).

Speakers



Kevin Lee

Chief Executive Officer, Canadian Home Builders' Association



Lucas Leblanc

Policy Analyst, Local Employment and Economic Development Programme, OECD



Linnea Wikstrom

Global Director for Construction, Health and Safety, Building and Wood Workers' International (BWI)



Greg Zick

Vice President Workforce Development, National Association of Home Builders (NAHB), U.S.



Justina Ashiyana

WorldSkills Champion Trust Representative for Africa, Worldskills



Simon Croft

Chief Executive, Industry and Policy, Housing Industry Association (HIA), Australia

“ Being a woman in the construction sector, I had to break through gender stereotypes.

Justina Ashiyana

WorldSkills Champion Trust,
Representative for Africa, WorldSkills

“ Residential construction can offer young people very rewarding and well-paying careers; we just have to overcome many misperceptions.

Kevin Lee

Chief Executive Officer,
Canadian Home Builders' Association

Preparing workers for the labour market of tomorrow: Anticipating future local skills needs

Understanding and anticipating trends in the demand for skills helps to design effective training and upskilling programmes. Novel skills intelligence in the form of real-time big data analysis, projections and forecasts already contributes to these efforts. There is still potential to use this intelligence to further refine and target local skills policies and facilitate smoother career transitions.

Greater data availability helps track skills transitions

The understanding of what is needed to succeed in the labour market has improved significantly with the increased use of various skills anticipation tools and methods, including big data and AI-driven tools. However, developing sound skills intelligence is complex, requiring insights from various stakeholders and expert interpretation. Studying employment and skills trends is also hindered by the lack of a universally agreed skills taxonomy and low levels of administrative capacity (Stelina Chatzichristou).

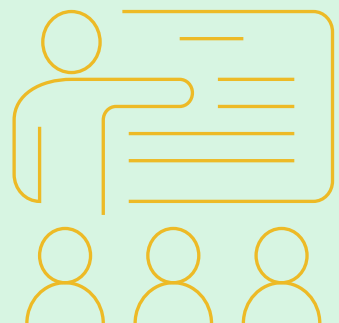
Online data on job vacancies provides valuable insights into the evolving demand for skills in local labour markets. This timely, detailed information uncovers emerging trends at a granular geographic level, complementing official labour market statistics. By identifying emerging trends in labour demand, it is possible to generate forward-looking guidance without relying on the strong assumptions required by traditional labour demand forecasts. Instead of attempting precise predictions, policy makers should remain flexible and adaptive to various potential future challenges (Elena Magrini).

Skills intelligence can be used to design meaningful labour market services

In Brussels (Belgium), the public employment service *Actiris* has developed an online tool that includes a list of the skills required for each occupation, training options to build these skills and regional job offers to use them. Such tools that provide information at the level of cities and regions meet local needs most effectively.

Various methods, such as employer surveys, expert assessments and different foresight techniques, can help anticipate recruitment needs and guide training initiatives. While AI tools are not yet widespread among public employment services in Europe, they are increasingly being adopted and hold significant potential for supporting job counsellors, enhancing the profiling of jobseekers and matching them with local jobs, personalised training and career guidance (Caroline Mancel).

There is also an opportunity to shift towards a skills-first ecosystem where skills, rather than credentials, dictate hiring decisions. Aiding educational institutions in translating course content into skills will prepare learners for a skills-based labour market. The green transition exemplifies how adopting a skills-first approach can advance equitable economic opportunities. Integrating green skills into job functions, rather than only supporting sectors that are considered green, can improve job quality across many occupations (Maria Flynn).



Speakers



Lars Ludolph

Economist, Local Employment and
Economic Development Programme,
OECD



Stelina Chatzichristou

Expert, Skills Trends and Intelligence,
European Centre for the Development
of Vocational Training, CEDEFOP



Maria Flynn

President & CEO, Jobs
for the Future (JFF), U.S.



Caroline Mancel

Chair, EU PES Network, Deputy Director
General, Actiris, Brussels-Capital Region,
Belgium



Elena Magrini

Head of Global Research,
Lightcast/Burning Glass Europe, Italy

“ In reality, each area, urban or rural, has its own economic and demographic specificities that have to be addressed differently with the help of skills intelligence.

Caroline Mancel

Chair, EU PES Network, Deputy Director General,
Actiris, Brussels-Capital Region, Belgium

Business as usual?

A spotlight on the role of employers in local skills systems

Rapidly changing skills requirements necessitate active employer participation in shaping the future of local skills systems. To drive local productivity and innovation, local government and employers must work together to build local skills systems that serve citizens and businesses. Yet, employers face both strategic and operational barriers. Many employers do not see skills development as part of their core business and do not have the in-house infrastructure to develop their staff. At the same time, employers struggle to navigate public systems and get access to the right support. The barriers are exceptionally high for small and medium-sized enterprises, which constitute the main source of jobs of local economies.

Building local coalitions to reduce labour and skills shortages

Across the OECD, employers feel the pain of increasing labour and skills shortages. In this context, it is vital for employers, education providers and local government to come together and find shared solutions. The *Reskilling 4 Employment (R4E)* initiative is a testament to the power of such collaborations. This initiative, which aims to reskill workers and the unemployed at scale across Europe, sees employers working hand in hand with training providers and public employment services to develop reskilling courses that align with the needs of employers in their communities. In Portugal, *PRO_MOV* is an *R4E* initiative. It has brought together more than 120 companies and reached over 600 people (Marta Cunha). For regional and local governments, a key priority is to have the necessary competencies and tools to facilitate local stakeholder cooperation around skills and labour market priorities (Kevin Rush). For small and medium-sized enterprises as well as micro-businesses, shared AI-driven HR and

training solutions present new and innovative ways to overcome re- and upskilling challenges at scale and speed (Frank Melis).

Expanding the talent pipeline

Business leaders must be curious and reach out to their local communities when developing skills development strategies (Kate Isaacs). In addition to re- and upskilling their existing workforce, employers can take initiatives to expand the talent pipeline and the pool of workers from which to draw. This can include programmes to engage non-traditional workers further from the labour market. In Michigan, a coalition of businesses has come together to train company leaders to identify, reskill and hire citizens coming out of prison. It can also include programmes to better align local skills provision with local employer demands. In Houston, employers have partnered with education institutions and community-based social service providers to expand their community's pipeline of middle-skilled workers.

Chambers as intermediaries between the public and private sector

In many places, labour market demands are too disconnected from the supply of the skills system, leading to over- or undersupply of skills in different sectors and local areas. With their unique position, Chambers of Commerce can play a central role in driving local partnerships across the private and public sectors ([OECD, Eurochambres and International Chamber of Commerce, 2024](#)). Employers' organisations, including chambers of commerce, play a crucial role as intermediaries, providing support to help employers navigate public systems and strengthen the link between local development and skills policies (Anna Rubin). In Austria, the Austrian Economic Chamber is engaged in various parts of skills development, including apprenticeships and adult learning. The system relies on mutual trust where everyone invests in skills development to benefit workers, employers and society more broadly (Thomas Wimmesberger).

Speakers



Anna Rubin

Manager of the Local
Development Forum, OECD



Tilde Ussing

Policy Analyst, Local Employment
and Economic Development
Programme, OECD



Marta Cunha

Head of Transformation at
Sonae and Head of the R4E
initiative, Portugal



Thomas Wimmesberger

Policy Advisor, EU Representation
of the Austrian Economic
Chamber



Kate Isaacs

Senior Lecturer, Massachusetts
Institute of Technology (MIT)
Sloan School of Management, U.S.



Kevin Rush

Director of Regional Economic
Growth, Glasgow City Region, UK



Frank Melis

Founder & CEO, SMRT.bio,
The Netherlands

In partnership with:



Future-proofing workforces for the green transition: International lessons for local workforce development in the US

As we confront the challenge of climate change, transforming into a green economy is not just essential — it is inevitable. This shift brings vast opportunities for economic growth and job creation, but in order to seize these opportunities, our workforce must be prepared (U.S. Ambassador Sean Maloney). Developing the workforce to meet the demands of the green transition requires strategic coordination, long-term career planning and an emphasis on inclusivity by bringing in marginalised communities. International exchange on best practices and experiences for green local workforce development can shed light on new approaches to common problems and set a proactive agenda for sustainable economic growth and environmental stewardship.

Strategic coordination for effective workforce development

The complexity of integrating green skills into the workforce requires effective collaboration between civil society, academia, government and industry. This coordination ensures that the workforce is not only responsive to the evolving market demands but also equipped with essential skills. Engagement of local stakeholders and open communication makes it

possible to adapt the strategy to the local context (Charitini Karakostaki). Federal initiatives and cross-sector partnerships, like those facilitated by the US Inflation Reduction Act, illustrate the potential of this approach to maximise the impact of investments through alignment with market needs.

Investing in careers, not just jobs

To support the green transition and workers' economic security in the long run, the focus should not be on skills development for jobs with short-term potential, but rather on equipping workers with broad skill sets that support careers, and in many cases, work across green technologies (Maya Goodwin). In the United States, the proportion of green-task jobs remains below the OECD average, while job market data reveals increasing opportunities, highlighting a significant area for growth in workforce strategies. In designing educational programs, it is crucial to address competency gaps by focusing on the differences between old and new job requirements (Nadine Guerin Roquel). Training, retraining and training the trainers in a consistent and constant way is critical to encourage highly skilled workers (Sherry Tucker). Targeting skills development within established sectors and existing careers promotes a smoother transition for workers and industries alike.

Prioritising inclusivity in workforce transition

Given the unpredictability of the green transition, it is vital to employ a place-based approach drawing on local knowledge and leadership to effectively handle economic downturns while preparing communities to capitalise on opportunities in sectors with high growth potential (Alex Stephens). This requires a targeted effort to include under-represented groups in certain occupations – such as youth and women – reduce systematic barriers and enhance social mobility through equitable access to emerging opportunities.

For instance, apprenticeship programmes can be a powerful way to solve the problem of people dropping out of education early to work, through a solution that allows them to do both (Annelies Goger). Through collaborative efforts and inclusive strategies, the workforce will not only be prepared for the green transition but also poised to thrive in a sustainably transformed economy.

Delve deeper into these topics through the session's accompanying brief "Future-proofing workforces for the green transition" available on the [PLACES portal](#) and [OECD \(2023\): Job Creation and Local Economic Development 2023 - Bridging the Great Green Divide](#).

Speakers



Sherry Tucker

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Karen Maguire

Head of Division, Local Employment and Economic Development Programme, OECD



Sean Patrick Maloney

Ambassador, U.S. Mission to the OECD



Nadine Guerin Roquel

Transformation Program Director, LHH/Adecco Group, France



Annelies Groger

Fellow, Brookings Metro, U.S.



Maya Goodwin

Workforce Strategy Lead, Department of Energy (DOE), U.S.



Alexander Stephens

Associate Director, Research & Evaluation, Future Skills Center, Canada



Charitini Karakostaki

Erasmus + Team Leader, PROMEA - The Hellenic Society for the Promotion of Research and Development Methodologies

"The shift to a green economy brings vast opportunities for economic growth and job creation, but to seize these, our workforce must be prepared."

Sean Patrick Maloney

Ambassador,
U.S. Mission to the OECD

In partnership with:



UNESCO Learning Cities as drivers of lifelong learning

Cities play a unique role in developing, providing and fostering a culture of learning throughout life. They do so through comprehensive childhood education, ensuring digital and sustainability literacy, and creating environments that enable continuous learning, among other strategies. By offering training opportunities that are part of a long-term vision linked to sustainable development, cities can reduce inequalities, ultimately enhancing the quality of life for their residents (Raúl Valdés Cotera). The [UNESCO Global Network of Learning Cities](#) is a unique platform for the exchange of best practices and provides capacity development to help cities advance their lifelong learning strategies.

Creating an inspiring and inclusive environment for continuous learning

Creating a learning city involves fostering an environment that enables citizens to access various learning opportunities and provides them with life-long education. This includes effective training programmes, providing public spaces for learning and maintaining but also improving the living conditions in urban areas (Julia Rubiano). Lifelong learning itself should be comprehensive and offer skills that are applicable across different fields. The skills strategy of Bogota (Colombia) focuses on improving critical thinking and foreign language proficiency.

Offering education and training throughout all stages of life is essential for enhancing the well-being of citizens. Lifelong learning can help address social exclusion by targeting vulnerable individuals in community-based training programmes (Angela Harrington). Continuous education also promotes greater independence among learners from disadvantaged backgrounds.

Digital skills and sustainability need to be at the centre of lifelong learning strategies

The rise of new technologies is driving the demand for digital skills. Low levels of digital literacy not only limit labour market opportunities but also contribute to the exclusion of vulnerable community members from other parts of life. Improving digital competencies continuously is important. Digital skills can also serve as a gateway to further learning, as the ability to use electronic devices provides individuals with access to nearly unlimited resources (Abdellah Khaloub). The inclusive learning strategy of Marrakech (Morocco) puts digital skills at the forefront to eliminate illiteracy by 2030.

Sustainable development must be at the heart of any lifelong learning strategy to ensure that learners of all ages have the knowledge, skills, values and agency to contribute to it. Education for sustainable development (ESD) needs to be integrated into all stages of the education system, starting in kindergarten and primary school. Certificates for providers of non-formal education ensure consistent standards across ESD approaches in Northern Germany (Ralf Behrens).



Community dialogue: the pillar for effective learning throughout life

Understanding individuals' expectations and barriers is the starting point for introducing any lifelong learning programme. Learning cities therefore involve a wide range of stakeholders. For example,

Manchester (UK) gathered inputs from more than 550 stakeholders to create a shared vision of lifelong learning. Collaborative initiatives further raise awareness of the importance of lifelong learning and increase cities' capacity to engage potential learners (Khadija Bouchrahi). This community-based approach helps educational efforts contribute to broader social, economic and environmental progress.

Speakers



Karen Maguire

Head of Division, Local Employment and Economic Development Programme, OECD



Ralf Behrens

Head of the Environmental Education and Education for Sustainable Development Department, City of Hamburg, Ministry of Environment, Climate, Energy and Agriculture, Germany



Raúl Valdés Cotera

Chief Programme Coordinator, UNESCO Institute for Lifelong Learning



Abdellah Khaloub

Regional Director, National Agency for the Fight against Illiteracy (ANLCA), Morocco



Khadija Bouhrachi

Vice President, City of Marrakech, Morocco



Julia Rubiano

Undersecretary for Quality and Pertinence, Bogotá Secretariat for Education, Colombia



Angela Harrington

Director of Inclusive Economy, Manchester City Council, UK

“ Learning cities open the doors to the world for their residents by creating opportunities to engage in innovative training, language and cultural exchanges.

Julia Rubiano

Undersecretary for Quality and Pertinence
Secretariat for Education, Bogota (Colombia)

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Places 4 digital pathways: Leveraging digital skills to support young people into good jobs

ICT skills are high in demand: across the OECD, generic ICT skills are sought in around one in three jobs across sectors and occupations. In some cities and regions, more than half of jobs require these skills. In addition, advanced digital skills are sought in more than one in five jobs. However, many vacancies remain unfilled because of a lack of suitably skilled candidates, representing a challenge for local labour markets and a barrier to business innovation and growth. While employers struggle to find staff with the required digital skills, there is a potential hidden pool to tap into. Finding this hidden talent requires connecting more young people, as well as people already in the labour market, with these opportunities as well as changing recruitment strategies. Innovative initiatives and partnerships among local stakeholders have the potential to enhance labour market opportunities for disadvantaged people, while also making the tech workforce more diverse.

For employers, inclusive recruitment and investing in talent is a must

A shift in the mindset of employers and hiring managers is needed to make the technology sector more inclusive. This requires a commitment to offer employment and training opportunities to jobseekers and young people regardless of their background, as well as helping them to foster curiosity and a continued interest in learning and development. As part of JPMorganChase's

commitment to inclusive pathways, the firm is removing degree requirements in some roles and offering reskilling opportunities to existing staff without a technology background (Derek Joyce).

The social economy provides innovative solutions to narrow the digital divide...

Present in 30 cities in three countries, *Konexio* provides free and tailored digital training to more than 2 000 people every year, regardless of their age and backgrounds. *Konexio* broke down the concept of digital skills by developing training solutions at different skill levels, providing apprenticeship opportunities and wrap-around support to foster employment and social integration (Jean Guo). Similarly, *Factoría F5* aims to bridge gender and social gaps by increasing digital skills. To achieve this goal, *Factoría F5*, as a member of the *Somos F5* network, implements Simplon's internationally recognised model which combines an active pedagogy of learning by doing, learning by teaching, working on projects in teams and intensive boot camps. This approach boosts students' learning curve and capacity to solve problems, increases motivation and improves self-confidence (Guillaume Thureau).



...and offer pathways to learners to make the tech sector more inclusive

For people with a digital background, *Konexio* offers certified advanced digital training, which opens pathways into stable and well-paid tech roles (Alexander Myhashko). For those without a background in tech, it is important to break down barriers to entry into tech schools and have a different approach to teaching and learning. Acquiring basic digital skills at *Konexio* can help develop personal projects, like a digital upgrade for a catering service (Amina Elrhandour). The mix of soft and digital skills at *Factoría F5* helps learners understand how to become lifelong learners and choose a rewarding career pathway (Jerry Aiyanio). *Factoría F5* indeed represents an attractive solution for people in precarious situations who often have limited skills and opportunities to access quality jobs (María López Jiménez).

Despite varying competencies in digital skills provision, all cities have a role in attracting qualified educators, developing new curricula with local employers, promoting innovation and entrepreneurship and co-creating digital services with young people from vulnerable groups (Paolo Ciambellini). To achieve these goals, city administrations can be at the centre of facilitating the dialogue among local stakeholders including employers, worker and learner representatives, social economy organisations and education and training providers. Jointly, these actors can make a difference in increasing basic digital skills among residents, reducing inequalities in digital skills and supporting pathways towards jobs high in demand.

Speakers



Maria Lopez Jimenez
Consultant, Factoria F5, Spain



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Head, Employment and Skills
Unit, Local Employment and
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Programme, OECD



Paolo Ciambellini
Coordinator, Eurocities



Derek Joyce
Technology Talent Strategy
Executive, JP Morgan Chase



Jean Guo
CEO and Co-founder,
Konexio, France



Amina Elrhandour
Learner, Konexio, France



Guillaume Thureau
CEO, Fundación Somos F5,
Spain



Jerry Aiyanio
QA Technician,
Diusframi, Spain



Alexander Myhashko
Learner, Konexio, France

“ When you start studying at Konexio you become ‘addicted’, you don’t want to stop learning.

Amina Elrhandour

Learner, Konexio, Paris, France

Cities leading the way in partnerships for digital inclusion

“ While moving towards a skill-based hiring model requires time and effort, it also brings motivated people and diverse perspectives to companies.

Derek Joyce

Head of Recruiting for Global Technology, Digital, Data & Analytics,
JPMorganChase, UK

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Taking it forward: Local leadership on the skills agenda

The twin transition poses challenges for local labour markets – from the digital revolution in how we work to the substantial upskilling required to shift local economies towards net zero. Labour and skills shortages are significant in many areas and in some regions, where more than 20% of jobs are at high risk of automation. By developing skills strategies that align with the needs of communities, local governments can support citizens and businesses in harnessing the benefits of the green and digital transition (Mathias Cormann). With ambitious learning policies tailored to local needs, the twin transition can also serve as a tool for the social inclusion of vulnerable groups.

The need for digital skills is booming, especially in metropolitan areas

Digital skills are in high demand across many metropolitan areas in the OECD. Yet, some groups and communities face more challenges in developing critical digital skills, including people from minority backgrounds, young people, older workers and migrants. Digital skills programmes such as *Paris Code* (Paris, France) and *Digitalcity* (Brussels-Capital Region, Belgium) show how subnational government can work closely with public employment services and vocational education and training providers to meet the skills needs of those furthest from the labour market. At the same time, removing other barriers to accessing adult training, such as childcare, and providing targeted support to small firms is needed to reduce dropout rates and promote on-the-job training for all workers (Bernard Clerfayt).

Local investments in green industries won't materialise without green skills

Many local governments have set objectives to reach net-zero, including through significant investments in green infrastructure for energy, transportation and buildings. Yet, the success of these projects relies on skilled green talent. The construction sector is among the sectors with the most unfilled job vacancies and where misconceptions and discrimination represent barriers for youth, minorities and women. In Quebec City, the construction of a new tramway has shown the need for specialised skills to achieve the city's ambitious plan to reduce greenhouse gas emissions by 45% by 2030. To achieve such projects, there is a need to ensure a strong link between industrial strategies and local skills strategies. At the same time, skills strategies must lead to quality jobs – i.e. jobs that provide good pay, sustainable employment and skills pathways.

Local governments are at the centre of the twin transition

For a successful twin transition, local governments must not only think collaboratively but must also think holistically, considering citizens' economic, social and cultural needs to thrive in a city or region. The skills agenda should be tailored to local needs, harness local ecosystems, be present in all policies and foster a culture of empowerment (Lamia Kamal-Chaoui). Multilevel governance systems rely on coordination – horizontally across stakeholders at the local level and vertically across levels of government. For smaller municipalities, it is also vital to build place-based initiatives to enhance collaboration among stakeholders such as businesses, universities and NGOs (Claudio Castro). The *Innovation Factory* in Renca (Chile) is an example of a public-private partnership that addresses district-level transformations. In Paris, the city uses its powers to promote lasting impacts on skills and employment from the Paris Olympic and Paralympic Games (Afaf Gabelotaud). Local governments can also support talent attraction through strategies that include social and cultural integration (Bruno Marchand).

Speakers



Mathias Cormann

Secretary-General, OECD



Afaf El Kaoun Gabelotaud

Deputy Mayor for Business,
Employment and Economic
Development, City of Paris, France



Bernard Clerfayt

Brussels Minister for Employment,
Brussels Government, Belgium



Lamia Kamal-Chaoui

Director, Centre for Entrepreneurship, SMEs,
Regions and Cities, OECD



Bruno Marchand

Mayor, Québec City, Canada



Claudio Castro

Mayor, Municipality of Renca, Chile

“ Access to digital skills training must be ‘barrier-free’ to ensure that those who need it most benefit from training offers.

Afaf El Kaoun Gabelotaud

Deputy Mayor for Business, Employment and Economic Development,
City of Paris, France

“ To achieve net-zero strategies, there is a need to ensure a strong link between industrial strategies and local skills strategies.

Bruno Marchand

Mayor, City of Quebec, Canada



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About the Centre for Entrepreneurship, SMEs, Regions and Cities and LEED

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The OECD's Centre for Entrepreneurship, SMEs, Regions and Cities (CFE) provides comparative statistics, analysis and capacity building for local and national actors to work together to unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation, and support sound tourism policies.

The mission of the OECD's Local Employment and Economic Development programme (LEED) is to build vibrant communities with more and better-quality jobs for all. Since 1982, the Programme has been supporting national and local governments through tailored reviews and capacity-building activities, as well as research and good practice reports on innovative approaches to local development. The Local Development Forum brings its activities to the wider stakeholder community.

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