



**PACT FOR  
SKILLS**

# **PACT FOR SKILLS** ANNUAL REPORT 2024

Progress on upskilling and reskilling the European  
workforce

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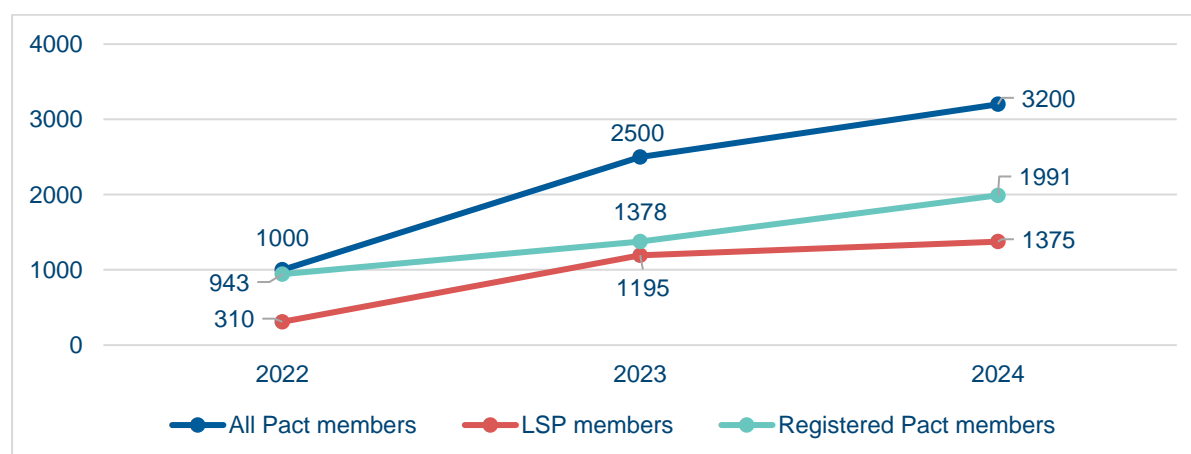
# The Pact for Skills Annual Report 2024

The Pact for Skills was launched in November 2020 as a flagship action of the [European Skills Agenda](#). It aims to bring public and private organisations together to enhance the skills of working-age individuals so they can succeed in the labour market and society. The Pact is anchored in the [European Pillar of Social Rights Action Plan](#), and aims to contribute to achieving its target of at least 60% of adults participating in training annually by 2030. With the launch of the [Union of Skills](#) in March 2025, upskilling and reskilling workers in strategic sectors of the EU has gained further importance, recognising that skills are crucial for developing a sustainable, equitable, and competitive European economy.

The Pact for Skills is instrumental in supporting stakeholders to meet Europe's skills ambitions. The Union of Skills emphasises the role of the Pact for Skills and its Large-scale Skills Partnerships (LSPs) in achieving the EU's targets, such as commitment made by 14 LSPs to upskill and reskill 25 million workers by 2030 (or an average of 25% of the workforce within each LSP's sector)<sup>1</sup>.

Members of the Pact include public, private, and civil society entities such as national, regional, and local authorities, companies, social partners, cross-industry and sectoral organisations, chambers of commerce, education and training providers, non-governmental organisations (NGOs) and employment services. An estimated **3,200 organisations** from all EU Member States, and candidate or associated countries have joined the Pact for Skills as members since its launch<sup>2</sup>.

Figure 1. Growth of Pact for Skills members, 2022-2024



Source: Ecorys 2025.

<sup>1</sup> European Commission (2024), [Pact for Skills Large Scale Partnerships commit to upskilling and reskilling over 25 million people by 2030](#).

<sup>2</sup> This number includes both organisations which have registered to the Pact database and those which interact with its activities without registration to the database, e.g. certain members of LSPs and RSPs.

This Pact for Skills Annual Report evaluates the progress made in skills anticipation and development by Pact members and highlights their primary achievements in 2024. The report also identifies ongoing challenges and future opportunities in skills development, as reported by Pact members, along with members' views on how the Pact could evolve in the future.

The information in this report is based on the third Pact for Skills annual survey, which was open from 28 January 2024 to 25 February 2024 to all registered Pact for Skills members<sup>3</sup>. 999 members<sup>4</sup> responded to the survey from all 27 EU Member States, nine candidate or EEA countries<sup>5</sup> and 14 industrial ecosystems<sup>6</sup>. The report also includes information from the Pact's coordinators survey, which was open over the same period for all coordinators of LSPs and Regional Skills Partnerships (RSPs).

## Overview

In 2024, Pact members continued upskilling and reskilling Europe's workforce. Pact members reached around **2.6 million individuals** and invested nearly **EUR 650.5 million in upskilling and reskilling**<sup>7</sup>. 96% of Pact members reported contributing to some or a large extent to at least one Pact principle, with the largest share of respondents contributing towards **promoting a culture of lifelong learning** (88%).

Upskilling and reskilling activities delivered by Pact members in 2024 focused on developing **skills that are needed in the workforce**. 47,800 training courses were updated or developed by Pact members. Most activities focused on developing technical skills, followed by transversal skills and entrepreneurial skills.

In 2024, the 20 Large-scale Skills Partnerships (LSPs) of the Pact made notable strides in upskilling and reskilling. **LSP members trained 33% of their workforce on average**. Membership in an LSP benefitted organisations by enhancing opportunities for collaboration and raising awareness about upskilling, with 87% of LSP members finding involvement in their LSP useful overall. LSP involvement was also seen as having a **positive impact** on member organisations' upskilling and reskilling efforts: in 2024, 59% of LSP members indicated that their involvement in an LSP led to improved skills monitoring and/or anticipation. Similarly, Regional Skills Partnerships (RSPs) contributed to ensuring a **greater match between skills**

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<sup>3</sup> Those Pact members for which contact details were available as of 28 January 2025, n=1991.

<sup>4</sup> Respondents: 97% (972) individual members and 2.7% (27) coordinators of partnerships which are not LSPs or RSPs. 41% (414) of respondents are LSP members, 2.8% (28) are members of partnerships which are not LSPs or RSPs, and 1.2% (12) are members of RSPs.

<sup>5</sup> Albania, Iceland, Moldova, Montenegro, North Macedonia, Norway, Serbia, Turkey, and Ukraine.

<sup>6</sup> Aerospace and defence, agri-food, construction, cultural and creative industries, digital, energy-intensive industries, energy-renewables, health, microelectronics, mobility – transport – automotive, proximity and social economy, retail, textile/clothing/leather/footwear and tourism.

<sup>7</sup> Please note that 61% of this value represents financial investment by public authorities, which use public funding sources (i.e. national or EU funding).

**demand and supply** and to overall **development of the workforce** in their regions and sectors.

In terms of challenges when working on skills development, **limited human and financial resources were the most commonly faced challenges for all stakeholders** in 2024. Changing priorities, rapidly evolving technologies, difficulties in partnership development, and a lack of comprehensive strategies for inclusive upskilling and reskilling were also identified as factors hampering progress in skills development and in achievement of Pact commitments.

**84% of respondents to the survey considered the Pact for Skills a valuable initiative.** The Pact's usefulness was particularly noted by employer organisations, chambers of commerce, sectoral organisations, trade unions, and training providers. The primary benefits of the Pact were providing opportunities for **networking and collaboration, facilitating access to knowledge and resources**, and supporting **skills anticipation and monitoring**. Respondents identified these factors as crucial for successful upskilling and reskilling measures.

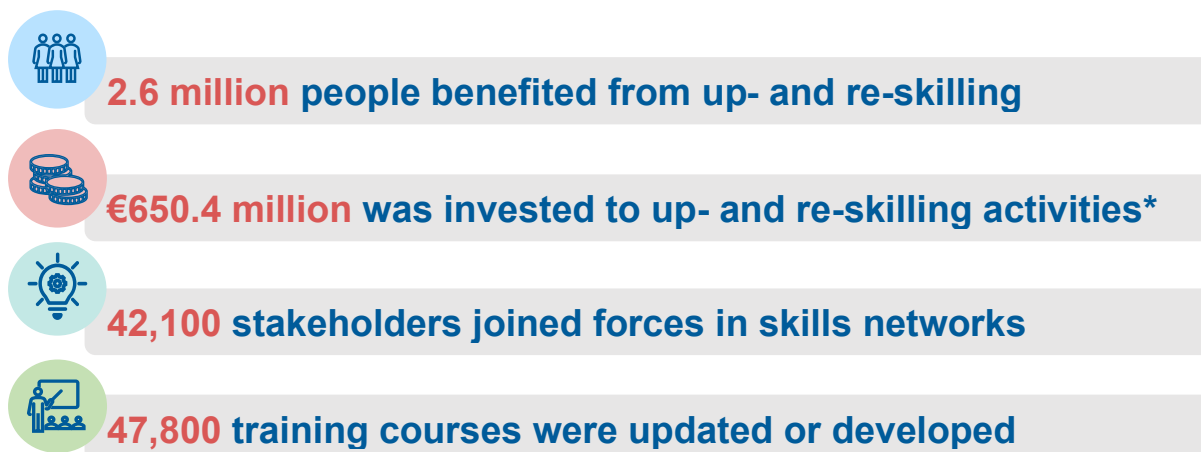
Additionally, **an increasing share of survey respondents were satisfied with the Pact for Skills Support Services.** More than 80% of users found webinars, networking events, and thematic seminars useful, as well as online tools such as the online library, funding database, and guidance handbook. Communication tools and channels, such as the skills leader badges, newsletter, and website, were also useful resources for the vast majority of respondents.

To further improve the added value of the Support Services, respondents would like to see **enhanced support for partnership development** and **more tailored support** to specific stakeholders through specialised resources. Respondents recommended that future Pact activities offer more networking and collaboration opportunities, support access to funding and focus even more on topics relevant to specific stakeholder groups, target groups or themes.

# PROGRESS ON **PACT FOR SKILLS** OBJECTIVES

## Key achievements of Pact members

Pact for Skills members' activities and efforts represent significant contributions towards the objectives of the Pact, and the wider objectives of the European Skills Agenda. In 2024, Pact members achieved the following key results<sup>8</sup>:



\* Please note that 61% of this value represents financial investment by public authorities, which use public funding sources (i.e. national or EU funding).

In 2024, around 2.6 million people participated in upskilling and reskilling activities delivered by members of the Pact<sup>9</sup>. 41.3% (255) of members reached between 100 and 1000 people each with their upskilling and reskilling activities (compared to 33% in 2023). A slightly smaller share of respondents – 32% (197) – reached between 10 and 100 people each (compared to 41% in 2023). The median of the reported values from 2023 to 2024 increased from 150 to 200, which suggests an increase in the intensity of respondents' upskilling and reskilling activities. The 2024 result brings the total number of people reportedly upskilled and/or reskilled by Pact members **between 2022 and 2024 to 6.1 million**.

### Inspiring practice: AI4Agri project

The **Polish Farm Advisory and Training Centre**, an NGO member of the Pact is a partner of the [AI4Agri project](#), which developed a training programme on AI applications in farming.

The project has resulted in a comprehensive training programme aiming at equipping farmers and rural entrepreneurs with the knowledge and skills needed to apply artificial

<sup>8</sup> Figures presented throughout this chapter are aggregates of KPI values reported by respondents on their activities relevant to the Pact for Skills. As these are self-reported values which are not individually verified, these figures are to be considered as estimates.

<sup>9</sup> Number of respondents, 616.

intelligence (AI) in agriculture, focusing on precision farming, data analysis, and sustainable practices.

Over 200 farmers and rural entrepreneurs have completed the training programme so far. Participants reported improved efficiency and better decision-making in crop management, pest control, and resource use. The project addresses a critical skills gap in agriculture by combining digital innovation with sustainable practices, necessary for the future of farming and the development of modern farming practices. It also empowers rural communities by providing them with tools to remain competitive in a rapidly evolving sector.

The project is co-financed by Erasmus+ in the period between 2023 and 2025.

Members of the Pact have also mobilised financial resources to the delivery of upskilling and reskilling activities, with EUR 650,420,967<sup>10</sup> invested through both public and private funding<sup>11</sup>. Members reported investing, on average, more than EUR 4 million each in upskilling and reskilling activities. The median investment reported has doubled from 2023 (50,000) to 2024 (100,000). Since 2022, Pact for Skills members have invested a total of **more than EUR 960 million in upskilling and reskilling activities** using both public and private funding sources (as detailed in Figure 2 below).

When it comes to the source of investment into upskilling and reskilling across Europe, more than 80% (597) of respondents reported having used EU funds, such as Erasmus+ (68%; 370), Horizon Europe (11%; 60) or the European Social Fund Plus (ESF+) (10%; 53). Nearly half of respondents used national public funding sources (48%; 354), and more than a third used private funding (37%; 271). 26% have used no external funding sources. Only 6% (45) reported having used international funds, such as from the Council of Europe or UNICEF.

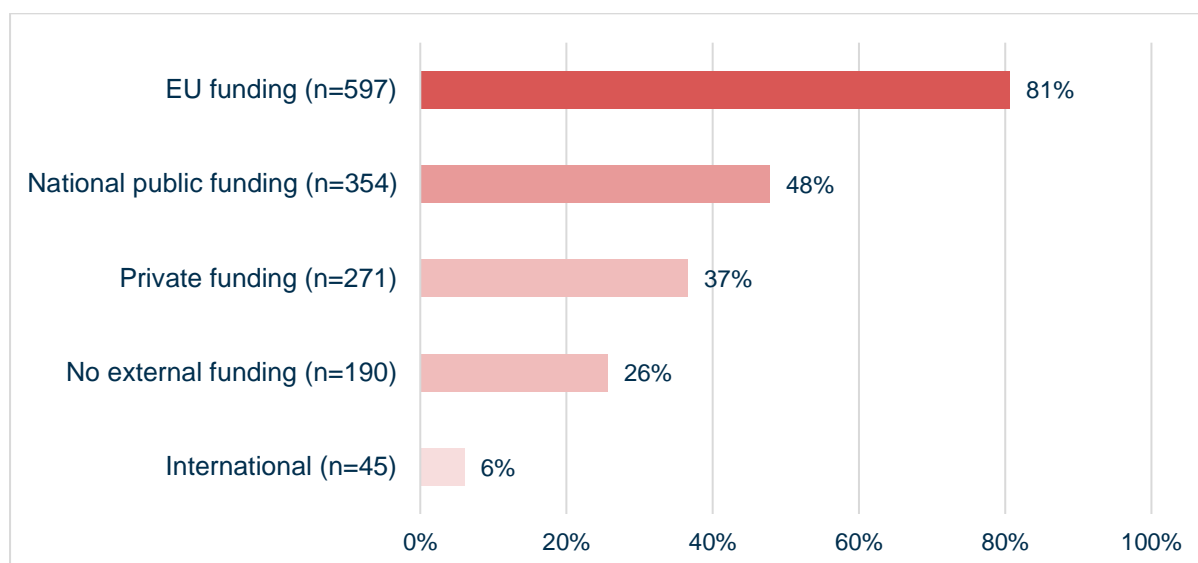
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<sup>10</sup> Please note that 61% of this value represents financial investment by public authorities, which use public funding sources (i.e. national or EU funding).

<sup>11</sup> Number of respondents, 150.



Figure 2. External funding supporting upskilling and reskilling activities



Source: Ecorys 2025 (N=740).

The Pact for Skills has also contributed to stakeholder collaboration. Pact members involved more than 42,000 stakeholders in relevant skills partnerships or networks in 2024<sup>12</sup>. This brings the total number of **stakeholders involved in skills partnerships between 2022 and 2024 to over 134,500**.

### Inspiring practice: Pact for Next Tourism Generation Skills (PANTOUR)

Several members of the Pact and of the Tourism LSP (e.g. **European Sustainability Academy, Hungarian Hospitality and Tourism Employers' Association, Turismo de Portugal, Federturismo Confindustria, Instituto Tecnológico Hotelero**) collaborated in implementing the [Erasmus+ Blueprint project PANTOUR](#).

Between 2023 and 2024, the project upskilled and reskilled workers in the European tourism sector, with a focus on sustainable tourism, digital transformation, and enhancing the quality of services. The project developed and delivered training programmes, digital tools, and resources to better equip workers with the skills needed to thrive in the evolving tourism industry. Training programmes focused on digital skills (e.g. online marketing technology, data analytics), green skills (e.g. circular economy in the design of tourism value chains) and social skills (e.g. accessible tourism, gender equality and cross-cultural understanding). In addition to training the workforce, the project also established a Sectoral Skills Intelligence Monitor helping to assess skills gaps and future needs in the tourism industry.

<sup>12</sup> Number of respondents, 312.

The PANTOUR Project was co-financed by Erasmus+ Blueprint for sectoral cooperation on skills, with additional funding from industry stakeholders and national tourism agencies.

Another key activity implemented by Pact members was the development or updating of formal and non-formal training activities. In 2024, members developed nearly 38,000 new training programmes<sup>13</sup>, and updated more than 10,000 existing courses<sup>14</sup>. Approximately two-thirds of respondents developed between 1 and 15 new training programmes (75.5%, 507) each. Since 2022, members of the Pact have updated or developed more than **95,500 training activities**.

Finally, members of the Pact have also raised awareness of skills needs through communication activities on upskilling and reskilling. In 2024, members reached a total of more than **79.5 million people through events**<sup>15</sup>, **social media** and **other communication channels** (e.g. newsletters, reports) dedicated to skills needs, skills anticipation, or upskilling and reskilling.

### Inspiring practice: Roma Digital Boost Training

The **Roma Entrepreneurship Development Association (REDI)**, an NGO member of the Pact operating in several European countries, implemented a project supporting skills development of Roma entrepreneurs in the Western Balkans between 2021 and 2024.

The training programme was designed to increase the digital presence of Roma businesses and support their digital transformation. It consisted of three key components:

1. Theoretical training covering digitalisation, financial management, legal and regulatory frameworks, and e-commerce.
2. Practical training focusing on hands-on application of digital tools and business strategies.
3. Individual mentorship with tailored support from business facilitators and industry experts.

155 Roma entrepreneurs participated in the programme. The project had a direct impact on participating entrepreneurs' skills in using digital tools, branding, and e-commerce principles for their businesses. The programme is now run by trained Roma business facilitators, ensuring long-term impact within the community and is an example of inclusive digital transformation which provides sustainable skills development for vulnerable communities.

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<sup>13</sup> Number of respondents, 671.

<sup>14</sup> Number of respondents, 438.

<sup>15</sup> Number of respondents across three KPIs, 1,660.

The initiative was implemented under the EU-supported project '[Advancing Roma Entrepreneurs in the Western Balkans](#)', which was funded by the European Commission's Directorate-General for Enlargement and Eastern Neighbourhood.

## Progress against the Pact for Skills principles

Members of the Pact commit to contributing to one or more of the Pact's four key principles through concrete actions on upskilling and reskilling:



**Promoting a culture of lifelong learning for all**



**Building strong skills partnerships**



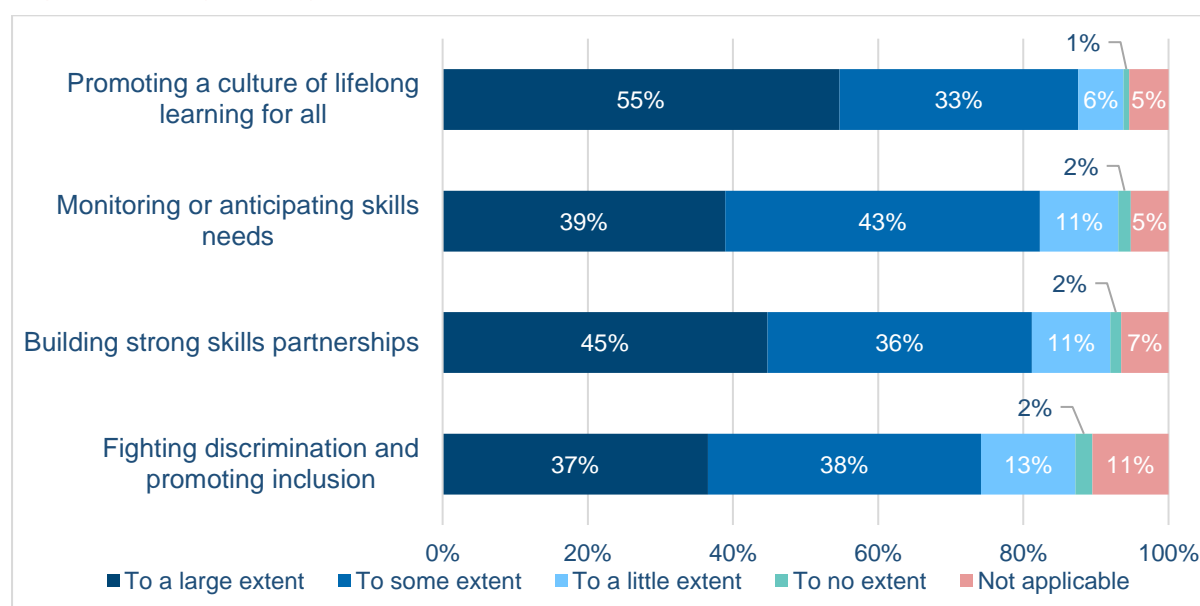
**Monitoring skills supply/demand & anticipating skills needs**



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

Pact for Skills members have reported significant progress in putting these principles into practice. In 2024, 96% (956) of Pact members reported contributing to some or a large extent to at least one Pact principle, with the largest share of respondents contributing towards **promoting a culture of lifelong learning** (88%).

Figure 3. Progress against the Pact for Skills principles



Source: Ecorys 2025 (N=999).

The majority of actions contributing to the objective of ‘promoting a culture of lifelong learning for all’ covered **digital skills, green skills, and sector-specific competences**. Inclusive and accessible learning opportunities were offered by multiple members, catering to diverse groups. For example, digital and online learning platforms were widely used to make education more accessible, allowing individuals to learn at their own pace and from any location. Additionally, members reported raising awareness about the importance of lifelong learning and advocating for policies enabling upskilling and reskilling through campaigns, workshops, and events to promote a culture of continuous learning.



### Promoting a culture of lifelong learning for all

- The Regional Skills Partnership “**Programma Mattone Internazionale Salute (ProMIS)**” implemented the ‘Digital Skills to Increase Quality and Resilience of the Health System in Italy’ project. This project aimed to support the digital transformation of the National Health System and facilitate the adoption and implementation of the nationwide Electronic Health Record (FSE 2.0). This was achieved through a comprehensive assessment of existing training and communication initiatives on digital health skills, and practical resources to train healthcare professionals on how to use the FSE 2.0. The project was funded by the Technical Support Instrument, managed by the European Commission Directorate-General for Structural Reform Support.
- **The Cube**, an NGO based in Greece and a member of the Pact, offers training courses and educational activities with a focus on social inclusion. The

organisation established the first network of female handcrafters in Greece (ForME), supporting women from vulnerable groups and rural areas to develop their skills and become entrepreneurs through the creative industry. As part of the 'WenCoop' pan-European initiative, the organisation created the first Energy Community of Women Entrepreneurs in Greece, educating new entrepreneurs and technicians in the alternative energy industry in rural areas by enhancing their relevant skills.

- **Google**, a member of the Pact and the Digital LSP, launched 'Google Career Certificates', which provides training in high-growth fields, such as IT Support, UX & Design, Project Management, and Data Analytics. The company also offers targeted support for underserved beneficiaries through grant funding to local social enterprises and NGOs (e.g. social enterprise INCO, which has received EUR 4.6 million). This funding recognises that underserved populations often need additional support to complete courses successfully and contributes to ensuring "learning for all".

Organisations that made progress on monitoring and anticipating skills needs focused on increasing **collaboration with industry partners**, conducting **surveys**, engaging in **EU-funded projects**, **leveraging data-driven methodologies**, and **integrating digital tools** into skill monitoring and anticipation. These activities aimed to identify emerging skill gaps, align training programmes with market demands and ensure continuous adaptation to evolving workforce requirements, including digital literacy, sustainability and green skills, and AI.



### Monitoring skills support & demand and anticipating skills needs

- **Members of the Long-term Care LSP** carry out the [Blueprint project Care4Skills](#). One of the project's activities is research carried among long-term care professionals across 10 participating countries. The research included quantitative surveys and qualitative interviews with long-term care professionals, care managers, and training providers. The data collected has provided valuable insights into the most pressing skill gaps, particularly in digital skills, person-centred care, and risk management. These findings have directly informed the development of a Rapid Response Training which equips teams to swiftly and effectively address critical situations. Several survey respondents reported to be contributing to this project, including, for example, the European Association of Service providers for Persons with Disabilities (EASPD), which is the coordinator of the project, Social Services Europe, the Health Services and Social Policy Research Centre Cyprus and the Civic Advocacy Network (Hungary).

- The **fit4internet** NGO, based in Austria and operating in the digital ecosystem, conducts an annual Digital Skills Barometer according to the EU DigComp framework. Through partnerships with industry players such as Cisco, Microsoft, Google, IBM, as well as organisations focused on adult learning and the PES in Austria, the organisation aims to develop a standardised and measurable approach to monitoring digital skills. It also developed an e-portfolio (linked to DigComp, the European Qualifications Framework (EQF) and the Europass wallet) for individuals and training providers to help track their digital skills profile and support lifelong learning.
- The **ADV Romania Foundation** (*Fundatia Alaturi de Voi Romania*), an NGO and member of the Proximity & Social Economy LSP, carried out multiple activities in 2024 to monitor skills demand in the sector. They conducted studies on the evolution of required skills in various sectors, with a focus on the social economy, digitalisation, and entrepreneurship; collaborated with partners from the sector to identify current challenges and future skill needs in areas such as the green economy, digital technology, and social inclusion; and introduced new training topics, such as Social Enterprise Management to meet the growing demand for leaders in the social economy, among others.

Pact for Skills members formed strategic partnerships for skills development at both local and European levels. These partnerships involved **multi-stakeholder collaboration**, such as alliances between local universities, VET providers, and industry leaders, **public-private partnerships**, and strengthening the connection between **academia and the labour market** to address skills gaps. Partnerships also enabled knowledge exchange and sharing of best practices.



### **Building strong skills partnerships**

- The national public authority and member of the Tourism LSP, **Turismo de Portugal** has set up a National Training Commission, currently bringing together 62 public and private tourism players whose mission is to help define training strategies for the tourism sector. The Commission aims to create a space for cooperation, guaranteeing the importance of mainstreaming tourism education in the country. The national commission is supported by 12 regional commissions which monitor tourism training, suggest improvements, foster collaboration, and strengthen the capacity of training providers.
- **Human Partner**, a Polish training provider, joined the System of Sector Competence Council in 2024. This council supports entrepreneurs in selecting services that

support the gaming sector's development. By facilitating cooperation between education and business, the council provides knowledge about quality services and prepares recommendations. The results of the council's activities help adapt training programmes and courses to the needs of the market, and support matching workforce supply and demand. The council is co-financed by the Polish Agency for Enterprise Development (PARP) and EU funds (2021-2027).

- **PhisioVit**, an Italian training provider and member of the Pact, established strategic partnerships with three regional healthcare providers and two academic institutions to create integrated professional development pathways. The partnership launched a collaborative training initiative connecting rehabilitation specialists with sports science professionals, creating cross-disciplinary learning opportunities for approximately 1,500 practitioners. A Professional Development Network across multiple Italian regions has also facilitated knowledge exchange and standardisation of best practices, particularly in rehabilitation sciences.

Organisations that implemented activities for equal opportunities in upskilling and reskilling primarily implemented **training courses aimed at professionals working with vulnerable groups of people**, such as migrants or people with disabilities. Other activities aimed to **empower specific vulnerable groups through skills development**, such as female entrepreneurs or people from underrepresented communities.



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

- The NGO and member of the Cultural and Creative Industries LSP, **MTU Loov EestiCreative Estonia** was a partner of the [Off the Beaten Track](#) Erasmus+ project, which aimed at enhancing the skills of women entrepreneurs in the Creative and Cultural Industries (CCI). The project established a digital learning academy helping to improve women entrepreneurs' employability and professional profile by developing their soft skills and professional skills and supporting them to develop business plans in the areas of tourism and CCI.
- **Impact Hub Berlin**, an employer in Germany in the proximity and social economy ecosystem, implements the Empower Now programme, developed in collaboration with TikTok. This incubator programme supports entrepreneurs from disadvantaged social groups, equipping them with the tools to build resilient social businesses while addressing systemic inequalities. The programme aims to ensure that marginalised groups gain access to training, mentorship, and funding opportunities. A key strength of the initiative is a Diversity, Equity, and Inclusion (DEI) advisory board who are directly comprised of the represented communities (i.e. women, non-binary

persons, neurodivergent individuals, and people with disabilities). Beyond this, the organisation integrates DEI principles into all its activities, ensuring that its programmes, community events, and partnerships are accessible and representative of diverse perspectives.

- The **European Federation of Tourist Guide Associations (FEG)**, an organisation representing tourist guides in Europe (based in France) and a member of the Pact, implemented a 'T-GUIDE' course on guiding people with learning difficulties as part of the Leonardo Project funded by Horizon 2020. It also contributed to the Erasmus+ FEEL IT project, which aims to create a training curriculum to give persons who are Deaf or hard of hearing the possibility of becoming travel agents.

## Outstanding skills needs

The annual survey asked Pact for Skills members to indicate the skills needs in their workforce and sector. Identifying these skills needs is important in ensuring upskilling and reskilling efforts are effective. Respondents were asked to rank the following skills from most pressing (1) to least pressing (7)<sup>16</sup>. Technical skills were considered to be the most pressing skills needs, followed by advanced digital skills and transversal skills, which is consistent with the results from 2023:

1. Technical skills, such as specialised knowledge and expertise required to perform specific tasks (average rank: 2.9)
2. Advanced digital skills, such as skills related to machine learning, supercomputing, cybersecurity, etc. (3.3)
3. Transversal skills, such as interpersonal skills, critical thinking, problem solving, etc. (3.3)
4. Entrepreneurial skills, such as leadership, business management, etc. (3.8)
5. Green skills, such as skills related to green technologies, nature-based solutions, etc. (3.8)
6. Basic skills, such as literacy, numerical skills, basic digital skills, etc. (4.5)
7. Preparedness skills, such as the ability to respond to and recover from potential crises, etc. (5.0).

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<sup>16</sup> The analysis below is based on the average ranking across respondents, where a lower average indicates a higher ranking, and thus a greater need.



Respondents who delivered upskilling and reskilling activities in 2024 were asked which skills their activities addressed. Technical, transversal and entrepreneurial skills were the most common skills addressed in members' training activities<sup>17</sup>. This largely aligns with the outstanding skills needs; however, digital skills was ranked as the second most pressing need, but was only the fifth most commonly addressed category by upskilling and reskilling activities implemented by members in 2024, suggesting the need for additional efforts to enhance digital skills in the workforce.

Results on skills needs varied by industrial ecosystem. Technical skills were the highest-ranked skills category needed by organisations in most ecosystems<sup>18</sup>. Entrepreneurial skills were ranked as most needed by organisations in the Cultural and Creative Industries, Proximity and Social Economy, and Tourism ecosystems, while transversal skills were ranked as most needed in the Tourism, Health, and Proximity and Social Economy ecosystems. Advanced digital skills were top-ranked only in the Aerospace and Defence and Digital ecosystems but were still considered important in most other ecosystems.


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<sup>17</sup> 435 members reported that their training addressed technical skills, 430 addressed transversal skills, and 403 addressed entrepreneurial skills.

<sup>18</sup> Aerospace and defence, agri-food, cultural and creative industries, construction, digital, energy-intensive industries, health, renewable energy, and textile/clothing/leather/footwear.

Table 1. Ranking of each skills category, by industrial ecosystem<sup>19</sup>

Average rating	Basic skills	Advanced digital skills	Green skills	Technical skills	Entrepreneurial skills	Transversal skills	Preparedness skills
Aerospace and Defence (N=12)							
Agri-food (N=35)							
Creative and Cultural Industries (N=48)							
Construction (N=16)							
Digital (N=66)							
Energy-Intensive Industries (N=13)							
Health (N=26)							
Proximity and Social Economy (N=34)							
Renewable Energy (N=9)							
Textile/clothing/leather/footwear (N=28)							
Tourism (N=21)							

**High skills need**
**Low skills need**

Source: Ecorys 2025 (N=260).

<sup>19</sup> The Retail, Mobility-Transport, and Microelectronics ecosystems are not included in this analysis due to low response rates.

# **PACT FOR SKILLS** **PARTNERSHIPS**

## Large-scale Skills Partnerships

Large-scale Skills Partnerships (LSPs) are stakeholder-led initiatives from sectors within the 14 industrial ecosystems of the European Commission's industrial strategy<sup>20</sup>. Employers, education and training providers, social partners, and public authorities<sup>21</sup> come together through these partnerships to collaborate on upskilling and reskilling activities across the ecosystem and address skills gaps impacting their sector.

By the end of 2024, the following **20 LSPs** had been established, involving approximately 43%<sup>22</sup> of all Pact members:



<sup>20</sup> European Commission, *European industrial strategy - European Commission (europa.eu)*.

<sup>21</sup> This list is not exhaustive, and LSPs may include other organisations that also have an interest in upskilling and reskilling activities.

<sup>22</sup> This is based on a total of 1,375 individual members who are associated with an LSP out of the approximate estimate of 3,200 Pact members by March 2025. 43% is used as a conservative estimate.

The LSPs have been established over the past four years, with each LSP at a different stage of their work. Significant efforts and achievements in upskilling and reskilling have already been made across each industrial ecosystem, as will be showcased in the results below. These efforts have contributed to upskilling and reskilling the European workforce and raising awareness of the importance of increasing the workforce's competences.

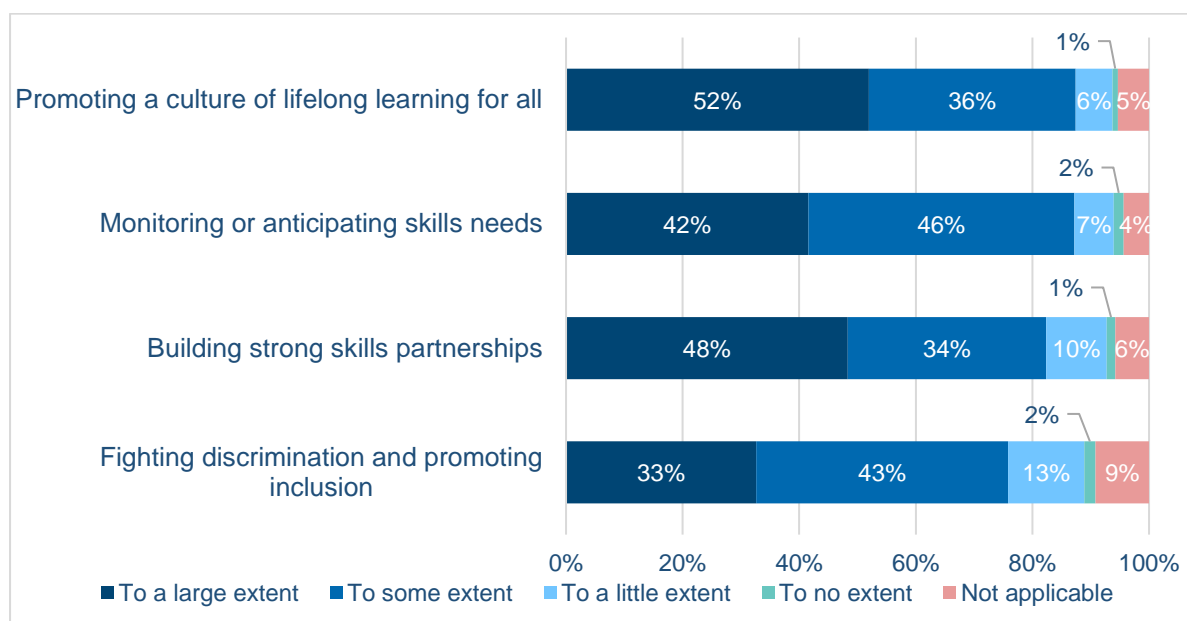
### ***LSP members are significant contributors to the Pact***

Members of LSPs have made a significant contribution towards the overall upskilling and reskilling efforts within the Pact for Skills, with their efforts accounting for:



In 2024, **96%** (399) of LSP members reported contributing to some or a large extent to at least one Pact principle, with the highest contribution towards promoting a culture of lifelong learning for all.

**Figure 4. LSP members' contribution to the Pact for Skills principles in 2024**



Source: Ecorys 2025 (N=414).

LSP coordinators provided further insights into how their LSPs contributed to the Pact principles in their responses to the coordinators survey, as summarised below.

### **Promoting a culture of lifelong learning for all**

An Erasmus+ Blueprint project led by members of the Micro-electronics LSP developed 19 training courses in 2024 that are available for the future [European Chips Skills Academy](#).

The Long-term Care LSP developed a [rapid response training](#) for their workforce that focuses on digital skills (see Care4Skills project above).

### **Monitoring or anticipating skills needs**

As part of LeaderSHIP, an Erasmus+ Blueprint project, the Shipbuilding and Maritime Technology LSP [conducted a survey](#) of industry and education providers to inform the development of future trainings.

The Health LSP launched a [public consultation](#) on their skills strategy as part of its Erasmus+ Blueprint project, BeWell.

### **Building strong skills partnerships**

The Offshore Renewable Energy LSP is participating in the Erasmus+ funded [Shorewinner](#) and T-Shore projects, which are developing Centres of Vocational Excellence across the EU.

The Cultural and Creative Industries LSP created a working group in 2024 that aims to develop regional and local partnerships.

### **Fighting discrimination and promoting inclusion**

The Textile, Clothing, Leather and Footwear LSP is coordinating a series of Diversity Workshops that will take place in 7 countries as part of their Erasmus+ funded [AEQUALIS](#) project.

The Retail LSP hosted a webinar in 2024 on fighting discrimination and promoting inclusion in up- and re-skilling activities.

## ***LSP members are training a large share of their workforce***

As part of the process of establishing their partnership, LSPs define strategies to address the unique challenges and opportunities that exist within their industrial ecosystem, committing to specific actions and targets aimed at progressing towards EU and sector-level goals<sup>23</sup>. In 2024, the coordinators of 14 LSPs<sup>24</sup> participated in a review of their commitments and

<sup>23</sup> These strategies can be found in the partnership agreements of LSPs on the [Pact website](#).

<sup>24</sup> The LSPs with defined commitments to upskill or reskill a portion of their workforce each year are the Aerospace and Defence, Automotive, Construction, Cultural and Creative Industries, Digital, Energy Intensive Industries, Health, Long Term Care, Microelectronics, Proximity & Social Economy, Shipbuilding and Maritime Technology, Space Data, Services and Applications, Textile, clothing, leather and footwear (TCLF), and Tourism LSPs.

developed new targets in support of EU policy priorities, namely the **European Pillar of Social Rights Action Plan** target of 60% of adults participating in upskilling and reskilling actions each year.

In the framework of the European Year of Skills, participating LSPs collectively pledged to train over **25 million adults** by 2030, or an average of **25% of the workforce** within each LSP's sector.

In 2024, **members of LSPs trained an average of 33% of their employees**, representing over 285,000 employees, highlighting that LSP members have taken on board the commitments of their LSPs and are strong contributors to achieving these targets.



### Spotlight: Skills Partnership for the Automotive-Mobility Ecosystem (Automotive Skills Alliance)

Through its activities, the Automotive Skills Alliance LSP aims to promote upskilling and reskilling of **5% of the ecosystem's workforce**, or approximately 700,000 workers, annually by 2030. To support this ambition, the LSP aims to have 500 courses and 10 unique learning paths available in the Automotive Skills Hub, as well as to pilot test a pan-European blueprint in at least three regions by 2025<sup>25</sup>.

In 2024, members of the Automotive Skills Alliance LSP contributed to the following achievements<sup>26</sup>:

- **EUR 1 million** was invested into upskilling and reskilling;
- **2 million** people were reached through communication activities dedicated to upskilling and reskilling.

## ***LSP involvement adds value to organisations' upskilling and reskilling efforts***

Each LSP takes a different approach to coordination based on the needs and context of their sector, offering a range of activities and resources to members. These include, for example:

- **Periodic coordination meetings to discuss topics related to the work plan:** The Cultural and Creative Industries LSP hosts regular plenary meetings with its membership that includes updates from the European Commission and Pact for Skills

<sup>25</sup> "Commitment for the Automotive-Mobility ecosystem", March 2024.

<sup>26</sup> There were 14 responses received from members of the Automotive Skills Alliance.

Support Services, as well as the opportunity for members to give presentations on their activities and outputs.

- **Events to facilitate networking and collaboration across members:** The Digital LSP held a matchmaking event in 2024 that included the development of an online networking tool that allows for ongoing collaboration between members.
- **Opportunities to share knowledge and discuss common challenges:** The Agri-food LSP hosts thematic meetings and roundtables that provide the opportunity for their membership to discuss best practices and sectoral strategies.
- **Support in the implementation of skills anticipation and training development activities:** The Proximity & Social Economy LSP holds an annual meeting with their members that showcases the outputs and results of Erasmus+ Blueprint projects that the LSP participates in, including [B-WISE](#), [baSE](#), and [ESIC](#).



### Spotlight: Skills Partnership for Space Data, Services and Applications (Space4Geo)

The Space4Geo LSP aims to support **7% of the workforce**, or approximately 9,000 workers, each year by 2030. With this commitment, the LSP aims to support the downstream space and geoinformation sector in facing numerous challenges, including a gender imbalanced workforce, an ageing society, and a shortage of relevant skills<sup>27</sup>.

In 2024, members of the Space4Geo LSP contributed to the following achievements<sup>28</sup>:

- **346** training programmes were developed or updated;
- **32,849** people were reached by reports, papers, newsletters or other communication activities dedicated to upskilling and reskilling.

*“The involvement of our organisation has supported the identification of skills needs, the organisation of project proposals, and the promotion of other skills partnerships.”*

- Instituto Pedro Nunes, Space4Geo LSP member

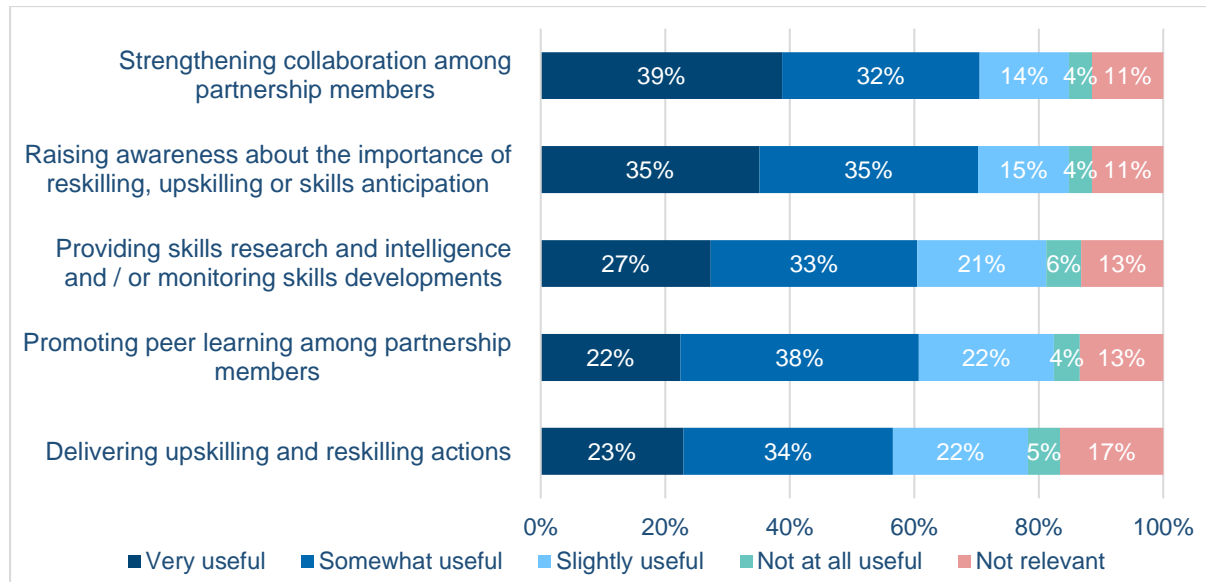
87% (355) of LSP members found involvement in their LSP useful overall. **Strengthening collaboration** amongst partnership members and **raising awareness** about the importance of reskilling were considered the two most useful aspects of participating in an LSP.

<sup>27</sup> “Pact for Skills: SPACE4GEO: Large Scale Partnership on Space Data, Services and Applications”, March 2024.

<sup>28</sup> There were 30 responses received from members of the Space4Geo LSP.



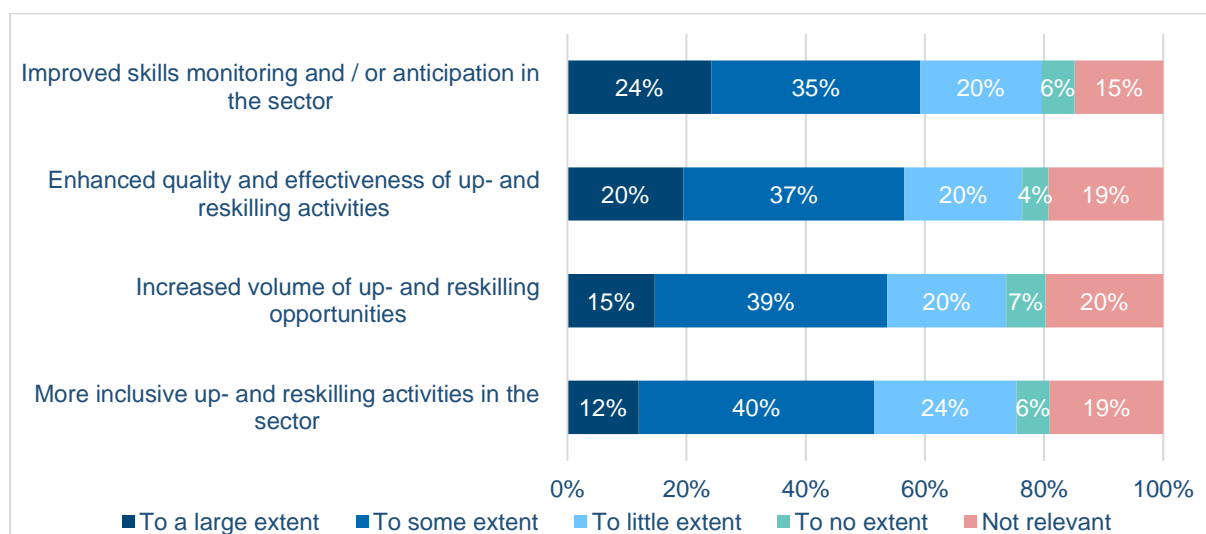
Figure 5. LSP members' views on the usefulness of LSP involvement for their organisation



Source: Ecorys 2025 (N=410).

Involvement in an LSP also has a **positive impact** on member organisations' upskilling and reskilling efforts. In 2024, 59% (243) of LSP members indicated that their involvement in an LSP led to **improved skills monitoring and / or anticipation** to some or a large extent, and 57% (232) of LSP members felt it enhanced **the quality and effectiveness of upskilling and reskilling** activities to some or a large extent.

Figure 6. Members' perceived impact of LSP involvement on their organisation's activities



Source: Ecorys 2025 (N=410).

Members of LSPs were asked to provide specific examples of how involvement with an LSP contributed to the upskilling and reskilling activities of their organisation. **Opportunities for collaboration** was most frequently mentioned (64 responses), with LSP members providing numerous examples of co-creation and the implementation of new projects and initiatives as a result of connecting with other organisations in their LSP. The added value of **working across sectors**, transnationally, and with local or regional-level stakeholders was particularly highlighted in these responses. **Knowledge sharing** was also commonly mentioned (36 responses), with members highlighting the value of learning about best practices, particularly for smaller organisations, and aligning efforts across the ecosystem to reach economies of scale. **Better informed and newly developed training programmes** (26 responses), **access to funding** that supports the implementation of skilling and reskilling activities (24 responses), and **increased visibility of member activities** were also mentioned as clear benefits of LSP involvement (9 responses).



### Spotlight: Skills Partnership for the Textile, Clothing, Leather and Footwear Industries (TCLF Skills Alliance)

The TCLF Skills Alliance LSP aims to upskill and reskill **5% of the workforce**, or approximately 65,000 workers, each year by 2030. Alongside these efforts, the LSP aims to address increasing skills gaps and shortages due to an ageing workforce, a mismatch between education and industry needs, technological change, and low levels of worker mobility<sup>29</sup>.

In 2024, members of the TCLF Skills Alliance contributed to the following achievements<sup>30</sup>:

- **178,194** people in the industrial ecosystem took part in upskilling or reskilling activities;
- **8,621** employees of LSP members took part in upskilling or reskilling activities.

*“The [TCLF Skills Alliance] was the catalyst for formalising the political partnership with the region Auvergne Rhône Alpes. This then enabled us to bring together other partners and build an action plan.”*

- *UNITEX, TCLF Skills Alliance member*

<sup>29</sup> “Pact for Skills for the EU TCLF industries”, March 2024.

<sup>30</sup> There were 36 responses received from members of the P&SE LSP.

## Regional Skills Partnerships

Regional Skills Partnerships (RSPs) are stakeholder-led efforts to address skills needs and advance the Pact for Skill's objectives at the regional level. RSPs take the form of both local skills partnerships that focus on one specific region, as well as partnerships involving regions across multiple EU countries that are either geographically or economically related.

By the end of 2024, there were nine established RSPs:

<b>Regional skills partnership for the Lombardy region</b> Lombardy, IT	<b>European Chemical Regions Network skills partnership</b> BE, CZ, DE, ES, IT, NL, PO	<b>Regional skills partnership for KSIgune</b> Basque Country, ES
<b>RSP for Madrid Oeste Tecnológico</b> Madrid, ES	<b>RSP for Lifelong Learning Mobility (EARLALL)</b> EU, International	<b>ProMIS regional skills partnership</b> Cross-regional, IT
<b>Regional skills partnership for the Beara Peninsula</b> Beara Peninsula, IE	<b>RSP for Bari city &amp; metropolitan area</b> Bari, IT	<b>Regional Skills Partnership for 4gune</b> Basque Country, ES

The activities of RSPs vary depending on the needs and focus of each partnership, but similarly to LSPs, regional skills partnerships offer opportunities for collaboration between members through meetings, events, and joint activities with the aim of furthering skills development activities that respond to specific skills demands on the ground.

Despite more than half of the existing RSPs only being launched in 2024, there have already been significant efforts to support upskilling and reskilling in Europe's regions. Based on the responses received from RSP coordinators<sup>31</sup>, RSPs had the highest level of impact<sup>32</sup> on creating a **greater match between skills demand and supply** in their region and contributing to **making Europe fit for the green and digital transition**.

The examples below provide more insight from the RSPs that responded to the coordinators survey on how they contributed to the Pact principles in 2024.

<sup>31</sup> Five RSPs responded to the Pact for Skills coordinators survey: Madrid Oeste Tecnológico (MOT) RSP, ProMIS RSP, KSIgune RSP, Lifelong Learning Mobility (EARLALL) RSP, and Bari City & Metropolitan Area RSP.

<sup>32</sup> 5 out of 5 reporting a small, moderate or large impact.



The KSIgune RSP addresses the Pact principle of **promoting a culture of lifelong learning for all** through its activities to support the cultural and creative industries in the Basque region, Spain. In 2024, members of the partnership collaborated with higher education institutions (HEI) and VET providers to develop new educational schemes that help bridge the gap between HEI and VET. The partnership also hosted a session on gaps between education and industry needs at the Creative World Forum 2024.

The ProMIS RSP is focusing on **building a strong skills partnership** that supports the upskilling of Italy's National Health System on digital skills. In 2024, they established a Steering Committee within their organisation composed of the partnership's national-level partners, with Committees created for each of the Italian regions represented in the partnership. The partnership has utilised this structure to begin preparations for the implementation of its work programme in 2025.



The Bari City RSP aims to contribute to **monitoring skills supply/demand and anticipating skills needs** through its commitment to conduct 10 skills needs assessments by 2027. Already in 2024, the RSP has supported this objective through its joint management of the public employment service, [Porta Futuro](#), which is an innovative service that integrates a focus on aligning training and education services with job supply and demand. The Bari City RSP aims to position Bari as a centre for innovation and sustainable growth in Southern Italy and maintains a particular focus on skills needed for the green and digital transitions.

In addition to the above, the KSIgune LSP also contributes to the Pact principle of **working against discrimination and for gender equality and equal opportunities**. Members of the LSP have implemented the horizontal principles of diversity, equity and inclusion in their activities, such as by representing disadvantaged groups in events and targeting small businesses in support activities. Additionally, members reported engaging with initiatives such as the New European Bauhaus, which ensures inclusion remains central to their cultural and digital transformation efforts.



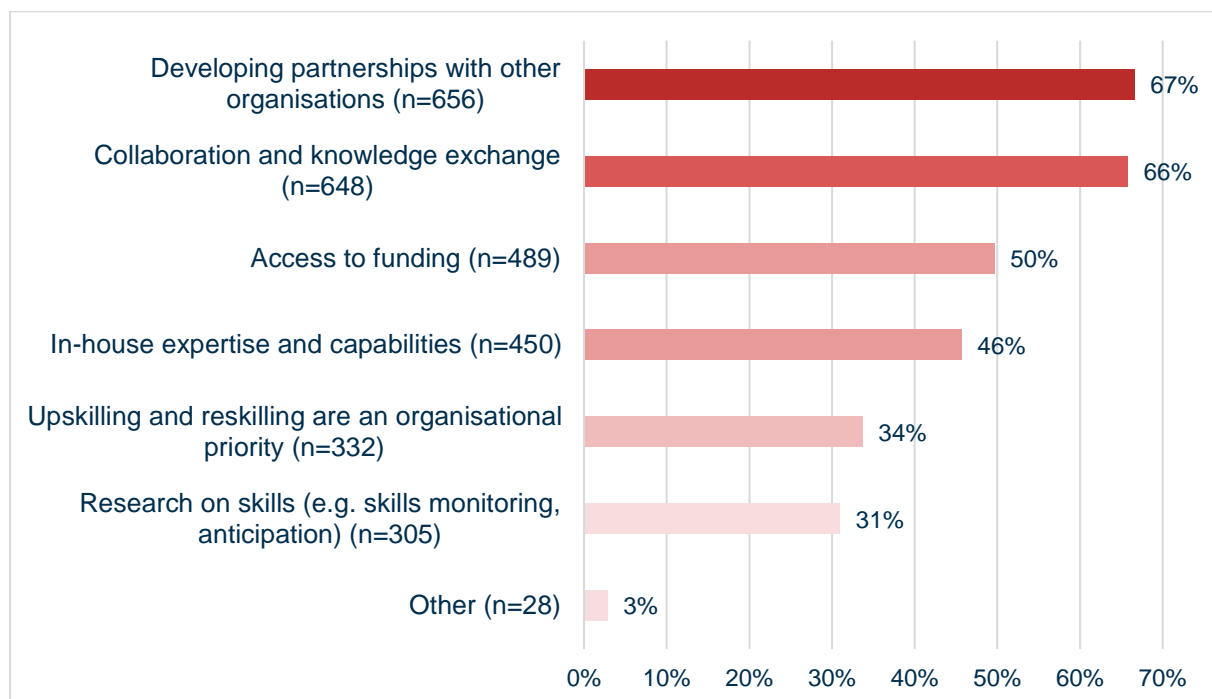
# **SUCCESS FACTORS AND CHALLENGES IN UPSKILLING AND RESKILLING**

## Success factors for upskilling and reskilling activities

### *Upskilling and reskilling efforts were enabled by partnerships, collaboration and knowledge exchange*

When asked to describe the main enabling factors for skills development or anticipation within their organisation or partnership, respondents to the survey mentioned **developing partnerships with other organisations** most often (67%, 656), closely followed by **collaboration and knowledge exchange** (66%, 648). Other enabling factors were access to funding (50%, 489), in-house expertise and capabilities (46%, 450), upskilling and reskilling being an organisational priority (34%, 332), and research on skills, for instance, through skills monitoring or anticipation (31%, 305).

Figure 7. Main enabling factors in skills development and anticipation

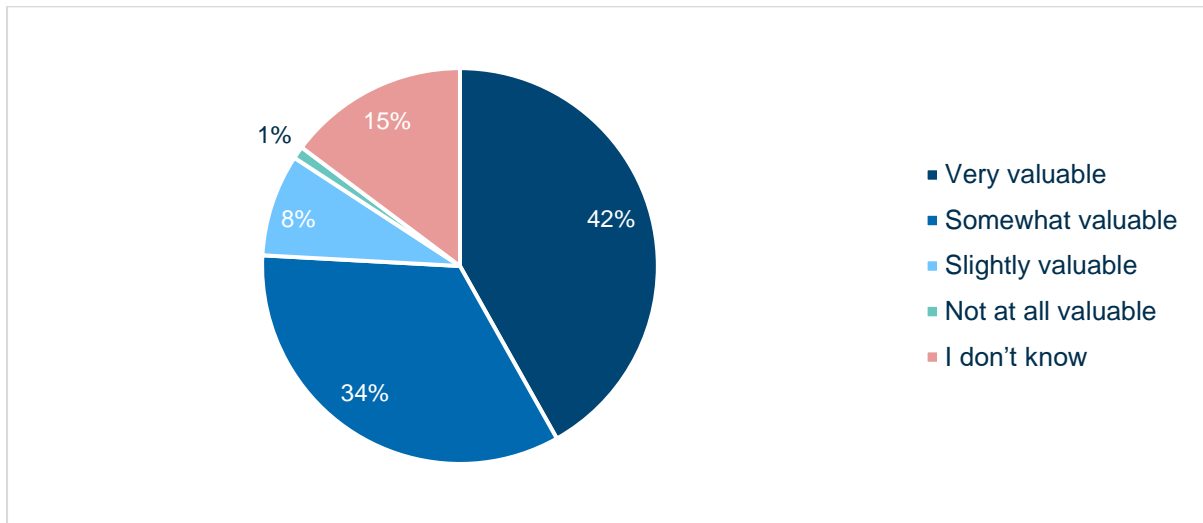


Source: Ecorys 2025 (N=985).

### *The Pact is seen as valuable in supporting members' upskilling and reskilling efforts*

The majority of respondents to the survey (76%, 745) indicated that the Pact for Skills is either somewhat or very valuable in supporting upskilling and reskilling opportunities for people of working age. This is an increase from 71% in the 2023 survey.

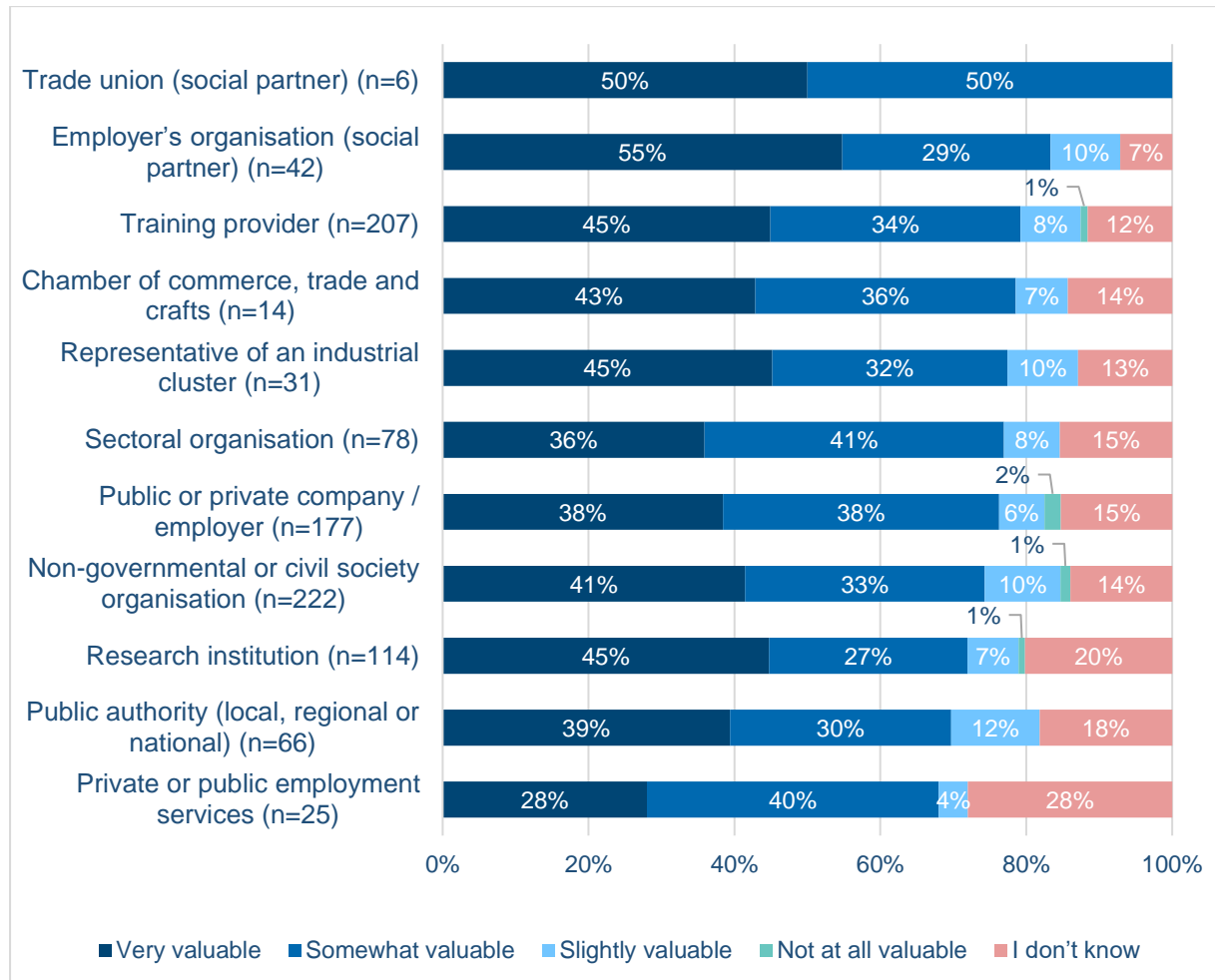
Figure 8. Respondents' assessment of the value of the Pact for Skills



Source: Ecorys 2025 (N=982).

The stakeholders that most often considered the Pact for Skills to be very or somewhat valuable were trade unions (social partners) (100%, 6), employer's organisations (social partners) (83%, 35), chambers of commerce, trade and crafts (79%, 11), sectoral organisations (79%, 60) and training providers (79%, 164). See the full results in the **Error! Reference source not found.** below.

Figure 9. Respondents' assessment of the value of the Pact for Skills, by stakeholder type



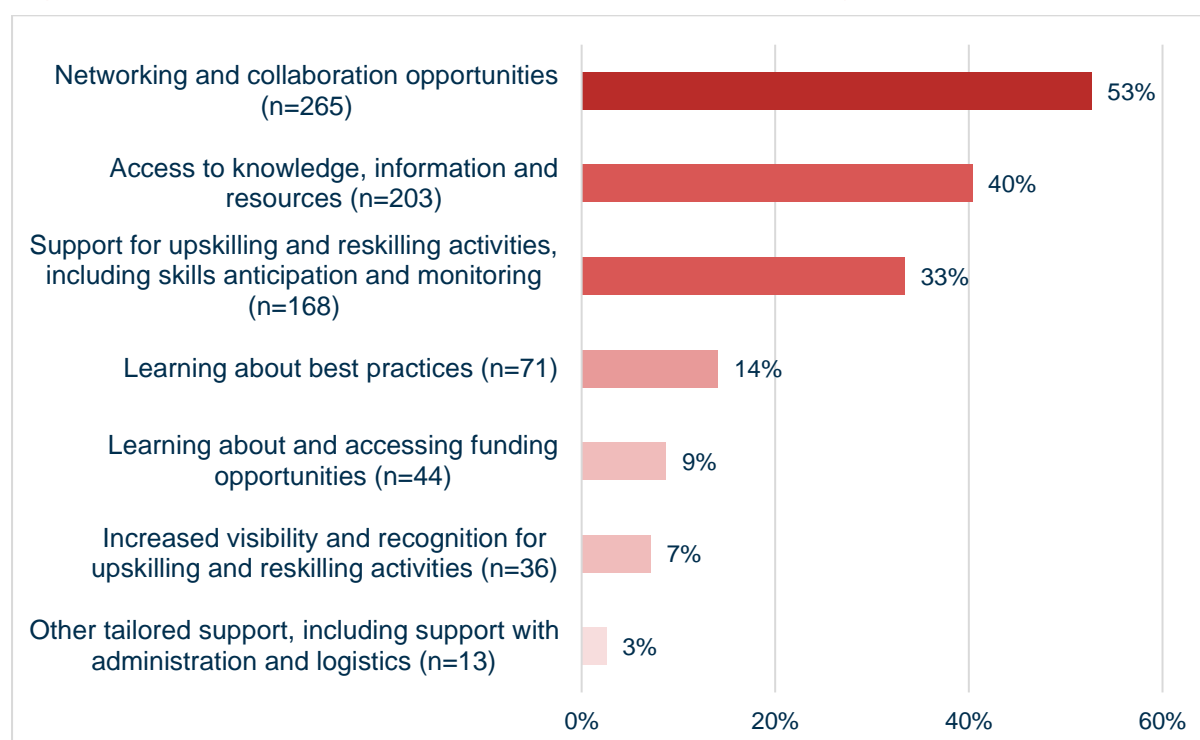
Source: Ecorys 2025 (N=982).

### ***The Pact for Skills provides members with networking opportunities and skills insights***

When asked about the added value of the Pact for Skills to organisations' and partnerships' activities, the most common response was providing **opportunities for networking and collaboration** (53%, 265). Respondents also mentioned having **access to knowledge and information**, including learning from best practices and having better insight on relevant skills needs (40%, 203), and the general support for upskilling and reskilling activities, including skills anticipation and monitoring (33%, 168).



Figure 10. Respondents' views on the added value of being a Pact for Skills member



Source: Ecorys 2025 (N=503).

## Challenges in upskilling and reskilling efforts

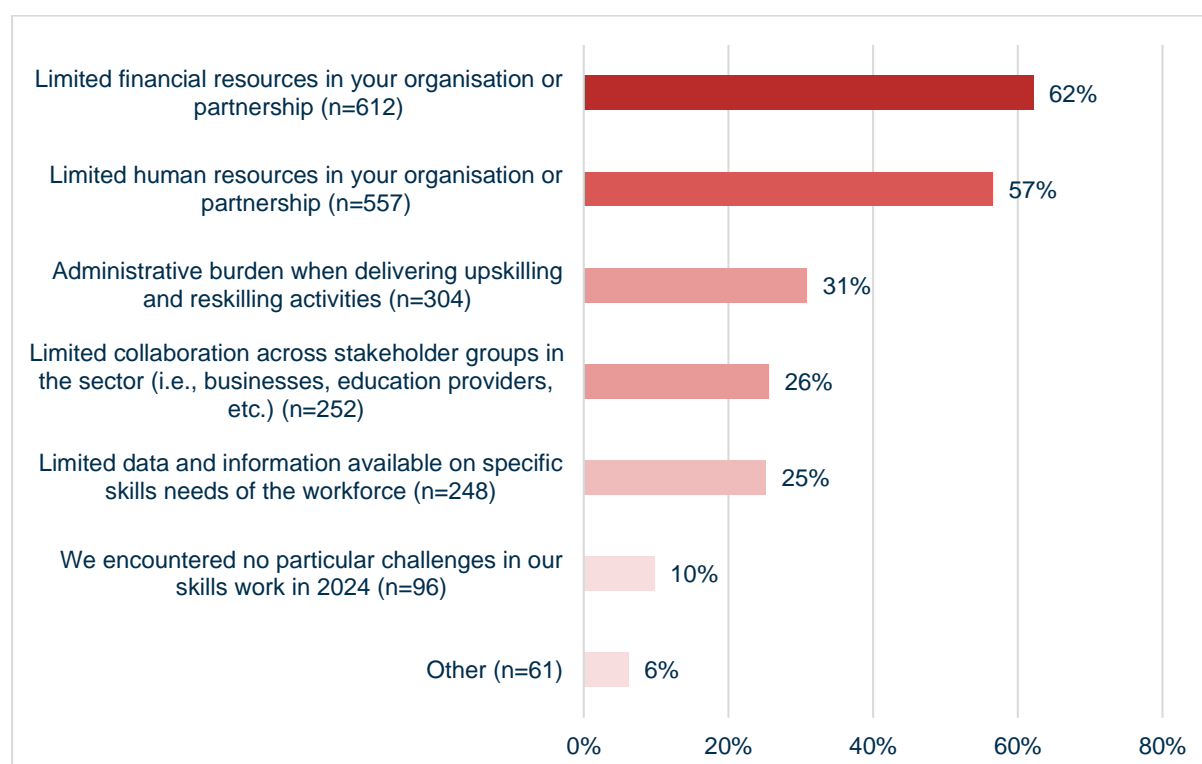
### *Limited human and financial resources remain major challenges faced by Pact members*

Limited human and financial resources remained the top two most commonly faced challenges for all stakeholders when working on skills development or anticipation in 2024<sup>33</sup>, as in 2023. Following these challenges were **administrative burdens** when delivering upskilling and reskilling activities (31%, 304), with this being particularly reported by public authorities, public or private companies, research institutions and training providers. **Limited collaboration across stakeholder groups within sectors** (26%, 252) was also seen as a challenge, particularly for chambers of commerce, private or public employment services, NGOs and trade unions. **Limited data and information available on specific workforce skills needs** was a challenge for 25% (248) of respondents, with employer's organisations,

<sup>33</sup> 62% of respondents faced limited financial resources (612 respondents), and 57% faced limited human resources (557 respondents).

non-governmental organisations, representatives of industrial clusters and sectoral organisations particularly prominent among stakeholder types reporting this. Other challenges included a lack of interest in upskilling/reskilling among target participants or stakeholders (10 responses) and a lack of effective support from authorities or policymakers (4 responses). 10% (96) of respondents experienced no particular challenges related to their skills work in 2024.

Figure 11. Challenges faced when working on skills development or anticipation



Source: Ecorys 2025 (N=985).

### ***Competing priorities and limited resources are the main factors hindering progress***

12% of respondents reported little or no progress in achieving their Pact commitments in 2024. Amongst these respondents, the most common reason cited for the lack of progress was skills development not being the strategic focus of some organisations – i.e. while these activities may be done occasionally, they are not the main priority for these organisations – and **limited resources**, as in 2023. Other reasons were:

- Being at the early stages of project implementation.
- Lack of available data.

- Difficulties in effectively monitoring and anticipating skills needs due to rapidly evolving technologies within their sector, particularly within the Defence and Energy-Intensive Industries ecosystems.
- Differing stakeholder priorities across sectors, particularly within the Agri-Food, Energy-Intensive Industries and Tourism ecosystems. For some, differing priorities arose because skills development was not a primary focus of the organisation (e.g. training/skills monitoring/partnership building/fighting discrimination are not part of the organisation's 'core mission'), resulting in less frequent skills-related activities addressing the Pact's priorities or because of a lack of dedicated capacity or resources.
- Lack of comprehensive long-term strategies or frameworks for inclusive upskilling and reskilling (though plans to develop these strategies are underway).

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

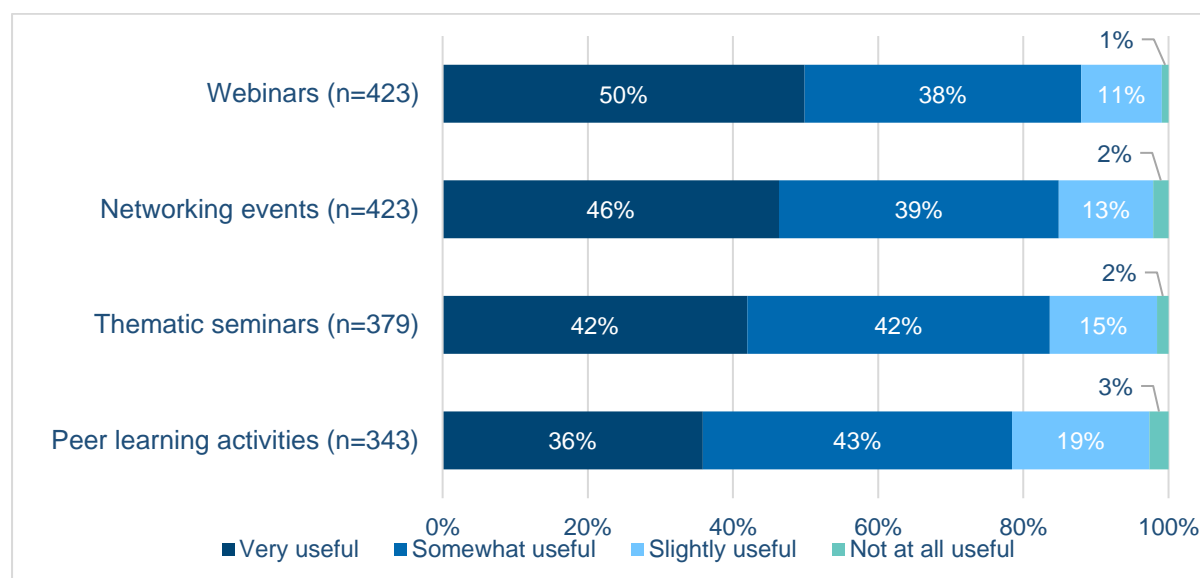
## Pact for Skills members' feedback on Support Services

Overall, **65% (407) of survey respondents were very or somewhat satisfied with the Pact for Skills Support Services<sup>34</sup>**. This marks an increase of 6 percentage points from 2023. 24% (234) of respondents said they did not know how satisfied they were with the Pact for Skills Support Services, a slight decrease from 27% in 2023, suggesting that ongoing efforts to engage members are having an impact. However, a portion of Pact members still may not be adequately reached or engaged by the Support Services.

### *Events, tools, resources and communication activities were found useful by most members*

Over the course of 2024, the **Pact for Skills Support Services hosted seven events<sup>35</sup>**, with webinars (e.g. on Erasmus+ calls and on synergies with the European Alliance for Apprenticeships) most often considered somewhat or very useful by those who attended them (88%, 359). This was followed by networking events (85%; 359) and thematic seminars (e.g. on the skills-first approach) (84%; 317).

Figure 12. Usefulness of events provided by the Support Services



Source: Ecorys 2025 (N=423).

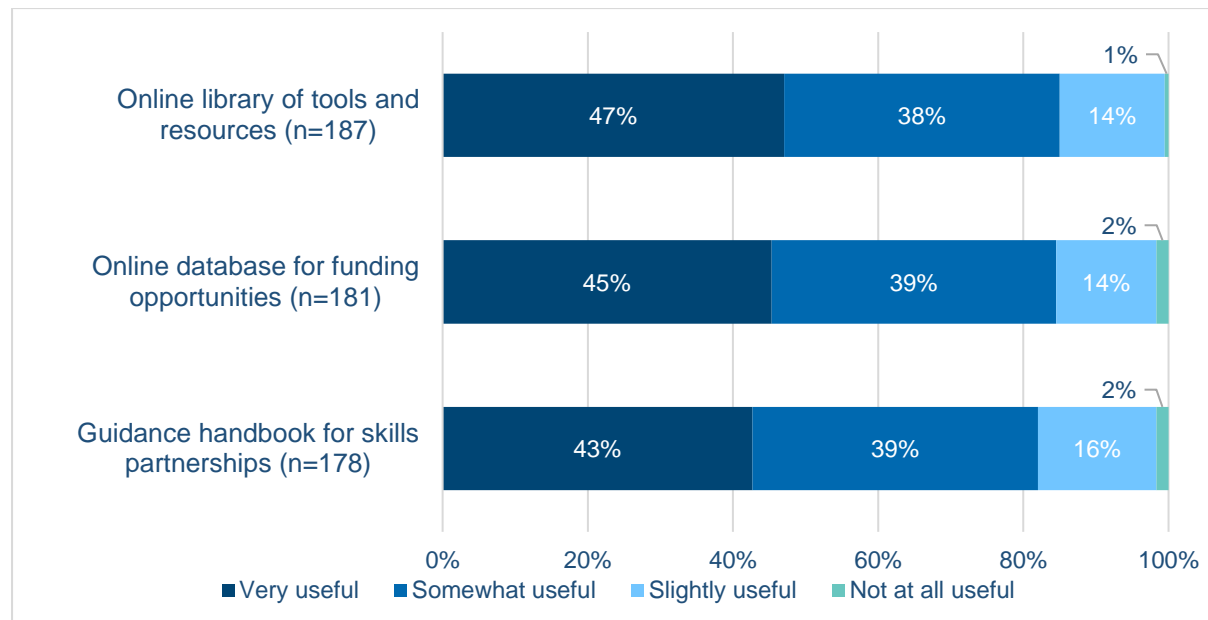
The Support Services also offers tools and resources, such as the [online library of tools and resources](#), the online [database for funding opportunities](#) and the [guidance handbook for skills](#)

<sup>34</sup> Number of respondents, 984.

<sup>35</sup> The summary reports for each event can be found on the [Pact website](#).

[partnerships](#). More than 80% of respondents who used these resources found each of them somewhat or very useful (85%, 159; 85%, 153; and 82%, 146, respectively).

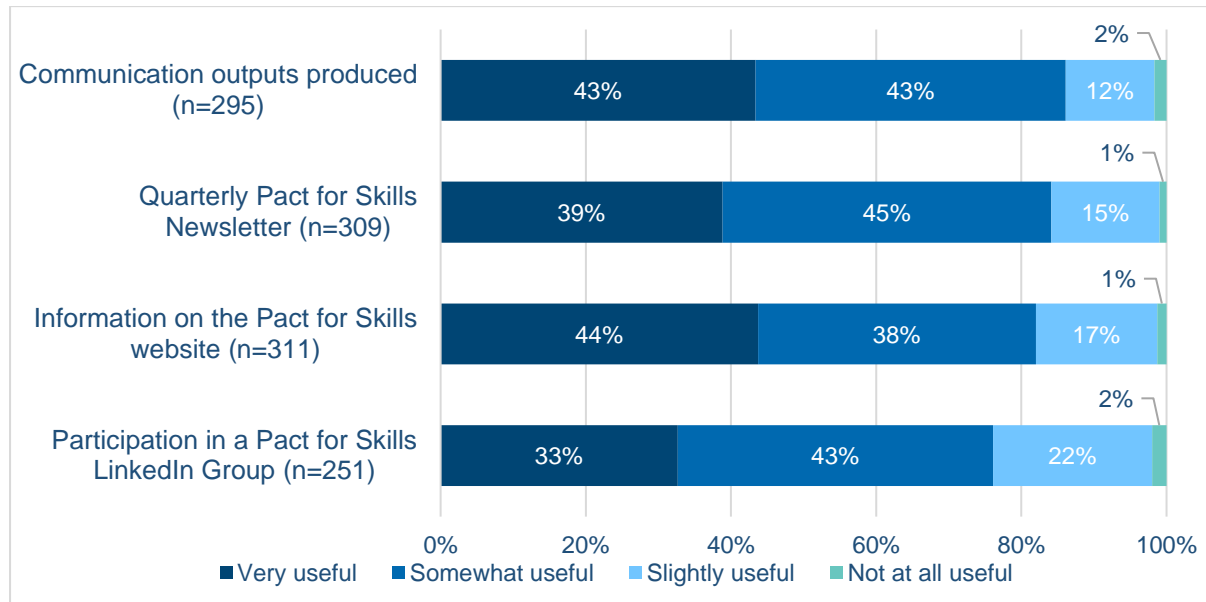
**Figure 13. Usefulness of tools and resources provided by the Support Services**



Source: Ecorys 2025 (N=488).

Overall, participants also expressed positive feedback regarding the various communication tools and resources provided by the Pact for Skills Support Services. Communication outputs, such as communication toolkits and [skills leader badges](#), were most often considered useful by respondents who used this resource (86%, 254). This was followed by the quarterly Pact for Skills [newsletter](#) (84%, 260), and information on the Pact for Skills [website](#), such as news items and infographics (82%, 255). The [LinkedIn Group](#) was found slightly less useful in comparison (76%, 191).

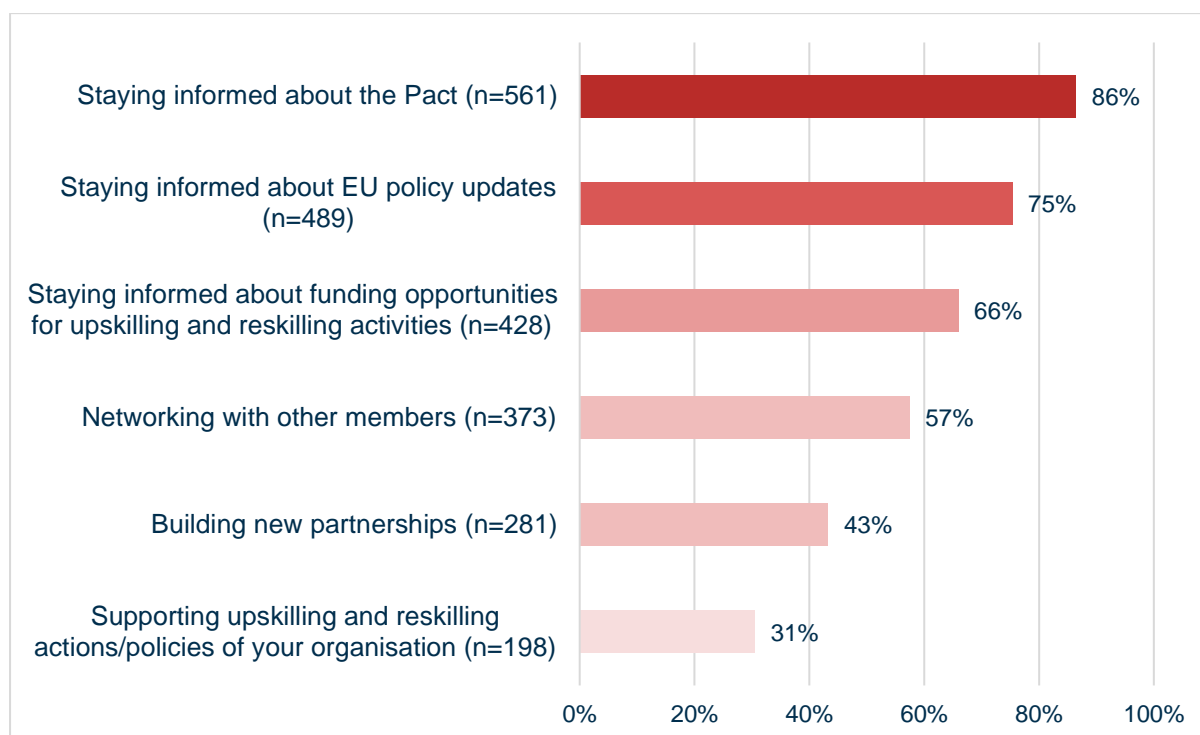
Figure 14. Usefulness of communication tools and resources provided by the Support Services



Source: Ecorys 2025 (N=537).

For the majority of respondents (86%, 561), Pact for Skills communication activities were useful in keeping them informed about the Pact and its activities. 75% (489) of respondents also relied on communication activities to stay informed about EU policy updates. This was followed by staying informed about relevant funding opportunities (66%, 428) and networking with other members (57%, 373). Pact for Skills events and communication platforms were slightly less used by respondents to build new partnerships (43%, 281) and support their organisations' upskilling and reskilling activities/policies (31%, 198) but were still relevant in this context.

Figure 15. Ways in which respondents found communication activities (events, website, newsletter and social media) useful



Source: Ecorys 2025 (N=632).

### **More networking opportunities and tailored support could increase the value of the Support Services**

Pact members most often reported that **enhancing partnership development** could increase the value of the Support Services (27%, 69). Following this, respondents highlighted the desire for **more tailored support** (26%, 66) through specialised resources tailored to the diverse needs of Pact members across sectors and regions, while others called for increased **assistance and guidance with accessing funding** (21%, 53), which is consistent with 2023 findings. Respondents also called for **increased dissemination of resources** (14%, 36), such as information on upskilling/reskilling policy developments, relevant tools and training materials, while others suggested **facilitation of the exchange of best practices** (12%, 30) and facilitating **direct engagement with policymakers** to ensure alignment between policy frameworks and organisations/partnerships' skills strategies (11%, 28).

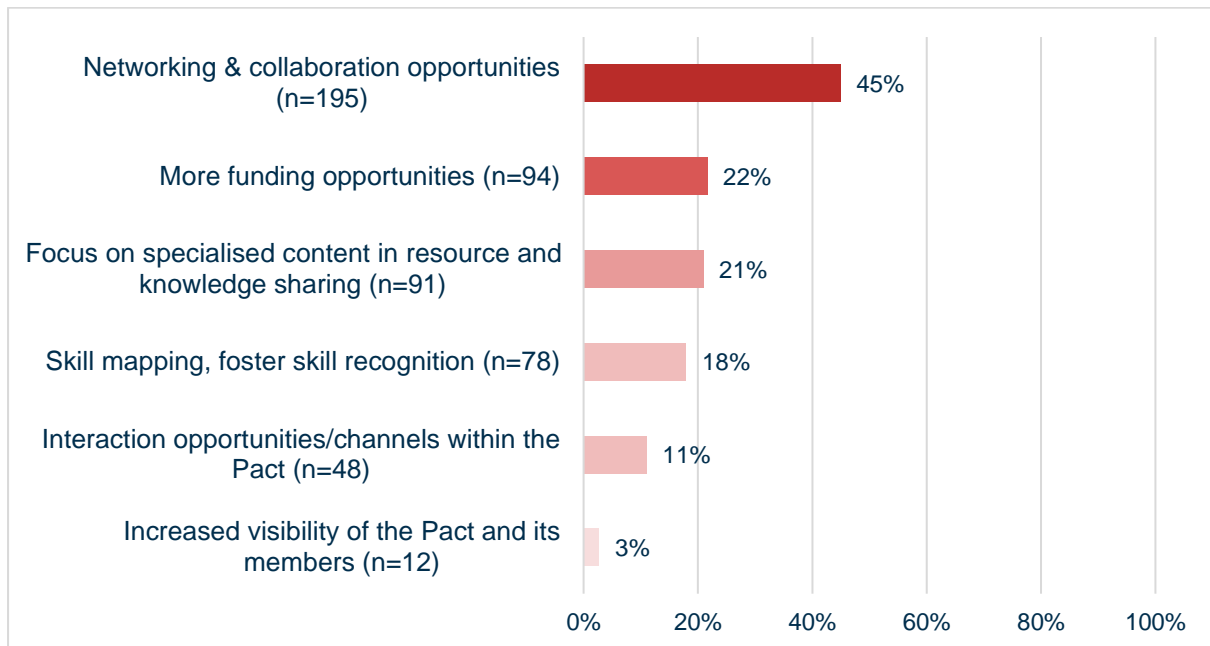
### **Suggestions for future evolution of the Pact**

Respondents were asked to share how they believed the Pact should evolve in the future. The most common responses were in line with suggestions to improve the Pact for Skills Support Services. These were to **increase networking and collaboration opportunities**, especially between different types of stakeholders (45%, 195) - respondents often mentioned collaborations between businesses, education providers and policymakers in particular.



**Increasing access to targeted funding or financial incentives** was also commonly reported, for example funding for specific sectors, or for certain types of skills (22%, 94). **Focusing on specialised content** in resource and knowledge sharing was also suggested for example through more sector, target group (e.g. SMEs, marginalised groups of learners), and topic-oriented (e.g. sustainability, skills on greening) knowledge and resources (21%, 91).

Figure 16. Suggestions for future evolution of the Pact



Source: Ecorys 2025 (N=434).

# METHODOLOGICAL ANNEX

# Methodological annex

This report presents the results of the third Pact for Skills annual survey conducted between 28 January and 25 February 2024, among registered Pact for Skills members. The findings presented are based on an analysis of answers to both quantitative and qualitative survey questions. Ecorys, which is delivering the Pact for Skills Support Services, conducted the survey and analysis on behalf of the European Commission's Directorate-General for Employment, Social Affairs and Inclusion (DG EMPL), Skills Agenda Unit.

The response rate of the survey was **50%** (999 responses), based on a total of 1,991 organisations receiving an invitation to complete the survey<sup>36</sup>. Although the response rate to the survey is relatively high, the results should not be considered representative of the entire Pact for Skills membership, which is estimated to include around 3,200 organisations<sup>37</sup>.

The figures presented in the 'Key achievements of Pact members' and 'Large-scale Skills Partnerships' sections of this report are based on an analysis of a set of nine key performance indicators (KPIs) for which values were collected through the survey (see Table 2 below).

The dataset for these indicators has certain limitations in terms of data reliability and quality, which need to be considered when interpreting the figures presented in this report:

- **Type and quality of data reported.** The annual survey is based on respondents' self-reporting. Thus, results reported in the survey cannot be individually verified, and the types and quality of data reported for each value may vary.
- **Representativeness of reported values.** Pact for Skills members consist of individual organisations, partnerships, Large-scale Skills Partnerships, Regional Skills Partnerships, as well as representative/umbrella organisations that may represent other organisations in their sector. Thus, reported values may go beyond the number of respondents, and represent regional, national, or European networks of organisations.
- **Duplication of reported values.** Due to the possibility of working in partnerships, members may have reported values that were representative of the partnership's overall achievements, as opposed to individual organisations' contributions to those

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<sup>36</sup> While there is a total of 2,111 organisations included in the survey database, 1,991 organisations were invited to fill in the survey. This is because 35 organisations were not able to receive the email invitations, nine organisations opted out of their Pact for Skills membership and 76 organisations only joined the Pact in 2025 so were excluded from the final response rate.

<sup>37</sup> The Pact for Skills membership extends beyond its registered members due to various partnerships operating under the Pact's auspices.

achievements. If more than one individual organisation of the same partnership is a member of the Pact, duplicate values may have been reported.

To mitigate and limit the challenges from the above limitations of the dataset, the Ecorys research team implemented several methodological steps:

- The research team informed coordinators of partnerships registered in the Pact for Skills database prior to launching the survey that they were expected to report on KPI values on behalf of all their partner organisations.
- The research team verified the highest values reported for the 'Number of people who took part in upskilling or reskilling activities' and the 'Amount of financial investment into upskilling/reskilling (EUR)' KPIs with respondents, to ensure the data reported was reliable and consistent with the research objectives.
- Any anomalous values were scrutinised by reviewing respondents' responses to other survey questions (e.g. cross-checking the value of the KPI 'number of your employees who took part in upskilling or reskilling activities' with the answer to the question 'how many individuals are currently employed by your organisation').
- The research team excluded reported KPI values if deemed irrelevant to the scope of the survey, the objectives of the Pact (e.g. activities targeting young people) or the specific KPI for which the value was reported (i.e. for this decision, the 'comment' section of each KPI was individually verified).

The table below presents the total, average, median, and maximum values of the KPI figures presented in the report. The large differences between the average and median values indicate that a small number of high values may make up the majority of the results. This makes sense, considering the variation across Pact members, with some representing small organisations, such as SMEs and NGOs and others representing large multi-national corporations or training providers operating on an EU or international scale. Additionally, delivering upskilling and reskilling activities is the primary responsibility for certain types of organisations (e.g. regional or national public authorities, VET providers), thus, the values they report are likely to be much larger than those reported by other organisations with a more limited focus on delivering these types of operations (e.g. NGOs or social partners). This may also be represented in the external sources of financial resources that organisations use to invest in upskilling and reskilling. For public authorities, it is more likely to be structural funds and other forms of public resources at a large scale, which consequently take up a larger share of the overall reported value of the related KPI (i.e. 'Amount of financial investment into upskilling/reskilling'). Finally, due to the increasing use of digital and online tools in education, certain organisations provide online upskilling and reskilling activities through their digital platforms, thus, reaching more persons than in-person formats of training provision.

Table 2. Overview of reported KPI values

KPI	Average	Median	Maximum	Total
Number of people who took part in upskilling or reskilling activities (n=616)	4,265	200	350,000	2,626,939
Number of your employees who took part in upskilling or reskilling activities (n=563)	714	10	149,803	401,868
Number of training programmes developed (n=617)	56	5	8,801	37,717
Number of training programmes updated (n=439)	23	5	970	10,080
Number of individuals who participated in events dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=571)	1,708	100	200,000	975,503
Number of individuals reached by social media posts dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=555)	119,874	2000	16,000,000	66,529,852
Number of people reached by other communication outputs dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts (n=534)	22,712	800	5,000,000	12,128,126
Number of stakeholders joining a skills network (n=440)	96	20	5,000	42,167
Amount of financial investment into upskilling/reskilling (EUR) (n=150)	4,336,138	100,000	176,502,967	650,420,669 <sup>38</sup>

Source: Ecorys 2025.

<sup>38</sup> Please note that 61% of this value represents financial investment by public authorities, which use public funding sources (i.e. national or EU funding).

