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Paul Hanratty
Chair of the B20 South Africa
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Foreword by the Task Force Chair

This year, South Africa, on behalf of the African continent, hosts the G20 and the B20, and it has been a privilege for me to bring a group of experts from across the world together to further advance the work of previous B20 Task Forces.

Africa, along with the developing world, has its own unique challenges when it comes to education and employment, and the team working on this has managed to bring focus to the issues more prevalent in these developing economies. At the same time, attention has been paid to the education and employment issues being faced across the world's economies because of technological, economic and demographic change.

Right now, the world is witnessing the outset of one of the greatest technological revolutions ever seen, and the world of work is evolving faster than ever before. The platform economy, the rise of the gig economy and artificial intelligence (AI) are redefining what we mean by employment. New opportunities are being created, but risks are developing across a wide front: privacy and ethical issues, potential elimination of some work at rapid speed, bias and cyber-risk are just some of the issues that businesses and regulators need to address.

The business community benefits from social, economic, and political stability and sustainable growth. Full and meaningful employment is central to that state. To achieve this, education and skills development need to match rapidly changing demands in the workplace. Arguably, the demands of the world of work are not being matched by sufficiently agile and adaptive education.

Our task force has concluded that there is a greater need to align finance, education and employment policies with government policies designed to promote job creation and employment. Recognising the changing nature of work, the business community urges our governments and policymakers to regulate in a manner that allows new forms of

employment to flourish, and that promotes the success of micro, small and medium-sized enterprises (MSMEs) that can flourish in such an environment.

Our Task Force recognises that investment in infrastructure and further advancement of women's roles in the economy are powerful levers to promote growth and full employment, and therefore encourages governments to act accordingly.

Our Task Force believes that education is an issue that needs to be addressed right from early childhood development, which starts the process of lifelong learning and skills development to match changing work needs. Bridges need to be built to assist young people to enter the economy and workforce initially, joining the education system directly to the world of work.

Technological advances and communication networks can assist in making education more responsive to the demands of the modern workforce, as well as enabling young people to access employment and economic opportunities more effectively.

Our ambition as a group is to encourage our governments and policymakers to invest in changes that reflect the dynamic changes taking place in the world, driven by both technology and demographics, to achieve economic growth and employment outcomes that support social, economic and political stability.

I would like to thank our deputy chair, all our co-chairs, the large group of enthusiastic members, contributors from all areas of society and our knowledge partners for the passionate work and collaboration they contributed to make this set of recommendations possible. I would also like to wish the B20 team for 2026 well, as they take the next steps forward.



Executive summary

In a rapidly changing global landscape, employment, education and business innovation are crucial pillars for fostering sustainable socio-economic development and stability. This document outlines a visionary framework consisting of six key recommendations, fortified with specific actions designed to navigate and overcome challenges within these domains.

The first recommendation urges the promotion of a business agenda that drives job growth and enhances people's participation in labour markets. This is not merely an economic imperative; it's a societal necessity, as it underpins both political stability and social harmony. To this end, it is proposed that the G20 establish a regular platform bringing Finance and Employment Ministers together, enabling the kind of dialogue and collaboration that are essential to exploring and devising effective employment strategies.

Simultaneously, relevant international organisations must be tasked with revisiting regulatory frameworks to embrace modern work dynamics, legitimising various employment forms and contractual relationships. Moreover, it is recommended that micro-entrepreneurs and small and medium-sized enterprises (SMEs) be empowered through newly developed G20-led guidelines and policies. Finally, leveraging the G20's Global Infrastructure Hub, it is believed that investments focused on employment-related infrastructure can provide the foundation for sustained job creation.

Extending from this economic vision is the call to transform the B20's 2014 Brisbane Goal into the 2025 Johannesburg Goal, focusing specifically on the economic empowerment of women. Harnessing the potential of this often-underused demographic could unlock substantial global economic benefits. Thus, the second recommendation advocates for the extension of the 2014 goal of increasing female labour force participation, ensuring women's participation becomes a focal point of economic discourse.

In recognising the digital revolution's impact, the third recommendation urges for a flexible and pragmatic approach to the gig economy and digital platform work. The agility inherent in these modern economies necessitates policies that are equally adaptable, ensuring that these new forms of work are both fair and inclusive. Advocating for policy flexibility will ensure that, as digital platforms evolve, they provide equitable opportunities for all.

The importance of education cannot be overstated, particularly in the formative years. Therefore, the fourth recommendation emphasises equipping citizens early in life. The G20 should harness its influence to make early childhood education both accessible and affordable, laying a solid foundation for long-term economic and personal growth.

For the world's youth, employment remains a critical concern. Bridging the gap between young people and viable earning opportunities is essential to reducing unemployment and economic disparities. To address this, the fifth recommendation calls for the creation of a Youth Employment Compact, complete with strategic pillars and funding conditions that pave the way for meaningful engagement with the workforce.

Finally, in a world where technological and economic landscapes shift at unprecedented speeds, the continuous re-skilling and upskilling of the workforce is paramount. G20

countries should commit to investing 0.5% of their GDP annually in lifelong learning initiatives. This investment in human capital is not just a financial commitment, but a pledge to safeguard futures in an uncertain world.

Through these recommendations, this paper aims to chart a course toward a future where economic resilience, social stability and equitable opportunity coexist. Each action is a step toward realising an inclusive global economy that benefits all.

Recommendation 1: Promote a business agenda for job growth and people participation in labour markets, recognising it will promote societal and political stability

Action 1.1: The G20 should establish a regular mechanism for joint finance-employment minister's meetings to explore concrete ways to promote more employment

Action 1.2: The G20 should mandate relevant international organisations to compile policies and regulatory frameworks that create an enabling environment for businesses

Action 1.3: Develop G20-owned guidelines and associated actions to boost micro-entrepreneurs, SMEs and business-led jobs

Action 1.4: The G20 should ask its Global Infrastructure Hub for a dashboard to encourage employment-related investments

Recommendation 2: Increase female labour force participation by removing barriers to women's employment

Action 2.1: The G20 should extend the "Brisbane Goal" to a "Johannesburg Goal" for women economic empowerment

Recommendation 3: Advance a flexible and pragmatic approach toward digital platform work and the gig economy

Action 3.1: The G20 should advocate for maximum flexibility as new policies emerge on the platform economy

Recommendation 4: Equip citizens early on

Action 4.1: G20 should leverage its convening power to improve affordable access to early childhood education

Recommendation 5: Connect youth to earning opportunities

Action 5.1: The G20 should task the OECD to determine the pillars and funding conditions for a G20 Youth Employment Compact

Recommendation 6: Empower re-skilling and upskilling based on real demand

Action 6.1: G20 countries should set and track a goal of 0.5% of annual GDP for investments in lifelong learning



Introduction

From a shared diagnosis to activation

Jobs are at the heart of political stability, long-term growth and economic productivity. Global technological, societal and demographic changes have transformed the job creation landscape and upended definitions of what “employment” means, both to policymakers from a regulatory perspective and to citizens from an access to opportunity and purpose perspective. Businesses and governments share a dedication to promoting growth through full and meaningful employment. Businesses provide value to investors and customers, and governments benefit from a tax base that allows them to tackle various issues facing their citizens and achieve stability.

Across various national polls, citizens consistently rank the economy and job creation in their top three priorities for government action. However, businesses, the workforce and policymakers face several constraints that hinder the proper development and application of jobs strategies. The South African G20 presidency is an opportunity to urge G20 leaders to facilitate business to grow employment opportunities through an adequate range of policy, infrastructure, communications and financial investment decisions. Regular dialogue between business and government communities is essential to review the actions that incentivise people to enter and remain in the labour market productively. For the B20, it points to a responsibility to share best practices and policy takeaways that the G20's global economic governance ecosystem can set in motion for tangible impact.

In national and international policymaking spheres, the concepts of “world of work”, “future of work” and “labour markets” address employment as an end goal rather than a means to a strategic objective — the stability and prosperity of workers and society. It is time for a paradigm shift, where policies empower firms of all sizes and sectors, micro-entrepreneurs and small and medium-sized enterprises to do business and organise supply and distribution across various markets. The contours of the job creation system have remained largely stable for many years, with occasional changes: the assembly line, offshoring at scale, shifting from mainly producing products to including services, and the rise of the digital economy. The widespread use of AI could potentially induce drastic changes to the way we work, productivity, economic growth and employment. Furthermore, a range of ethical issues arise. Never in the world's history has a new technology posed as many different opportunities and risks. Jobs will change in nature. Some jobs may become redundant but, overall, it is likely that many more new jobs will be created. However, the short space of time involved in the transition means that we need joint actions to ensure a smooth transition to an AI and digital world that optimises the benefits to business and society.

A seeming paradox marked the start of Task Force meetings. While jobs and skills are on top of everyone's minds, all stakeholders agreed that not enough is being done to achieve their desired levels across G20 countries. The problems are well known, yet answers remain fragmented and scattered. Beyond sharing aspirational goals, the Task Force brought

together business leaders to distil six recommendation areas with specific, feasible and impactful activation pathways through the G20 to achieve the following:

- Stimulate business and job creation at macroeconomic levels and innovate new relevant forms of active labour market intermediation and pathways (Recommendations 1 to 3)
- Incentivise lifelong learning changes at citizen levels from early stages of development into adulthood (Recommendations 4 to 6)

The Task Force's recommendations also address the potential impacts of AI within the next five years and what they mean for policymaking. Economic growth rates will likely increase, initially in information- and services-forward economies, then in all economies with a multiplier effect on productivity, new firm creation and profitability. However, many information-centric roles will diminish, as each individual worker might be able to carry out amounts of work once done by many, further reducing the need to retain full-time workers. Nonetheless, several firms and sectors will be required to hire workers, especially in sectors where AI cannot replace the human factor. This context will require more agile skilling and labour market pathways for people to stay employable in a fast-changing economy (see Recommendations 4 to 6). AI will also transform the education landscape, a topic addressed in Recommendation 4 on early childhood education.

Each of the recommendations meets the following criteria needed for impact:

- Universal relevance across G20 economies: The topics are not new, but the approach to address them is. While national contexts differ across G20 jurisdictions, G20 actions can cement more collaboration and coordination as appropriate, which will ultimately facilitate job creation and facilitate skills development.
- Anchors to international organisations where relevant: Recognising the power they have to facilitate the implementation of G20 mandates and to help leaders go from evaluating to solving.
- Elements that facilitate inter-ministerial dialogue: The G20 was, from its inception, a forum for Finance Ministers and Central Bank Governors to address global economic issues, and it has evolved to apply a broader lens on topics that impact the health of the economy. With jobs and skills being central to the conversation, bridging silos across government ministries that can catalyse action is a recurring theme across underlying this work.

The Task Force submits these business recommendations to G20 governments and the accompanying ecosystem of international organisations, recognising that most of these challenges require sustained activation, implementation and constant readjustment. We are aware that the rotating nature of the G20 and B20 presidencies brings considerations related to continuity. The background research that anchors task force recommendations can be found in Annexure A. The Task Force recommendations provide short- and long-term avenues for impact to ensure that the 2026 Presidency can benefit and expand as appropriate from collective efforts this year.



Recommendation 1:

Promote a business agenda for job growth and people participation in labour markets, recognising it will promote societal and political stability

Action 1.1:

The G20 should establish a regular mechanism for joint finance-employment Minister's meetings to explore concrete ways to promote more employment

Why it matters: Speed and agility in international action have proven to be critical assets in generating concrete results and solutions. Today, in the face of persistent challenges that threaten labour markets globally, the international community must renew that level of effective coordination and outcome-oriented mindset to respond swiftly and with vision. In particular, increasing budget revenue streams is fundamental to meet increasing global commitments to invest in other government areas. Businesses, however, face administrative hurdles and stringent tax rules that limit their ability and preference to create more jobs.

How to do it: The G20 can renew joint dialogue promoting more concerted approaches toward finance and employment policies. While most economic actors acknowledge the need for more integrated thinking and actions bridging new job strategies to financial incentives for governments, joint meetings have been the exception rather than the norm at G20 levels. Since the Australian and Turkish 2014 and 2015 presidencies, Finance and Employment ministers have not met together to address common challenges.

The key to moving from shared assessments to the coordinated actions in Recommendations 1.2, 1.3 and 1.4 below lies in securing dialogue and traction with Finance Ministers. Most of the decisions needed to encourage job creation in the formal economy inevitably require initial investments that will empower Employment Ministers to better structure and redirect efforts across labour market policy levers. In the same way Finance and Health Ministers are meeting in November 2025 in the run-up to the Leaders' Summit, Finance and Employment Ministers could meet next year to review deliverables that the recommendations below would yield and take decisive next steps to improve the regulatory framework for job creation. The discussions could also address the mechanisms to fill the gap in financing these much-needed interventions to boost job creation, which include exploring fiscal instruments and incentives, blended finance, and other tools as appropriate.

How to track progress: Progress can be monitored through reporting on the establishment of a joint G20 Finance-Employment Ministers' meeting mechanism, the

frequency of its meetings, and the outcomes it produces (such as joint communiqués or agreed actions).

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.

Action 1.2:

The G20 should mandate relevant international organisations to compile policies and regulatory frameworks that create an enabling environment for businesses

Why it matters: While the labour market landscape has fundamentally changed, the policies that regulate it require a significant upgrade to reflect current business and worker dynamics. Most people move across different work engagements throughout their careers, opting for various settings and modalities of work while still contributing to the economy. Digital technologies and AI will lead to even greater adoption of flexible forms of work.

How to do it: This effort should shed light on the need to adopt policies that promote business competitiveness as opposed to narrowly protecting specific jobs. The possibility for workers to have smooth transitions across assignments, modalities and geographical locations during their career is a flexible asset that citizens value. The review of policies should focus on areas that are mutually beneficial for businesses and workers. The review should also be about new forms of work, given Recommendation 3 on the platform economy, and the combination of work and social protection that supports economic mobility and growth, while addressing poverty alleviation.

How to track progress: Progress can be monitored through reporting on the completion of the international review and any subsequent policy recommendations or frameworks resulting from it.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.

Action 1.3:

Develop G20-owned guidelines and associated actions to boost micro-entrepreneurs, SMES and business-led jobs

Why it matters: Across various indices, including the OECD's SME Policy Index, the International Trade Centre's SME Competitiveness Outlook and the World Bank's Enterprise Surveys, international organisations have produced global benchmarks on the ease of doing business, access to finance and other critical elements to encourage entrepreneurship. However, translating these insights into employment-focused incentives and comparative rankings remains to be done.

The G20 can champion the development of guidelines to unleash growth for micro-entrepreneur and SMEs by applying valuable lessons from the International Labour Organization's (ILO) ongoing SME Productivity Ecosystem project. Leaders could agree on trackable targets to lower non-wage costs for new hires, reduce red tape, promote tax

stability, fund simple infrastructure that entrepreneurs require and expand incentives for newly created jobs, among other things.

How to do it: For micro-entrepreneurs and SMEs in particular, reducing hiring-related administrative costs by 40% through the digitalisation of registration processes, regulatory simplification and tax credits for first-time hires are focus areas that the G20 could set in motion via identifying best practices and common ways to overcome roadblocks to making progress.

Finance Ministers are crucial activators that can obtain support from the International Monetary Fund (IMF) and the OECD to guide the design of incentives on lowering payroll tax contributions for micro-entrepreneurs and SMEs, calibrating tax brackets based on company size, and employment-linked tax credits that reward micro-entrepreneurs and SMEs. The IMF and OECD should also provide a guide to the design of policies that govern the establishment and operation of micro-entrepreneurs and SMEs with a view to limiting the costs and barriers to entry with active and meaningful consultation with the business community.

Some tangible targets that the guidelines could facilitate include providing free digital centres dedicated to this goal. Just like how the OECD Programme for International Student Assessment (PISA) has become an authoritative ranking that encourages countries to improve their educational outcomes via peer pressure, the future G20 guidelines and targets could catalyse a strong business agenda that will promote growth and that citizens will recognise as relevant for their daily lives.

How to track progress: Progress can be monitored through reporting on the adoption and implementation of G20 guidelines and targets for SME and micro-entrepreneur job creation, and on any national implementation measures such as reduced hiring costs or regulatory simplification.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.

Action 1.4:

The G20 should ask its Global Infrastructure Hub for a dashboard to encourage employment-related investments

Why it matters: An often neglected, yet paramount, part of job creation rests within the creation of fit-for-employment investment and infrastructure projects at national and local levels. The G20-created Global Infrastructure Hub has the potential to generate traction and explicitly incorporate jobs as a design feature of infrastructure.

Through various analyses, the World Bank has documented the inextricable links between targeted investments in physical and digital infrastructure and the increased ability of workers to find jobs and small businesses to anchor and expand on the goods and services they produce. Continued investment in infrastructure also empowers economies and sectors to become more competitive by shifting from low-productivity jobs to higher-productivity ones.

As AI changes the business landscape of organising work, some industry sectors will be able to produce much more with much less input. However, other sectors — including construction, healthcare, hospitality, agriculture and other services that rely on physical infrastructure — will still need to hire workers to perform at scale. The impact of AI will be different, but not less relevant for these sectors. Keeping these businesses thriving by securing investment capital despite lower returns is fundamental to maintaining the social fabric. It is important to recognise that the world does not fully understand AI's potential impact yet. Even in sectors where a lot of today's work can be taken over by AI, this is likely to transform existing jobs to be higher-level jobs. This means that there may be no reduction in employment, and numbers employed may increase within these firms as a result of deploying AI, because these firms can deliver more productively and higher-value products.

How to do it: One of the actions could focus on producing a job creation dashboard and toolkit. The Global Infrastructure Hub could estimate and communicate the number of collective jobs that G20 countries could achieve at pilot level by 2030, and in an accelerated fashion by 2035, if policy change follows the application of the toolkit. A particular use of the toolkit could develop workforce and investment telemetry, the process of collecting data from various remote points across geographical locations, to ensure governments can identify sectors that demonstrate persistently high workforce costs yet are essential to society. The toolkit could also outline recommendations to support business productivity to increase investor confidence.

This action could also drive more efficient demand-led skilling interventions, proactive active labour market policies, and more effective matching and access pathways for workers (as per Recommendation 5) to these opportunities to optimise their impact on employment. This point applies in particular to young workers at entry levels in the labour market or those who require re-skilling and upskilling.

Through this tool, governments would be able to swiftly analyse the employment creation potential that various permutations of infrastructure investments could bring. This tool would address a gap that governments have expressed in previous G20 fora regarding the lack of resources to prioritise infrastructure for development, particularly in EMDEs in the G20. The dashboard would provide governments with technical, non-binding advice that they can apply to existing and pipeline projects.

How to track progress: Progress can be monitored through reporting on the establishment of the dashboard and toolkit, their application to G20 infrastructure projects, and the job creation estimates generated for 2030 and 2035 scenarios.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.



Recommendation 2:

Increase female labour force participation by removing barriers to women's employment

Action 2.1:

The G20 should extend the 2014 “Brisbane Goal” to the 2025 “Johannesburg Goal” for increasing female labour force participation

Why it matters: During the Australian G20 presidency, where Finance and Employment Ministers met jointly, leaders pledged to reduce the gender gap in labour force participation by 25% by 2025. This “25 by 25” goal is set to expire this year. The OECD has estimated that reaching full gender equality in labour markets could increase global GDP by over USD 6 trillion.

Women remain overrepresented in informal, low-paid sectors and roles at the frontier of productivity, including in science, technology, engineering and mathematics (STEM). Lack of affordable childcare, discriminatory tax policies and limited access to finance are leading constraints to women's economic empowerment. In the current transformation of the workforce, the adoption of AI means public policy efforts should focus on improving women's skills for using AI and other digital tools in their economic activities and concretely stepping up targeted education for women entrepreneurship. These actions should also focus on STEM fields, where gender disparities are palpably rampant, and tackle issues the G20 has prioritised on its agenda including closing the gender pay gap and on boosting secure employment opportunities for women.

The ILO and the OECD reported last year that nine out of the G20 countries, including South Africa, were set to meet or even surpass the targets for the Brisbane Goal. However, a mix of advanced and EMDE G20 economies must still overcome these gender barriers. With this context in mind, it is suggested that the G20, in terms of reducing the gender gap in labour force participation by 30%, adopt a “30 by 2030” target that provides both urgency and agency to achieve goals in a five-year timespan.

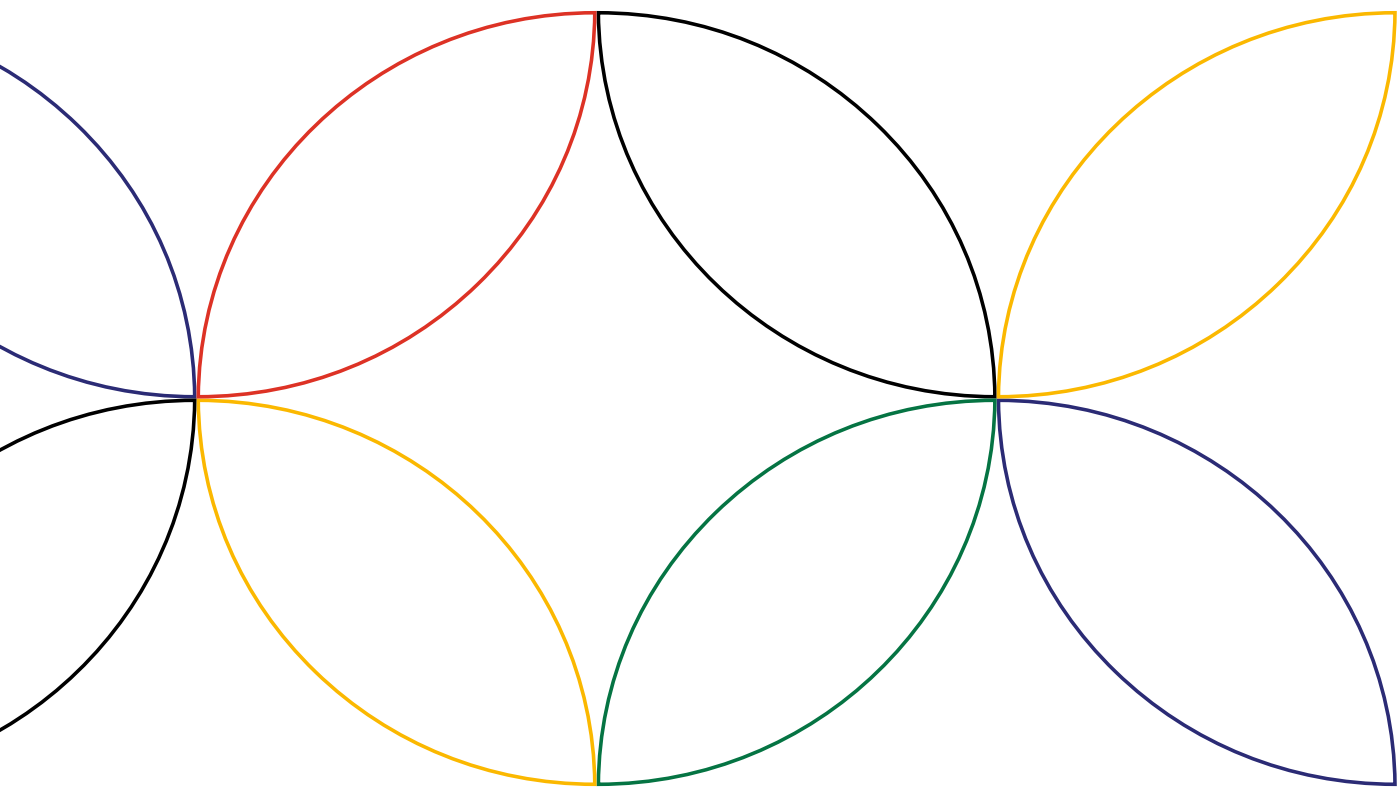
How to do it: To turn this commitment into reality, G20 governments, with support from international organisations including the OECD and ILO, could focus on various barriers to employment. Scalable childcare infrastructure, especially in low- and middle-income G20 economies, is fundamental to advancement. It is also an action area that relates to Recommendation 1.4 on infrastructure, Recommendation 4 on early childhood care and education (ECCE) and Recommendation 5 on the pathways and access for young women to opportunities in labour markets. Through the International Finance Corporation and the Women Entrepreneurs Finance Initiative (We-Fi), the World Bank could provide direct funding and technical assistance to governments and businesses for childcare programmes. Other employer-led and B20-endorsed initiatives, including the International

Organisation of Employers' (IOE) One Global Women Empowerment (OGWE) platform, can galvanise collective action toward this goal. (See Annexure B for a case study of this initiative.)

A G20-endorsed review of national tax systems for gender bias would be beneficial. G20 governments could also anticipate potential labour market changes that AI technologies will accelerate and how that will potentially disrupt the availability of roles for men and women. The question of demand-led skilling and adult learning, which are addressed in Recommendation 6, goes hand in hand with this consideration.

How to track progress: Progress can be monitored through the ILO indicator “Labour force participation rate by sex” (ILOSTAT), which enables annual measurement of the gender gap across G20 countries.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.





Recommendation 3:

Advance a flexible and pragmatic approach towards digital platform work and the gig economy

Action 3.1:

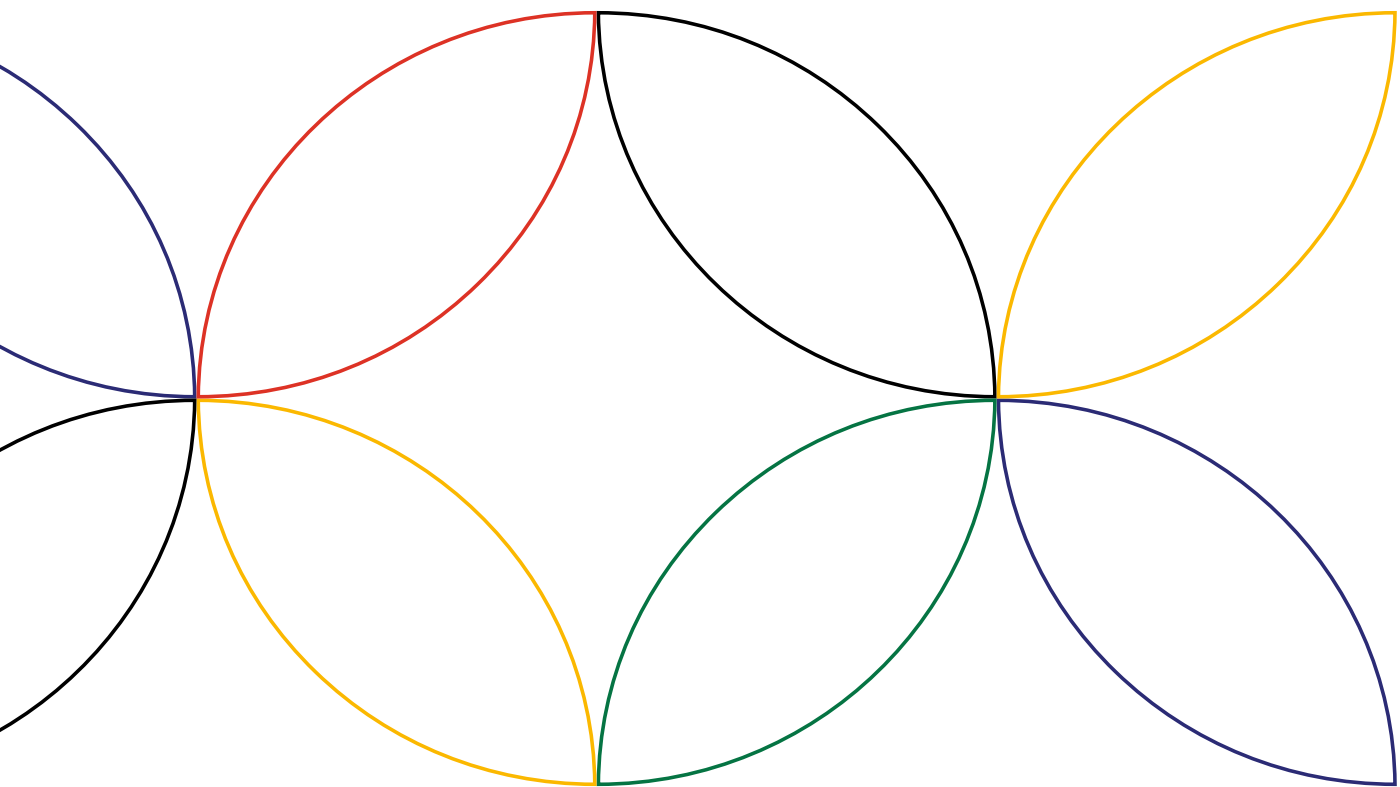
The G20 should advocate for maximum flexibility as new policies emerge on platform economy

Why it matters: Digital platforms are an important factor for business development and employment creation in many industries and in all parts of the world, and they have a very dynamic development. According to the Online Labour Index, the global demand for online freelancing has grown 11% annually. Digital platforms are essential to promoting various forms of work as outlined in Action 1.2. Digital platforms allow for a variety of solutions. They enable first-time labour market entrants to integrate into them and the sharing of resources and infrastructure across worker categories, overcoming geographic challenges, and they provide other flexible options to participate in the economy. Digital platforms also allow governments to track transactions and therefore formalise economies, acting as a win-win for governments and citizens. Access to platforms is also critical to micro-entrepreneurs and small businesses, which can reach wider audiences nationally and, in some cases, internationally, also complementing efforts detailed under Action 1.3. As the use of digital and AI technologies by businesses will expand, this dynamic will create opportunities for new types of employment. In particular, this context will increase the potential to use platform work, which calls for the right frameworks that allow people to participate in these new models. Given the importance of platforms as a viable route for enterprise development and job creation, particularly for EMDEs in the G20, it is recommended that the G20 advocate for maximum flexibility for regulatory frameworks at national or international level, to allow for innovation and employment-rich economic development. This is particularly relevant in the context of ongoing deliberations in the ILO about possibly setting standards for platform work at a global level.

How to do it: Overly restrictive regulation on digital platforms at global levels would be counterproductive for employment and severely hamper innovation and small business empowerment. The G20 should send a strong signal to the ILO calling for a balanced approach that upholds the flexibility that platform work provides to MSMEs and workers across the globe, especially young work seekers, the elderly generation and even the retired generation. The G20 should promote approaches based on the principles of flexibility, innovation and opportunity. Task Force deliberations pointed to the need for more agility and for the effective dissemination of the information needed to allow people to seek new opportunities through platform opportunities, including for rural and hard-to-reach communities that need products and services to stimulate their own economic development and integration.

How to track progress: Progress can be monitored through reporting on policy positions taken in international deliberations on platform work, including engagement with the ILO, and on national measures that balance regulatory objectives with the flexibility needed for innovation and employment creation.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.





Recommendation 4:

Equip citizens early on

Action 4.1:

G20 should leverage its convening power to improve affordable access to early childhood education

Why it matters: There is strong momentum across multiple G20 countries on stepping up actions for early childhood care and education (ECCE). OECD data shows that appropriate ECCE interventions can increase a country's GDP by up to 5%. However, three layers of action are needed to advance in this field:

- 1) Bring relevant partners to the table to exchange best practice, including joint dialogue between Education and Employment Ministers, private sector stakeholders and those closest to implementation on the ground
- 2) Unlock more financing to address unmet needs
- 3) Deploy technologies to reach more populations and make early childhood education systems more affordable

While AI and new technologies will transform teaching, effective human interaction will be central to achieve desired outcomes. Fostering students' own critical reasoning and understanding of the logic behind AI-generated analyses, and developing their capacity to question, engage and apply new tools effectively will be central. Policymakers could benefit from adopting a systems thinking approach toward this goal. Focusing both on the affordability of early childhood education systems and on futureproofing them will be essential to provide children with cognitive and emotional skills. Action in this field is critical to avoid further digital divides in next generations, as AI will disrupt sectors that are considered safe bets for career and job security.

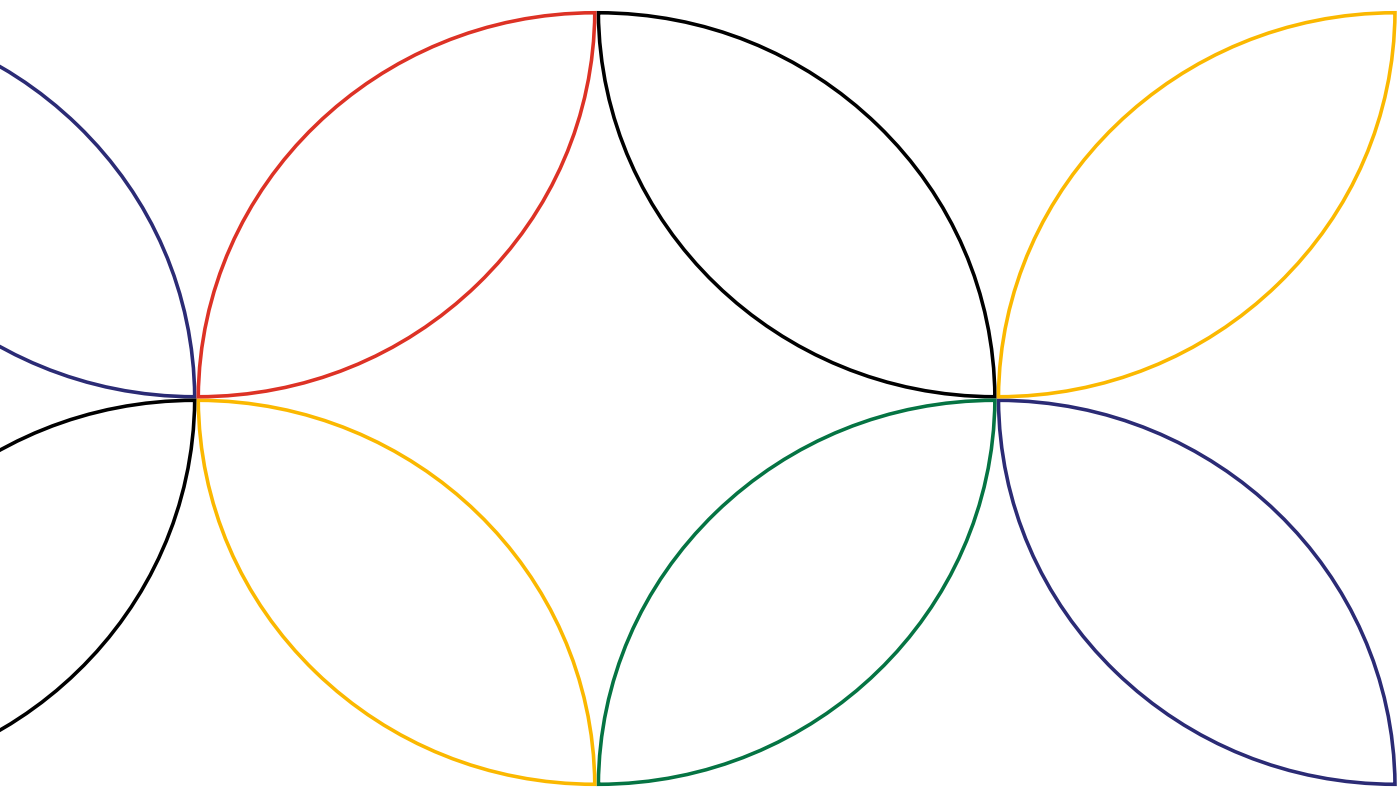
How to do it: Working together with relevant international organisations, G20 members could obtain specific guidance to identify the following:

- 1) What works best for funding mechanisms and partnering with nongovernment actors to make ECCE systems affordable to all populations
- 2) Implications for quality delivery and intervention focus areas across subnational levels, recognising how a multi-modality approach can be effective in terms of quality education outcomes and input-related costs to rapidly scale up affordable access

Government policies could empower different settings and practitioners that can enable early education through the adoption of AI and digital technologies where useful and appropriate. Setting up an international summit in 2026 to bring together business, Education and Employment Ministers, as well as other partners to share best practices is key to unlocking progress. Critically, these efforts must also include community leaders, teachers and researchers to ensure real-world feasibility and relevance. This exercise would also allow for the involvement of private sector donors and multilateral development banks to target vitally needed international funding pool mechanisms and partnerships that would reduce gaps in countries and within regions that need them the most. Making progress on early childhood education is a critical cornerstone in the quest to improve business and financial literacy, a skillset that itself is fundamental to navigate today and tomorrow's changing job market.

How to track progress: Progress can be monitored through reporting on guidance obtained from international organisations on ECCE funding mechanisms and quality delivery models, as well as the convening of an international summit in 2026 to exchange best practices.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.





Recommendation 5:

Connect youth to earning opportunities

Action 5.1:

The G20 should task the OECD to determine the pillars and funding conditions for a G20 Youth Employment Compact

Why it matters: Youth unemployment and the growing numbers of youth not in education, training or employment — so-called NEETs — compounded by the mismatch of people, skills and opportunities are growing features of many economies. This context leads to social disaffection and exclusion among young work seekers. Many G20 countries have national youth employment programmes that include training, apprenticeships and partnerships with the private sector. These efforts remain fragmented, however, and there is no shared guidance on what works best, how to fund it or how to scale it effectively. Brazil's SENAI São Paulo and South Africa's Youth Employment Service (YES) show how targeted business-to-government collaboration can open job pathways for youth. (See Annexure B for case studies of these initiatives.)

Other national efforts exist but results vary, and countries are not sharing good practices systematically. Another missing link is the lack of unified digital infrastructure to help track and guide youth transitions from learning to earning. South Africa's National Pathway Management Network (also known as NPMN) offers a promising model. As a multi-sided network, it is powered by the SAYouth network platform, which provides real-time national scale data on young work seekers (not in education or employment) to help policymakers adjust funding and priorities. It aggregates opportunities, provides a full view of how young people are progressing, and provides them with individualised support to match themselves to available opportunities and close their work readiness gap in a fast-changing economy. (See Annexure B for a case study of this initiative.) This is something most G20 countries lack. Other national-led efforts in G20 countries targeting youth skills and employment show common features but less unified digital network infrastructure options.

How to do it: First, the G20 should task the OECD with an assessment and comparative review of both young work seeker networks and national initiatives across G20 members to be delivered by 2026. Second, the G20 should launch consultations with business and youth representatives to co-design core elements of a future G20-wide Youth Compact to allow countries to scale their national youth employment and skills initiatives, including digital network systems. The focus should be on four goals:

- 1) Help youth access jobs created in the private sector, assessing and matching young talent and capability using relevant proxies, not necessarily reliant only on traditional education signals
- 2) Use digital infrastructure to monitor progress in real time

- 3) Focus youth and government training systems on the most in-demand skills, including vocational education and training, digital skills and overall business literacy
- 4) Encourage and support more youth to self-employ through platform economy and micro-enterprises

This compact would lay the groundwork to achieve goals that previous G20 announcements have not fully unlocked, or initiatives that have been short-lived or suffered from lack of implementation. The OECD's analytical work will ensure that lessons are grounded in real experience and with proper funding and implementation tools. This knowledge would empower all economic actors with a robust and global view of gaps, best practices and potential coordinated actions that a G20 Youth Compact could galvanise, allowing businesses to scale up initiatives to connect young people to the world at work at an early age and continue to support young work seekers once they exit education systems. Right now, many young people feel disconnected from education and the economy. The gap between what is taught in classrooms and what is needed in real jobs is growing, which is also addressed in Recommendation 6 below. While AI and automation may reduce some entry-level jobs, the digital economy is likely to produce new ones that would be suitable for digitally savvy youth, and businesses that require care roles and skilled and unskilled physical labour roles can compensate for losses in some service areas to effectively provide opportunities to youth.

How to track progress: Progress can be monitored through the ILO indicator “Share of youth not in education, employment or training (NEET rate)” (ILOSTAT), which enables annual measurement across G20 economies.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.



Recommendation 6:

Empower re-skilling and upskilling based on real demand

Action 6.1:

G20 countries should set and track a goal of 0.5% of annual GDP for investments in lifelong learning

Why it matters: For many years, business, governments and trade unions have all agreed on the need for skills development and adult learning, as well as solutions to address this need. However, the questions of “who pays for it” and “how much” are the elephants in the room, when it comes to walking the talk on appropriate re-skilling and upskilling strategies. Under the aegis of the G20, stakeholders need to set clear and realistic goals that everyone can track and adjust their action toward effective demand-led skilling. Mobilising commitments on this front is fundamental, as the perceived loss of economic opportunities and real job displacements due to digital and other megatrend-related transitions is already increasing political instability. Funding opportunities for adult learning can help bridge towards a more prepared future for businesses and workers alike. In particular, re-skilling workers for roles that are “AI resilient” can provide adequately trained workers to businesses that are already facing severe worker shortages.

What is also missing is a business-centric and action-oriented mechanism that leverages business insights, leadership and data to constantly track the ongoing disruptions and implications that AI developments bring to various industry sectors and occupations, enabling labour stakeholders to act on them. While international organisations, like the OECD together with the Global Partnership on AI through its Future of Work working group, provide technical analysis, reviews, and reports. These international organisations do not currently offer bimonthly monitoring, early-warning capabilities or operational coordination across sectors. Current assessments rely heavily on government data and, thus, base findings on developments dating several months to years back. The advancement of AI does not produce homogeneous effects across countries, which requires the G20 collectively to assess its impact across countries’ demographics, productive profiles and social vulnerabilities.

Some G20 countries (like Australia) are already partnering with the business community to better recognise micro-credentials. However, there is no G20-led structure that benefits from a common and trusted framework for recognising credentials that accommodates a rapid change and that streamlines procedures for businesses. Micro-credentials are also necessary to produce the appropriate levels of business literacy, itself an indicator of success in job roles across a wide array of industry sectors. As a complement to Recommendation 3 above, there should also be global sharing of lessons on what new models require — including shared credentialling across platforms and micro-insurance for gig workers — that can drive growth while enhancing overall prosperity.

Current levels of public funding do not prioritise adult learning to the extent they should. According to the OECD, governments spend an average of 4.3% of GDP per year on primary to tertiary education, while only dedicating 0.1% of GDP per year on adult learning. However, the skills landscape has fundamentally changed, and adult learning, re-skilling and upskilling have all become a primary condition for workers and economies to stay competitive and productive. Most education and employment systems are still operating under the old paradigm that skills last much longer than they do today. In addition, G20 governments need funding and structuring guidance so that schooling systems are not preparing students for jobs that may be obsolete or in much lower demand than perceived or forming competencies that will not place first-time entrants into labour markets successfully.

How to do it: Establishing an adult learning investment target of 0.5% of GDP will allow countries to track progress during an ambitious-yet-feasible five-year period. The G20 can task international actors to lead actions to fast-track achieving this target. As all three organisations are already engaged in data collection efforts related to skills, the OECD, the ILO and the World Bank could set up a live data tool that will allow for job creation actors to both feed and monitor the types of in-demand skills to better design actions going forward. This action would also enable multilateral development banks to fund skilling initiatives across G20 countries and beyond, and tie them to a minimum threshold of impact-led outcomes. Enabling this initiative will activate innovative funding models and incentives that several international organisations have already identified as effective in supporting this goal and spearheading international coordination. The ILO SME Productivity Ecosystems initiative could also explore ways to optimise the time required for effective learning and retraining, as this is an element that particularly affects MSMEs.

The technological transition demands ongoing mechanisms to monitor shifts in skills through tracking occupations being replaced, diminished or complemented, as well as new ones emerging. Tasking a B20-related structure, for example, the B20 Global Institute —created during the 2023 Indian B20 Presidency — to oversee an Observatory on AI anchored in agile collaboration among governments, private sector actors and other relevant labour stakeholders could fill this critical gap. The result would be timely data, enhanced anticipation of real trends, employer insights, and actionable responses to manage AI's impact on the world of work, people's livelihoods and demand-led skilling. The initiative could also examine the extent to which emerging humanoid robotics could potentially affect various sectors across care, manufacturing and logistics settings.

How to track progress: Progress can be monitored through national reporting on public expenditure on adult learning as a percentage of GDP, drawing on government budget and expenditure data. The OECD and World Bank publish data on total public education expenditure as a share of GDP but, as this does not isolate adult learning, there is no single global indicator that can be used to assess progress.

See Annexure A for additional research, key data points and a list of references consulted to formulate this recommendation.



Annexure A: Research addendum

Introduction

The global unemployment rate stood at 5.1% of the labour force in 2023. This comprised more than 300 million adults who were willing and able to work and took specific steps to find a job. In addition, many labour experts believe that 10%-15% of employed workers globally are considered underemployed, with a significant share of this cohort doing work that does not fully utilise their skills, education or experience.¹

This means that up to a quarter of employable adults are not working or are in a job that does not utilise them to their fullest potential. Furthermore, around four out of 10 employed adults across the G20 are in a job that does not match their education.²

The world of work has changed significantly over the past 10 years and will continue to evolve significantly over the next decade. Employers are increasingly hiring workers based on their skills and abilities, and not their qualifications and experience. These skills — built on fundamental learning, job-specific training and technology-enabled abilities — are paving the way for many groups that have previously been excluded from the labour force to make a meaningful impact in settings characterised by diversity.

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¹ ILO. World Employment and Social Outlook. 2024. Available at: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40dgreports/%40inst/documents/publication/wcms_908143.pdf.

² ILO. Global skills gaps measurement and monitoring: Towards a collaborative framework. 2023 Available at: https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@ddg_p/documents/publication/wcms_867533.pdf.

Recommendation 1: Promote a business agenda for job growth and people participation in labour markets, recognising that it will promote societal and political stability

Action 1.3: Develop G20-owned guidelines and associated actions to boost micro-entrepreneurs, SMEs and business-led jobs

MSMEs make up approximately 70% of global employment and GDP, making them essential to economic stability and job creation. However, two out of three MSMEs struggle with survival due to financial constraints, inadequate infrastructure, regulatory inefficiencies and market volatility.

Two out of three (67%) MSMEs struggle with survival due to a myriad obstacles like these that divert time and resources (people and money) away from core business activities.

Around 80% of MSMEs operate within informal economies,³ missing out on the very support systems designed to help them grow.

In many countries, registering a business or maintaining regulatory compliance can take months.⁴

Despite their vital role in the economy, a significant proportion of MSMEs — often cited at around 40% in developing economies — struggle to access affordable credit.⁵

Many entrepreneurs enter the market without formal training in business management or financial literacy, as entrepreneurship skills are rarely taught in schools. This lack of preparedness makes it even harder for MSMEs to meet stringent lending criteria or present viable business plans, further limiting their access to finance.⁶

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Recommendation 2: Increase female labour force participation by removing barriers to women's employment

Action 2.1: The G20 should extend the “Brisbane Goal” to a “Johannesburg Goal” for women economic empowerment

Globally, the Labour Force Participation Rate (LFPR) for women (aged 15 and older) was just 49.1% in 2024, compared to 73.2% for men.⁷ However, these vary widely across regions. For example, in sub-Saharan Africa, the LFPR is relatively high at 64.9% for women due to their role in agriculture, while in regions like the Middle East and North Africa, it is significantly lower at only 17.9%. The average female LFPR across the G20 (excluding Russia) was 51.1% in 2024. Despite G20 efforts, this reflected only a small increase from 48.1% in 2013.⁸

In addition, women are disproportionately concentrated in informal and insecure forms of employment. In Africa, nearly 90% of employed women work in the informal economy.

A study by the ILO found that, on a global scale, women still trail men in access to at least one cash social protection benefit (such as maternity, sickness, unemployment and old-age benefits), with effective coverage at 50.1% for women versus 54.6% for men. In addition, in Africa, only 10.1% of women in the labour force (aged 15 and older) are actively contributing toward a pension scheme, compared to 17.8% of men. This is much lower than in more developed regions, highlighting both gender and regional inequalities in social protection access. These benefits play a crucial role in providing financial stability for families, particularly for women.⁹

The “Women, Business and the Law 2024” report found that women face legal restrictions that limit their access to the same job opportunities as men. Women hold only two-thirds of the workplace rights that men enjoy. For instance, while 98 of the 190 economies surveyed have passed laws ensuring equal pay for equal work, only 35 have introduced pay

⁷ World Bank. Labor force participation rate, male. 2025. Available at: <https://data.worldbank.org/indicator/SL.TLF.CACT.MA.ZS>.

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transparency or enforcement measures to tackle the gender pay gap. As a result, on average, women earn only 77 cents for every dollar earned by men.¹⁰

Gender gaps in economic participation can constrain the available talent pool in the labour market, leading to less efficient resource allocation, reduced total factor productivity and slower overall output growth.¹¹ The World Bank estimates that eliminating gender disparities in employment and entrepreneurship could boost global GDP by over 20%.¹²

A World Bank study also found that children whose mothers have received some education spend, on average, 75 minutes more on educational activities at home than those whose mothers have no formal education.¹³ These findings demonstrate that maternal education not only enhances the well-being of women but also significantly improves the health and educational prospects of their children. Educated girls are also more likely to join the formal labour market and earn higher incomes.¹⁴

In the absence of widespread institutional support or viable alternatives, gender norms create additional structural barriers to women's full participation in the workforce. For example, women continue to shoulder a disproportionate burden of unpaid domestic and care responsibilities, which perpetuates labour market inequalities and limits their access to paid employment. This imbalance is a global issue, particularly affecting women in lower-income and informal sectors.¹⁵ The World Bank highlights that, globally, women dedicate nearly two-and-a-half more hours per day to unpaid care work than men, much of which involves childcare.¹⁶ In regions like North Africa and Western Asia, women are dedicating over seven times as much time to these activities compared to men.¹⁷

Research by the Women's Budget Group indicates that investing in the care sector could generate 2.7 times more jobs than an equivalent investment in construction, while also resulting in 30% fewer greenhouse gas emissions. Despite this potential, the paid-for care sector is currently characterised by low wages, challenging working conditions and high vacancy rates.¹⁸

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¹⁷ United Nations. The World's Women 2020: Trends and Statistics. 2020. Available at: <https://www.un.org/en/desa/world%E2%80%99s-women-2020>.

¹⁸ Women's Budget Group. A green and caring economy. 2022. Available at: <https://wbg.org.uk/wp-content/uploads/2022/11/A-Green-and-Caring-Economy-Report-FINAL.pdf>.

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Recommendation 3: Advance a flexible and pragmatic approach toward digital platform work and the gig economy

Action 3.1: The G20 should advocate for maximum flexibility as new policies emerge on platform economy

The gig economy, characterised by the use of digital platforms to connect freelancers with customers for short-term services or asset-sharing, has seen substantial growth in recent years. Examples of this economy include ride-hailing apps, food-delivery services and holiday-rental platforms. This segment has brought significant economic benefits, such as increased productivity and employment opportunities. However, it also raises important questions about consumer and worker protection, highlighting the need to balance innovation with fair treatment for workers.

In 2024, the gig economy had a market size of USD 556.7 billion, and it is projected to more than triple to USD 1,847 billion by 2032. This rapid expansion highlights the importance of addressing the challenges associated with worker rights and protections while supporting continued growth and innovation in the sector.¹⁹

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Recommendation 4: Equip citizens early on

Action 4.1: Leverage the G20's convening power to improve affordable access to early childhood education

Research indicates that individuals who attended quality ECCE programmes can earn up to 25% more as adults compared to those who did not.²⁰ There is a growing recognition of the long-term impact of foundational skills on employability. However, the global enrolment rate for children aged 3-7 in ECCE programmes is only around 54%, and this rate varies significantly by income level; enrolment is as low as 21% in low-income countries and as high as 79% in high-income countries.²¹

The global median spending on pre-primary education is only 0.4% of GDP, far below the recommended 1%.²²

Without coordinated action by the world's leading economies, it is expected that 37% of the world's children (over 300 million) will not reach minimum reading proficiency levels by 2030.²³

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Recommendation 5: Connect youth to earning opportunities

Action 5.1: The G20 should task the OECD to determine the pillars and funding conditions for a G20 Youth Employment Compact

Pathway networks require the commitment of many stakeholders to be successful. These include the public sector (government and educational institutions), private sector companies (the future employers), labour and civil organisations.

These networks reduce information asymmetry by using technology and can also provide policymakers with labour market data for agile decision-making, provided the network is structured for this purpose. Digital literacy is also a requirement for the success of these platforms.

To growth to coverage and outcomes of tech-enabled pathways, the G20 needs to build out its knowledge about the state of tech-enabled pathway network ecosystems across its member states. This will create a foundation for understanding how these networks operate effectively, the variety of inputs and outcomes seen across countries, and the best practices that can be learned from this to support network pathway development across the G20.

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Recommendation 6: Empower re-skilling and upskilling based on real demand

Action 6.1: G20 countries should set and track a goal of 0.5% of annual GDP for investments in lifelong learning

According to the ILO, only 54.4% of workers (on average) across 15 of the G20 countries with available data were employed in 2022 in jobs that matched their qualifications or field of expertise.²⁴

PwC's 28th Global CEO Survey found that, by 2030, up to 40% of workers' core skills will change due to technological advancements and evolving job requirements, highlighting the continuous change in skilling, upskilling and re-skilling needs.²⁵

Approximately one in five young people (aged 15-24) globally are not in employment, education or training. High youth unemployment rates can lead to social unrest, as young people feel disenfranchised and frustrated with their lack of opportunities.

The latest data from the World Bank shows that high-income countries made up approximately 51.4% of global manufacturing value added (MVA) in 2021, while China alone accounted for around 28.8% in 2023. Notably, East Asia and the Pacific together represented 43.3% of global manufacturing output in 2023, a clear indication of the sustained eastward shift in global manufacturing, fuelled by dynamic growth in countries such as China, India and the Republic of Korea.²⁶

The World Bank notes that the increasing adoption of industrial automation and advanced technologies (including advanced robotics and digitalisation) is transforming global manufacturing processes, potentially diminishing the role of low-wage labour in production and economic development.²⁷

For many other countries, premature de-industrialisation and a declining MVA share of GDP have led to a shift in manufacturing activity away from the domestic base.²⁸

The World Bank highlights the rising role of services in driving economic transformation, noting that they account for over half of the value embedded in export inputs in countries like France, Germany, Italy, the United Kingdom and the United States.²⁹ The multilateral organisation also emphasises modern, tradable services (such as retail, ICT, finance, etc.) as new growth engines, especially for countries that missed industrialisation.³⁰

²⁴ ILO. Database. 2024. Available at: <https://www.ilo.org/>.

²⁵ PwC. 2018. Available at: Workforce of the future. <https://www.pwc.com/gx/en/services/workforce/publications/workforce-of-the-future.html>.

²⁶ World Bank. Manufacturing, value added (current US\$). 2025. Available at: <https://data.worldbank.org/indicator/NV.IND.MANF.CD>.

²⁷ The World Bank. Trouble in the Making? The Future of Manufacturing-Led Development. 2017. Available at: <https://www.worldbank.org/en/topic/competitiveness/publication/trouble-in-the-making-the-future-of-manufacturing-led-development>.

²⁸ Haraguchi, N., Cheng, C. F. C. and Smeets, E. The importance of manufacturing in economic development: has this changed? 2017. World Development, vol. 93 (May), 293-315.

²⁹ World Bank. World Development Report 2020: Trading for Development in the Age of Global Value Chains. 2020. Washington, DC: World Bank.

³⁰ The World Bank. At Your Service: The Promise of Services-Led Development. 2021. Available at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/155731631771398616>.

As manufacturing diminishes in importance in many economies, industries without smokestacks (IWOSS) — such as tourism, trade, agro-processing and horticulture — are emerging as key to addressing economic and employment challenges. These sectors are tradable, value-added and well-suited to absorbing low- and medium-skilled labour, especially among women and the youth. However, their potential is limited without sustained growth and efforts to close specific skills gaps left by traditional education systems, particularly in basic, social, resource management and digital skills. While low-skilled labour is readily available, semi-skilled roles in IWOSS demand greater investment in training and education.³¹

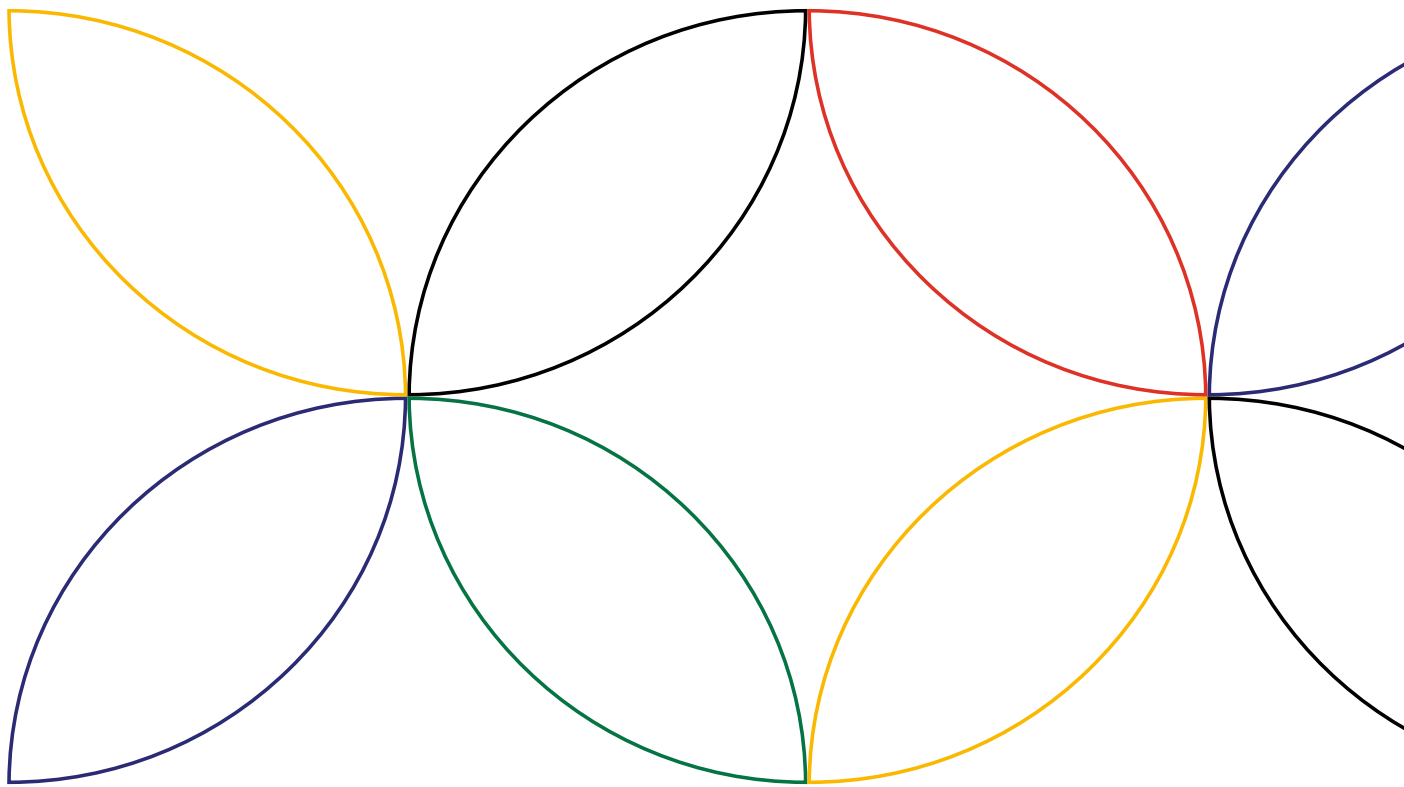
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³¹ Brookings Institution. Employment creation potential, labour skills requirements and skill gaps for young people. 2021. Available at: https://www.brookings.edu/wp-content/uploads/2021/01/IWOSS-South-Africa_FINAL.pdf.

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Annexure B: Case studies

Case study: The IOE's One Global Women Empowerment

The One Global Women Empowerment (OGWE) platform, launched by the IOE in collaboration with the B20, is a pioneering initiative aimed at promoting gender equality and enhancing women's participation in the global economy. It serves as a digital hub designed to empower women professionals, entrepreneurs and business owners by providing them with the tools, resources and networks necessary to thrive in the modern workforce.³²

The OGWE is a digital resource and networking platform that combines accessible technology with strategic support mechanisms. It offers a suite of services, including online training, webinars, workshops and mentorship programmes. These resources are tailored to address the unique challenges that women face in employment and entrepreneurship, such as limited access to capital, lack of mentorship and underrepresentation in leadership roles.³³

The platform is structured around three main pillars:

- Capacity building: OGWE provides access to digital skills development, leadership training and business management courses. These are designed to equip women with the competencies needed to enter or advance in the workforce, or to start and scale their own businesses.³⁴
- Networking and mentorship: A key feature of OGWE is its global network of professionals and mentors. Women can connect with peers, industry experts and potential collaborators, fostering a supportive ecosystem that encourages knowledge sharing and professional growth.³⁵
- Access to resources: The platform facilitates access to cross-border financing, coaching and technical assistance. This is particularly beneficial for women-led businesses seeking to expand or innovate in competitive markets.³⁶

³² IOE, One Global Women Empowerment, 2025. <https://www.ioe-emp.org/business-networks/one-global-women-empowerment>.

³³ IOE, One Global Women Empowerment, 2025. <https://www.ioe-emp.org/business-networks/one-global-women-empowerment>.

³⁴ Deloitte Global. Deloitte announces support for the Business 20's One Global Women Empowerment platform, 2022. <https://www.deloitte.com/global/en/about/press-room/deloitte-announces-support-for-the-business-twentys-one-global-women-empowerment-platform.html>.

³⁵ IOE, One Global Women Empowerment, 2025. <https://www.ioe-emp.org/business-networks/one-global-women-empowerment>.

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The OGWE's impact on female employment is multifaceted. By addressing systemic barriers and providing targeted support, the platform helps women transition from informal to formal employment, enhances their leadership potential and increases their visibility in traditionally male-dominated sectors. Moreover, by promoting entrepreneurship, OGWE contributes to job creation and economic diversification, particularly in developing economies.³⁷

The initiative also plays a significant role in policy advocacy. Through events like the B20-IOE One Global Women Empowerment conference, the platform brings together policymakers, business leaders and civil society to discuss actionable strategies for advancing women in business. These dialogues help shape inclusive policies and encourage private sector commitments to gender equality.³⁸

Case study: Brazil's SENAI São Paulo

SENAI São Paulo (Serviço Nacional de Aprendizagem Industrial, or SENAI-SP) is a leading institution in Brazil's vocational education landscape, dedicated to preparing youth for careers in industry. As part of the national SENAI network, SENAI-SP plays a vital role in bridging the gap between education and employment, particularly in the state of São Paulo, which is home to Brazil's largest industrial base.³⁹

SENAI-SP is a technical and vocational education provider that offers a wide range of programmes in fields such as automation, logistics, construction and information technology. It operates through a network of fixed campuses, mobile units and innovation institutes, delivering both short-term and long-term training programmes tailored to industry needs.⁴⁰

SENAI-SP's model is built on three pillars:

- **Industry-aligned curriculum:** Courses are developed in collaboration with industrial employers to ensure that students acquire skills that are immediately applicable in the workforce.
- **Dual-learning system:** Students receive both theoretical instruction and practical training, often in simulated or real industrial environments. This hands-on approach enhances employability and job readiness.

³⁷ Deloitte Global. Deloitte announces support for the Business 20's One Global Women Empowerment platform, 2022. <https://www.deloitte.com/global/en/about/press-room/deloitte-announces-support-for-the-business-twentys-one-global-women-empowerment-platform.html>.

³⁸ Deloitte Global. Deloitte announces support for the Business 20's One Global Women Empowerment platform, 2022. <https://www.deloitte.com/global/en/about/press-room/deloitte-announces-support-for-the-business-twentys-one-global-women-empowerment-platform.html>.

³⁹ OECD. Education at a glance, 2020.

https://download.inep.gov.br/acoes_internacionais/eag/documentos/2020/EAG_2020_CN_BRA.pdf.

⁴⁰ OECD. Education at a glance, 2020.

https://download.inep.gov.br/acoes_internacionais/eag/documentos/2020/EAG_2020_CN_BRA.pdf.

- Innovation and technology transfer: SENAI-SP's Institutes of Innovation support applied research and development, helping companies — especially SMEs — develop new products and processes.⁴¹

In 2024, SENAI-SP recorded 938,589 enrolments in vocational training courses under its Initial and Continuing Training programmes. Notably, 76.7% of these courses were offered free of charge, reflecting the institution's commitment to accessibility. That year, 215 new or updated courses were introduced, totalling 10,945 hours of training.⁴²

SENAI-SP has a strong track record of improving employment outcomes for young people. In 2024, 79.5% of graduates from Initial and Continuing Training programmes were employed, demonstrating the effectiveness of its training model in preparing youth for the labour market.⁴³

This success is particularly significant given Brazil's broader youth employment challenges. According to data from the Brazilian Institute of Geography and Statistics, 18.5% of young people aged 15 to 29 were not employed, studying or in training in 2024 — a slight improvement from previous years but still a major concern. SENAI-SP's programmes directly address this issue by offering practical, market-relevant training that leads to real job opportunities.⁴⁴

Moreover, the institution's focus on continuous course development ensures that its offerings remain aligned with technological and industrial trends, further boosting the employability of its graduates.

SENAI-SP exemplifies how vocational education can be a powerful tool for youth empowerment and industrial development. By combining accessibility, industry relevance and innovation, SENAI-SP not only equips young people with the skills they need to succeed but also strengthens Brazil's industrial competitiveness. Its model offers a blueprint for other regions seeking to tackle youth unemployment through targeted, practical education.

Case study: South Africa's Youth Employment Service (YES)

YES is a critical element to the long-term solution for South Africa's youth unemployment challenges. By providing talented youth from disadvantaged backgrounds with their first quality work experience, the initiative is helping to reduce the world's highest youth unemployment rate. As a programme operating on a large-scale fully funded by the private sector, YES is unique among youth employment programmes in South Africa and internationally, and has supported the employment of more than 185,000 young people to date.

⁴¹ OECD. Education at a glance, 2020.

https://download.inep.gov.br/acoes_internacionais/eag/documentos/2020/EAG_2020_CN_BRA.pdf.

⁴² Agencia IBGE Noticia. Education indicators advance in 2024, but school failure increases, 2025.

<https://agenciadenoticias.ibge.gov.br/en/agencia-news/2184-news-agency/news/43730-education-indicators-advance-in-2024-but-school-failure-increases>.

⁴³ OECD. Education at a glance, 2020.

https://download.inep.gov.br/acoes_internacionais/eag/documentos/2020/EAG_2020_CN_BRA.pdf.

⁴⁴ OECD. Education at a glance, 2020.

https://download.inep.gov.br/acoes_internacionais/eag/documentos/2020/EAG_2020_CN_BRA.pdf.

YES is a national initiative that was conceptualised and implemented as a public-private partnership to strengthen the sustainability of the country and broaden its tax base. As such, YES is supported by economic empowerment legislation encouraging the employment of youth. Companies that join the YES initiative and are verified as having created youth employment receive an incentive through South Africa's economic empowerment legislation. This structure is replicable across many other economies.

Despite not receiving taxpayer funds, YES has generated remarkable measurable outcomes. It has become the largest programme for 12-month, full-time jobs where the youth earn at least the minimum wage, with high post-programme impacts.

YES works with a network of businesses across various sectors to create and sponsor work opportunities for young people. Businesses can either create new jobs within their own operations for YES youth or sponsor jobs within other businesses. The youth — typically aged 18-35 — can apply for work experiences through YES. Where opportunities are identified, they are placed with employers and receive training in work readiness, soft skills and other relevant skills. YES monitors and evaluates company-level programmes to ensure they are effective and impactful.

Many corporate programmes see 70%-100% of the youth being employed on a permanent or long-term basis, as prospective employers have essentially used the programme as a year-long “interview”. In addition, over 15% of YES youth establish their own businesses each year while in their YES programme, making it the country's largest pipeline of youth entrepreneurs as well.

Over 1,860 South African and international businesses have funded YES, with many now in their fifth year of partnership. The intention of these companies is to unlock a talent pipeline for future managers, skilled employees, professionals, change-makers and entrepreneurs who will drive their communities and the South African economy forward. After five years of operation, including two difficult COVID-19 years, YES is currently creating over 3,000 high-quality jobs for youth every month. Since inception, YES and its corporate partners have funded ZAR 10.7 billion (USD 570 million) of YES youth salaries.

Many YES jobs are being intentionally created in sunrise and cutting-edge sectors that position the South African economy for the future. These are sectors that will help South Africa leapfrog up the world rankings of key sectors, such as digital services, information technology, global business services, renewable energy, tourism, retail, creative content and drones. YES is increasingly becoming a key pipeline through which companies can select, develop and de-risk undiscovered talent previously locked out of the economy by their socio-economic backgrounds.⁴⁵

Case study: SAYouth pathways network

SAYouth is a multifaceted network platform to help young work seekers (aged 18-35) in South Africa access earning opportunities and get a foothold in the economy. It was launched in 2020 under the auspices of the Presidential Youth Employment Intervention as part of the National Pathway Management Network (NPMN), which coordinates government, private companies and civil society actors into a national network tackling

⁴⁵ Information directly provided by the YES.

youth unemployment. For young work seekers, SAYouth is a free, mobile-first network that connects them to jobs, demand-led skilling and enterprise support services, while addressing barriers like transport, data costs and a lack of personal networks to help them get on the pathway to earning and get a foothold in the economy.

SAYouth's tech-enabled backbone is powered by a recommendation engine and personalised advice service and curriculum vitae builder for individual worksheets, matching and directing them to opportunities near where they live and in which they are likely to succeed. The platform is managed by the Harambee Youth Employment Accelerator, and is supported and funded by the South African Department of Employment and Labour, private sector businesses and donors in a blended funding model. Since its launch, more than 4.8 million young work seekers have been supported (28% of all South African youth) and 1.8 million work opportunities have been secured. In any year, over 1.5 million of these young work seekers are actively engaged and supported, and data shows that the more time young people spend on the platform, the higher their chances of finding work and generating a livelihood.

The inclusive nature of the platform means that it specifically supports those from lower-income and economically excluded households, and 65% of its users are young women. The SAYouth pathways network provides government and employers with rich data and insights about young work seekers, which can inform policy, resource prioritisation and hiring decisions. Employers, large and small, also use the platform as a recruitment platform for entry-level talent. The government is using it to select candidates for public employment programmes, and young people are increasingly being encouraged and supported to self-employ, as they take on work in the platform economy, and as they start and run their own micro-enterprises.

There are many SAYouth success stories. One prominent example is the partnership between Harambee and a South African-headquartered quick-service restaurant company. In 2023/2024, three out of four (77%) entry-level placements at the dining chain's local operations came from SAYouth. The restaurant company focuses on recruiting young people in the catchment area of their stores to ensure that employees are only one taxi ride away from their workplace. Roughly 70% of South Africans depend on minibus taxis to get them to work every day.⁴⁶

Case study: South Africa's Presidential Youth Employment Intervention (PYEI)

South Africa has the highest youth (ages 15-24) unemployment rate in the world, estimated at 59.6% in 2024 Q4.⁴⁷ Barriers to young people finding employment are numerous, including unequal access to education, a lack of opportunities to train in in-demand skills, the high cost of job seeking (specifically transport) and a lack of awareness of opportunities, among other things. Where there are interventions, these are often fragmented.⁴⁸

⁴⁶ Information directly provided by SAYouth.

⁴⁷ Trading Economics. Youth Unemployment Rate. 2025. Available at: <https://tradingeconomics.com/country-list/youth-unemployment-rate>.

⁴⁸ PYEI. A National Pathway Management Network to connect young people to opportunities: Factsheet 1. 2025. Available at: https://www.stateofthenation.gov.za/assets/downloads/pyei/Fact_Sheet_1_National_Pathway_Management_Network_PYEI.pdf.

To address youth joblessness, the government-driven PYEI was created in 2020 as part of the country's pandemic response to aid young people transitioning from learning to earning.

One of the PYEI's key components is an NPMN that connects existing networks serving unemployed young people. The NPMN develops and consolidates learning and earning opportunities, providing a single access point for unemployed youth to explore and engage with economic opportunities and a variety of support services. This specifically reduces the fragmentation challenges of interventions.⁴⁹

Partners to South Africa's NPMN include many government departments (employment, higher education and training, small business development and others) and nongovernment departments and entities.

A major success story in the PYEI's catalogue is the more than 320,000 youths that found employment in 23,000 public schools in 2020-2021 as education assistants (EAs) and general school assistants (GSAs). EAs assist in preparing the classroom before lessons begin, supporting teachers in the classroom during lessons and helping to manage learners after lessons are completed. EAs have assisted teachers in narrowing the learning gap caused by school downtime associated with COVID-19 lockdowns.⁵⁰

South Africa had 2.63 million unemployed youths (aged 15-24) in 2024 Q4⁵¹ — some 320,000 people less than what could have been were it not for the impact of the PYEI and its NPMN on the domestic labour market.

⁴⁹ PYEI. A National Pathway Management Network to connect young people to opportunities: Factsheet 1. 2025. Available at:

https://www.stateofthenation.gov.za/assets/downloads/pyei/Fact_Sheet_1_National_Pathway_Management_Network_PYEI.pdf.

⁵⁰ South Africa Department of Basic Education. Presidential Youth Employment Initiative. 2025. Available at: <https://www.education.gov.za/PresidentialYouthEmploymentInitiative.aspx>.

⁵¹ Statistics South Africa. Quarterly Labour Force Survey Quarter 4 2024. 2025. Available at: <https://www.statssa.gov.za/publications/P0211/P02114thQuarter2024.pdf>.



Annexure C: Task force composition and meeting schedule

Distribution of members by country

Country	Count
 Argentina	3
 Australia	3
 Brazil	5
 Brunei Darussalam	1
 Canada	3
 China	5
 Denmark	1
 Egypt	1
 France	2
 Germany	4
 India	17
 Indonesia	2
 Italy	8
 Japan	2
 Korea	1

Country	Count
 Lesotho	1
 Malawi	2
 Malaysia	1
 Netherlands	3
 New Zealand	1
 Nigeria	4
 Norway	1
 Pakistan	1
 Philippines	1
 Russian Federation	9
 Saudi Arabia	1
 Singapore	1
 South Africa	94
 South Sudan	1
 Spain	3
 Switzerland	3
 United Kingdom	3
 United States	8
 Zimbabwe	2

Distribution of members by gender

Gender	Count
Female	101
Male	96
Non-binary/Genderqueer:	1

Task Force Chair

Name	Organisation	Position	Country
Paul Hanratty	Sanlam Group	Chief Executive Officer	South Africa

Task Force Deputy Chair

Name	Organisation	Position	Country
Shadi Chauke	Sanlam Group	Group executive: corporate affairs & sustainability	South Africa

Task Force Co-chairs

Name	Organisation	Position	Country
Allen Blue	LinkedIn	Co-founder	USA
Asif Valley	Microsoft	Chief Technology Officer	South Africa
Bettina Schaller	World Employment Confederation	President	Switzerland
Erol Kiresepi	International Organisation of Employers; Santa Farma Pharmaceuticals	Chair; CEO	Türkiye

Name	Organisation	Position	Country
Haroon Borat	Sygnia Ltd	Non-executive director	South Africa
K.P. Krishnan	Shriram Capital Private Limited	Independent director	India
Leila Fourie	Johannesburg Stock Exchange (JSE); United Nations Global Compact	Group CEO; board member	South Africa
Mary-Alice Vuicic	Thomson Reuters	Chief people officer	Canada
Nicola Galombik	Yellowwoods Holdings	Executive director	South Africa
Renate Hornung-Draus	International Organization of Employers	Vice president	Germany
Saïd Alj	Sanam Group	Chair	Morocco
Raphael Cervone	CIESP/FIESP	President	Brazil
Zhu Hongren	China Enterprise Confederation	Vice Chair	China

Task force PMO

Name	Organisation	Country
Debra Ramatsebe	PricewaterhouseCoopers	South Africa
Basetsana Maponya	PricewaterhouseCoopers	South Africa
Stephanie Newman	PricewaterhouseCoopers	South Africa

Task force members

Name	Organisation	Position	Country
Aditya Singh	Athena School of Management	Director	India
Agnes Malatjie	The Greater Alexandra Chamber of Commerce and Industries (GALXCOC)	Stakeholder relations manager	South Africa
Ahmed Sameer El Khatib	Universidade Federal De São Paulo (UNIFESP)	Professor and technical manager	Brazil
Akustina Morni	International Organisation of Employers	Director for policy	Brunei Darussalam
Alice Goldenberg	Office of the New York State Attorney General	Assistant attorney general	United States
Alicia Davids	ASISA Academy	CEO	South Africa
Alinah MaQueen Motaung	PwC	Assurance partner and deputy people leader	South Africa
Alla Grishkova	Russian Foreign Trade Academy	Dean of Faculty of International Business	Russian Federation
Alvian Wardhana	Literasi Anak Banua	CSO lead	Indonesia
Amadou Sako	International Organisation of Employers	Advisor for Africa	France
Amanda Michelle Mvinjelwa	Azania VIP Diplomats	CEO	South Africa
Amber Malhotra	MINJU — Model H	CEO	India
Amon Magadza	Rhodes University	Computer literacy coordinator	Zimbabwe

Name	Organisation	Position	Country
Andile Sinqoto	Directors Guild Of South Africa	Executive director	South Africa
Andreas Luginger	Giesecke + Devrient South Africa Pty Ltd	Managing director	Germany
Angel Machado	Cámara Argentina de Comercio y Servicios	Director	Argentina
Anna Gubina	Russian Union of Industrialists and Entrepreneurs (RSPP)	Leading expert of the International Multilateral Cooperation Department	Russian Federation
Anna Kompanek	Center for International Private Enterprise (CIPE)	Global programs director	United States
Annalaura Perini	SIFA Technology	HR manager	Italy
Anthea Buckland	Consumer Goods Council of South Africa (CGCSA)	HR & training executive	South Africa
Antonio capaldo	Trendevice	CEO	Italy
Arshish Kavarana	Colliers International	Executive director and head of consulting & digital	India
Aysha Sanober	Ammara	CEO	India
Beatrice Miano	World Employment Confederation (WEC)	Public affairs advisor	Italy
Bettin Schaller	World Employment Confederation	President	Switzerland
Beverly Ann Jack	CAPES (a member of BUSA — Business Unity South Africa)	Director	South Africa

Name	Organisation	Position	Country
Bonginkosi Mdiniso	Black Management Forum Young professionals	IDP cadet	South Africa
Brian Mahosi	University of South Africa	Lecturer and section head	South Africa
Bruce Vivian	International Federation of Accountants	Head of accountancy education	South Africa
Candice Thurston	Absa	Managing executive: brand and marketing	South Africa
Cara Jean Petersen	The Feenix Trust	CEO	South Africa
Chirag Jain	Mindful Gurukul Private Limited	CEO	India
Dada Ademola Bamisayemi	Phoebestar Royalty Schools	Professional tutor	Nigeria
Daniel Funes De Rioja	Union Industrial Argentina	President	Argentina
Dario Gallina	dott.gallina	CEO and owner	Italy
Deng Daniel Chuang	Employers Association of South Sudan	Advocate	South Sudan
Denis Tredese	Exlea	Co-founder and senior advisor	Italy
Diana Palmerin Velasco	Canadian Chamber of Commerce	Senior director, Future of Work	Canada
Dinara Karamutdinova	Outfield Service Solutions LLC	HR director	Russian Federation
Dominic Woods Sr	New Life Christian Fellowship IE	Senior pastor	United States

Name	Organisation	Position	Country
Don Andrews	Alexforbes	Head of investment surveys (research and development)	South Africa
Dr Ivor Blumenthal	SAPMA	CEO: ArkKonsult	South Africa
Dr Taghreed Alsaraj	Saudi Ministry of Culture	General manager of education & talent development, Saudi Ministry of Culture	Saudi Arabia
Edith Nordmann	NICCT (Netherlands India Chamber of Commerce and Trade)	Chair	Netherlands
Eivind Fjeldstad	Laerdal Global Health	Director of advocacy and program development	Norway
Ekaterina Ivanova	Russian Union of Industrialists and Entrepreneurs	Expert	Russian Federation
Emma Brierley	Business at OECD (BIAC)	Policy manager	Denmark
Ephraim Osunde	Chevron Nigeria	L&D manager	Nigeria
Erika Rastelli	Yes for Europe	ARAN World chief people officer	Italy
Euginia Mokone	Addnum	Director	South Africa
Evelyn Mwapasa	The Pan African Federation of Accountants	Director of effective professional accountancy organisations	Malawi

Name	Organisation	Position	Country
Ewa Staworzynska	United States Council for International Business (USCIB)	Director of corporate responsibility and labor affairs	United States
Faith Magidigidi	Bidvest Prestige	Managing executive	South Africa
Faith Muramba	Taquanta Asset Managers	Head of credit solutions	Zimbabwe
Fernando Guerreiro Cunha	UFSCar	Researcher	Brazil
Fernando Valente Pimentel	Abit — Brazilian Textile and Apparel Industry Association	Director general	Brazil
Ferron Gray	Grae Matta Foundation	President	United Kingdom
Fredrick Lim	Consilium Academy	Project manager	Malaysia
Frik Landman	NetEd Group	Director of strategy & governance	South Africa
Gabriel Bello Barros	Gabriel Bello Barros	Head of Cisco Networking Academy in Brazil	Brazil
Gene Cheng	Allianz	Head of social impact & corporate citizenship	Philippines
Getrude Marape	Mintek	Head of physical separation within Minerals Processing Division	South Africa
Giorgiana Martínezgarnelo y Calvo	Global Youth Leadership Forum	General director	Spain

Name	Organisation	Position	Country
Gor Leonard Aondofa	Abubakar Tukur Audit Firm	Accountant and data analyst	Nigeria
Gugu McLaren Ushewokunze	National Business Initiative	Executive head of economic inclusion	South Africa
Hannelie Nel	University of Pretoria	Professor in engineering management	South Africa
Hansong Liu	China Enterprise Confederation	Director of International Liaison Department	China
Henri Mafoumba	Northlink College	Business development executive	South Africa
Hon Mark Birrell	Australian Chamber of Commerce and Industry	President	Australia
Hongren Zhu	China Enterprise Confederation	Standing vice president and secretary general	China
Huzaifa Khan	Global Shapers — Tshwane Hub	Curator	South Africa
Isaac M T Mwase	University Baptist Church, Baltimore	Associate pastor	United States
Jahni de Villiers	Agbiz	HR/IR/Skills consultant	South Africa
Jason Ma	ThreeEQ	CEO and chief mentor	United States
Javier Makama	Rehoboth Global Network	Chair	South Africa
Jessica Lee	McKinsey	Associate	South Africa

Name	Organisation	Position	Country
Joy Lawal	Afrinexus Ltd	Partner	Nigeria
Kabir Krishna	Microfinance Industry Network (MFIN)	Vice president — knowledge management	India
Kanyisa Mkhize	Sanlam	CEO	South Africa
Kazumi Sakashita	Keidanren (Japan Business Federation)	Deputy director, Labour Legislation Bureau	Japan
Keatlaretse Tersia Mdunge	Santam	Corporate social investment manager	South Africa
Keitumetse Leballo	Economics Student Association	Student	South Africa
Kgabo Komape	Auditor General South Africa	Business executive	South Africa
Kirsten Mueller	MSIG Insurance Europe AG	Senior HR business partner	Germany
Koketso Innocentia Lekgwathi	Olico Maths	Maths school coordinator	South Africa
Koketso Marishane	Marishane Youth Development Forum	CEO	South Africa
Koketso Moiloe	Infinite Mile Organization	Director	South Africa
Lawrence Kutlwano Mabele	Black Management Forum	Student	South Africa
Lebogang Thobakgale	The Association of Black Securities and Investment Professionals (ABSIP)	AML compliance officer	South Africa

Name	Organisation	Position	Country
Leonardo Snyman	The Davinci Institute	Head of strategic support: executive education	South Africa
Linda M Siboto	Cheeba Cannabis Academy	Director	South Africa
Lindiwe Jacqueline Maepa	ML Consulting Services	Director	South Africa
Lisema Matsietsi	GIZ	Senior technical advisor	South Africa
Lister Saungweme	ASISA (Association for Savings and Investment South Africa)	Senior policy advisor	South Africa
Liza Eustace	Rand Merchant Bank	Sector head: Healthcare, Hospitality and Services	South Africa
Lorraine Mooi	South African Women in Plumbing and Trades	President	South Africa
Louise Driver	Independent Philanthropy Association of South Africa	Executive director	South Africa
Luchulumanco Lihle Nanto	Luchulumanco Nanto Foundation	Executive director	South Africa
Luthando Deyi	Black Management Forum	Maintenance manager	South Africa
Malefo Mosimanyane	Dr Ruth Segomotsi Mompoti District Municipality	Public participation coordinator	South Africa
Mamello Matikinca Ngwenya	First National Bank	Chief economist	South Africa

Name	Organisation	Position	Country
Mandisa Mathobela	UNICEF	Partnerships manager	South Africa
Mandisi Mtingane	Department of Employment and Labour (UIF)	Assistant director: Research and Policy Development	South Africa
Marc Lubner	Afrika Tikkun	Acting CEO ad executive chair	South Africa
Mardy Leathers	Hashtag Strategies	Principal	United States
Margaret Jane Molony	PAMSA	Executive director	South Africa
Marina Moskvina	Russian Union of Industrialists and Entrepreneurs	Managing director, Labour Market and Social Partnership Department	Russian Federation
Marshall Nelson	Youth Media Development Movement	Managing director	South Africa
Masa Sylvester Motadi	University of Venda	Research associate	South Africa
Masetona Matsau Oguntinyinbo	Higherlife Foundation	Country manager	Lesotho
Menno Bart	The Adecco Group	Head of policy advocacy	Netherlands
Michael Lew	CreBiz Factory	CEO	Korea, Republic of
Minami Kakuda	Business at OECD	Policy expert	Japan
Moipone Masalesa	WIIatSA (Women in Logistics & Transport)	National executive chair	South Africa
MonaLisa Kangulu	Plo Lumumba Foundation	Programs assistant	Malawi

Name	Organisation	Position	Country
Moshe Mahlohonolo	University of South Africa	Administrative assistant	South Africa
Motloutsi Makgomo Eshley	Tshwane University of Technology	Unemployment	South Africa
Mounir Marhaba	Business Performance Management Institute (BPMI)	Managing partner	Canada
Muhammad Affaq	Young Leaders Council	Case processing officer	Pakistan
Mustak Ahmed Ally	Minerals Council South Africa	Head of skills development & HR	South Africa
Naledi Mpeke	Yuxplore	Director secretary	South Africa
Nandini Dhar	Consilium Academy (Pty) Ltd	CEO	India
Natalia Boyarskikh	Outfield Service Solutions LLC	Senior manager	Russian Federation
Neerja Bhatia	Confederation of Indian Industry (CII)	Deputy director general	India
Nelo Spies	Junior Achievement South Africa	Executive director	South Africa
Ng Yixian	EtonHouse International Education Group	Group CEO	Singapore
Nicole Scoble Williams	Deloitte Asia Pacific	Global future of work leader	Australia
Nikhil Sewdass	PwC	Associate	South Africa
Nimisha Shetty	HKW Wealth LLC	Customer acquisition specialist	India

Name	Organisation	Position	Country
Njabulo Mashiya	African Kivuli Foundation	Fundraising coordinator	South Africa
Nkateko Mthebule	Click Foundation	Training lead	South Africa
Nokuthula Natacia	JCI Queenssa	Administration	South Africa
Nonhlanhla Theresa Tshalata	Private Sector for Education Africa	Manager	South Africa
Nonhlanhla Vilakazi	University of Johannesburg	Senior lecturer	South Africa
Noula Platten	Momentum Group Limited	Senior dealmaker: structured & corporate finance	South Africa
Noxolo Kahlana	Energy House ZA and Phakama Sizwe (NPO)	Head of strategy and business development	South Africa
Ntsaphokazi Madyibi	Entrepreneurs Development Forum	Consultant	South Africa
Pablo Dragun	Union Industrial Argentina	Director of economic research and international affairs	Argentina
Paul Noll	Confederation of German Employers' Associations — BDA	Deputy director economic and international affairs	Germany
Philip O'Reilly	Iron Duke Partners	Managing director	New Zealand
Phumelele Msomi	FirstRand Empowerment Foundation	Engagement lead	South Africa
Phumza Dyani	Project Management Institute	Business development lead	South Africa
Prof Yvonne Beach	University of West of England Bristol	Pro vice-chancellor	United Kingdom

Name	Organisation	Position	Country
Puseletso Manyaka Lesofe	African Institute of Medical Scientist and North-West University employee	Medical scientist	South Africa
Raetsesa Hopane	Wits School of Governance	Director of executive education	South Africa
Ravi Naidoo	Youth Employment Service	CEO	South Africa
Reymond Voutier	eNotus International Inc.	Executive chair	Australia
Roberto Mascali	Umana SpA	Public affairs & external relations	Italy
Roberto Suarez Santos	International Organisation of Employers	Secretary general	Spain
Ruben Sans	CEAJE	President	Spain
Ruth Boulle	Individual	Recent graduate	South Africa
Ryan Ravens	Accelerate	CEO	South Africa
Sandile Mjamba	University of Free State	Entrepreneurship and business development officer	South Africa
Santosh Sookgrim	SAWEA — South African Wind Energy Association	Senior technical advisor	South Africa
Saurabh Shah	Universal Business & Corporate Services Centre	CEO	India
Seala Watson	None	Unemployment	South Africa
Semukele Hellen Mlotshwa	Wits Business School	Lecturer	South Africa

Name	Organisation	Position	Country
Sergei Saratov	JSC Russian Railways	Deputy CEO	Russian Federation
Shaimaa Bahaa El Din Hussein Meligy	Federation of Egyptian industries	Director of international relations	Egypt
Shwetha Philip	Consilium Academy Pty Ltd	Account manager	India
Sifiso Myeni	Durban University of Technology	Lecturer	South Africa
Siham Saïdi	MEDEF	European and international social affairs	France
Sihle Shabalala	National Youth Development Agency	Pathway manager	South Africa
Simo Sihle Mvinjelwa	Baker Hughes	Regional leader — transformation, diversity, inclusion & belonging	South Africa
Simona Sinesi	Never Give Up	CEO	Italy
Solange Rosa	Bertha Centre for Social Innovation and Entrepreneurship, University of Cape Town	Director	South Africa
Sonja van Lieshout	Randstad N.V.	Global head of public affairs	Netherlands
Srividya Reddy	G Narayanamma Institute of Technology and Science (For Women)	Vice chair	India
Stefan Hippler	HOPE Cape Town Trust	Member of the executive board	South Africa

Name	Organisation	Position	Country
Svetlana Evtikhova	Gazprom Neft	Head of change management implementation	Russian Federation
Tanya Milberg	The World Economic Forum	Education 4.0 and education initiatives manager	Switzerland
Tatiana Terentyeva	Rosatom	Deputy director general for human resources	Russian Federation
Tebogo Sehularo	Tshwane University of Technology	Operations manager	South Africa
Thabang Molapo	Co[Lab] Africa	Founder and CEO	South Africa
Thabo Limema	Social Coding	Board chair	South Africa
Thais Verena Carneiro Arraes	99x Americas	Head of talent & human resources	Brazil
Thato Malele	Student Connection SA	Youth policy committee volunteer	South Africa
Thembi Manyike	Santam	Head of talent acquisition and employer branding	South Africa
Thomas Wimmesberger	German Chamber of Industry and Commerce	Director of European education and employment policy	Germany
Thulani Makhathini	Food and Beverages Manufacturing Sector Education Training Authority	Quality assurance coordinator	South Africa
Tia Van Der Sandt	South African Institute of Professional Accountants (SAIPA)	Acting CEO	South Africa

Name	Organisation	Position	Country
Tryphosa Ramano	Iwfsa	Director	South Africa
Tula Dlamini	Nedbank	Politics and policy analysis — group stakeholder relations and public affairs	South Africa
Ursula Jacqueline Fear	Salesforce	Senior talent program manager	South Africa
Vaibhav Jain	Tevox Ventures	Managing director and CEO	India
Vaishnavi Gupta	The Employers' Federation of India	Executive officer	India
Valentina Rigoni	Mentalya	Co-founder and senior advisor	Switzerland
Vijaya Lakshmi Dampanaboina	Partimer Inc and Lakshmi LLC USA	Founder and director	India
Viola Sibongile Ncube	Visit Pleasant Hill	Vice president, sales & marketing	United Kingdom
William Byrnes	Texas A&M University	Professor of law	United States
Willy Antony Gunawan	Conviar	Entrepreneur	Indonesia
Winston Chan	Young Leaders Circle of International Economic Forum of the Americas	Founding president	Canada
Wiseman Dibakwe	Azanian independent community movement	Councillor	South Africa
Xianghui Shi	China Enterprise Confederation	Standing deputy secretary general	China

Name	Organisation	Position	Country
Yu Fei	China Chamber of International Commerce	Director	China
Yuvraj Singh	G20	Delegate	India
Zhiqiang Niu	China Enterprise Confederation	Division director	China

Task force meeting schedule

Date	Format
16 April 2025	Virtual
13 May 2025	Virtual
18 June 2025	Virtual



Annexure D: List of abbreviations

AI	Artificial Intelligence
EA	Education Assistant
ECCE	Early Childhood Care and Education
EMDE	Emerging Market and Developing Economy
GDP	Gross Domestic Product
GSA	General School Assistant
ILO	International Labour Organisation
IMF	International Monetary Fund
IOE	International Organisation of Employers
KPIs	Key Performance Indicators
OECD	Organisation for Economic Cooperation and Development
OGWE	One Global Women Empowerment
MSME	Micro, Small and Medium Enterprises
MVA	Manufacturing Value Added
NEET	Not in Employment, Education or Training
NPMN	National Pathway Management Network
PISA	Programme for International Student Assessment
PPP	Public Private Partnership
PYEI	Presidential Youth Employment Intervention
SMEs	Small And Medium-Sized Enterprises
STEM	Science, Technology, Engineering, and Mathematics
WMSME	Women and Minority Owned Small and Medium Enterprises
We-Fi	Women Entrepreneurs Finance Initiative
YES	Youth Employment Service



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