

Global Labour Market Activation Summit 2025

Summit Materials Package

Paris, June 18 to 20, 2025



Global Labour Market Activation Summit

About this Document

Thank you for attending the 2025 Global LMA Summit in Paris! This document includes all the Session Content slides from the facilitated discussions held July 18-20th, for your reference.

Note that **the information shared is confidential and intended solely for internal use in the Summit**. We are operating under **Chatham House Rules** - meaning you may use and share the insights gained – provided that no speakers or their affiliations are identified – but no reproduction, distribution, or external use of the materials is permitted without prior consent from the appropriate owner of the materials.

If you have questions about the Summit or want to further discuss materials in this document, please reach out to:



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Thank you to our Speakers & Panelists!



Georgia Conrad
Executive Director,
Oregon Workforce
Partnership



Amandine Moignard
Executive Secretary,
WAPES



Paul Diviny
Founder and Director,
Prosperit



Casper de Nooijer
Program Manager Skills
Based Organisation, Ministry
of Defence Netherlands



Nadine Davies
Deputy Director Wales,
Department of Work and
Pensions



Shawn Mendes
Director of
International Affairs,
Arbetsförmedlingen



Karen Maguire
Head of the Local Employment
and Economic Development
Programme, OECD



Alex Nunn
Dean of Research and
Professor of Global Political
Economy and Social Policy,
Leeds Trinity University



Jeffrey Thompson
Business Engagement
Lead, LA County
Workforce Development
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Inga Balnanosienė
Director and Vice
President of the European
PES Network, Lithuania
PES



Dorothea Schmidt
Chief of Employment,
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Consultant and
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Magnus Rödin
Senior Researcher,
Swedish Public
Employment Service



Cathy Grimes
Director, Policy
Integration, Skills &
Employment Branch,
ESDC



Dr. Willem Pieterse
Global Strategic Expert,
Service Delivery,
Digitalization & Data



Tilde Lavigné Jacobsen
Deputy Head of Unit Local
Employment and Skills,
OECD



Marina Brizar
Chief Solutions Officer,
Talent Beyond
Boundaries



Alison Findlater
Deputy Director East & North
Scotland, Department of Work
and Pensions



Jeffrey Doucet
Founder and CEO,
Thrive Career
Wellness



Michael Mwasikakata
Employment and Labour
Market Information
Specialist, ILO

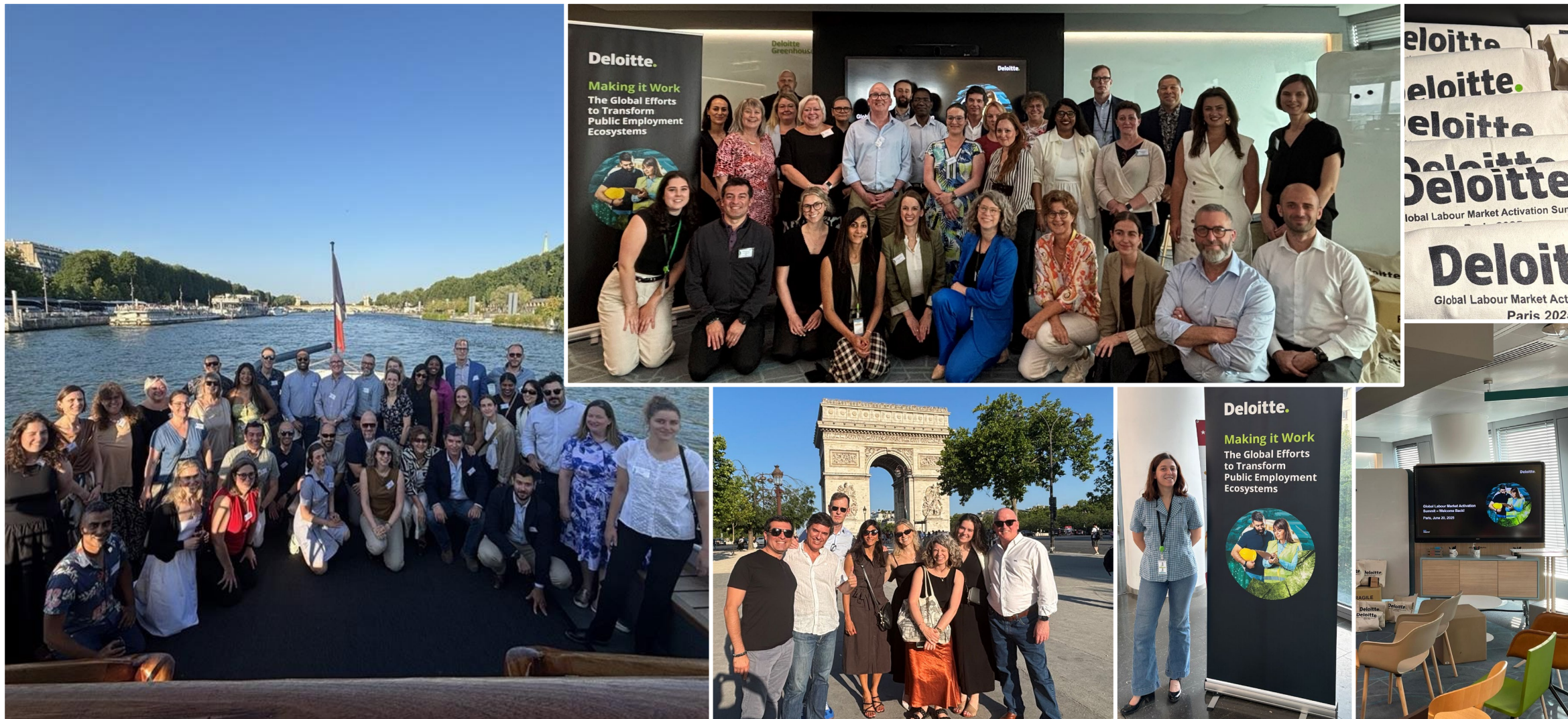


Lars Ludolph
Labour Economist, OECD
Centre for Entrepreneurship,
SMEs, Regions, and Cities



**Claire Arenales
Del Campo**
Chargée de Relations et
Actions Internationales,
France Travail

Snapshots from the Summit



Summit Overview & Agenda

Summit included three days of sessions and cross-jurisdictional exchange in Paris.

DAY 1 – JUNE 18

Summit Kickoff

- Summit Kick-Off and Public Employment Services Leadership Panel

DAY 2 – JUNE 19

The Global Effort to Transform Workforce Development

- OECD Keynote
- Research Snapshots (WAPES & ILO Perspectives on LMA, AI in PES)
- France Travail, Arbetsformedlingen, & DWP Transformation Snapshots
- Shared Challenges in PES Dialogue

DAY 3 – JUNE 20

Cross Jurisdictional Exchange

- Jurisdictional Exchanges on Various PES Topics
- Reflection Dialogue on Evolving Workforce Development Strategies

Sessions
(Daytime)

Key Summit Themes

1. Challenges and Change Drivers in PES Across Different Jurisdictions
2. Transforming PES Programs through AI, Digital Tools, and Other Innovations
3. Enhancing PES Collaborations with Employers, Frontline Staff, and Platforms

Our Objectives for the Summit



Share Experiences, Lessons Learned, and Innovations

Learn across jurisdictions about new practices tested, success factors, and emerging outcomes for employment services modernization efforts.



Explore Emerging Pressures and Responses

Discuss trends, emerging challenges, and practical responses that affecting labour market development organizations today and in the years to come.



Build connections and networks across jurisdictions

Create new (or deepen) contacts from peer organizations in other jurisdictions to continue the dialogue following the Summit.

Our Attending Delegates (1/2)

This year we had over 40 delegates join us from 14 jurisdictions and 3 major global organizations.

- **Paul Diviny** - Founder and Director, Prospert

Australia



- **Colette Kaminsky** – Senior Assistant Deputy Minister of Skills and Employment, Employment and Social Development Canada (ESDC)
- **Cathy Grimes** – Director, Policy Integration, Skills & Employment Branch, ESDC
- **Jeffrey Doucet** – Founder and CEO, Thrive Career Wellness
- **Alia Kamlani** – Partner, Global Lead for Labour Market Activation, Deloitte Canada
- **Josh Hjartarson** – Partner, Global Lead for Labour Market Activation, Deloitte Canada

Canada



- **Michel Sebbane** - France Lead for Human Services, Deloitte France
- **Johannes Scholter** – Director, Deloitte France

France



- **Martina Hornung** – Partner, Lead for BA, Deloitte Germany

Germany



- **Aldo Riviezzi** – Senior Manager, Deloitte Italy
- **Andrea Privitera** – Senior Consultant, Deloitte Italy

Italy



- **Inga Balnanosienė** – Director, Užimtumo Tarnybos and VP of the European PES Network
- **Brigita Blavaščiūnienė** – Head of Department, Employment Services, Užimtumo Tarnybos

Lithuania



- **Casper de Nooijer**, Program Manager Skills-Based Organisation, Ministry of Defence

Netherlands



- **Rui Gidro** – Partner, Lead for Human Services, Deloitte Portugal

Portugal



- **Irene Casado** – Senior Manager, Deloitte Spain
- **Jordi Gali** – Senior Consultant, Deloitte Spain

Spain



- **Shawn Mendes**, Director of International Affairs, Arbetsförmedlingen (remote)
- **Dr. Magnus Rödin**, Senior Researcher , Arbetsförmedlingen (remote)

Sweden



- **Alex Nunn** - Professor and Dean of Research, Leeds Trinity University
- **Marina Brizar** - Chief Solutions Officer, Talent Beyond Boundaries
- **Nadine Davies** - Deputy Director Wales, Department for Work and Pensions
- **Alison Findlater** – Deputy Director East & North Scotland , Department for Work and Pensions
- **Stephane Laffly** – Partner, lead for DWP, Deloitte UK
- **Dhiren Harsiani** – Director, Deloitte UK
- **Teji Susheela Vishwanath** – Director, Deloitte UK

UK



Our Attending Delegates (2/2)

- **Olena Boichenko** – Partner, Deloitte Ukraine

Ukraine



- **Alicia Song** – Senior Manager, Deloitte UAE

UAE



- **Georgia Conrad** – Executive Director, Oregon Workforce Partnership
- **Jorge Marquez** – CEO, LA County Workforce Development Board
- **Jeffrey Thompson** – Business Engagement Lead, LA County Workforce Development Board
- **Andrea Mazzocco** – Director, Deloitte US

US



Global

- **Karen Maguire**, Head of the OECD Local Employment and Economic Development Programme, OECD
- **Dr. Lars Ludolph**, - Economist at the Centre for Entrepreneurship, SMEs, Regions and Cities, OECD
- **Tilde Lavigné Jacobsen** – Policy Analyst at the Centre for Entrepreneurship, SMEs, Regions and Cities, OECD
- **Nicole Clobes** – Consultant, WAPES
- **Amandine Moignard** - Executive Secretary, WAPES
- **Dorothea Schmidt-Klaus** - Chief of Employment, Labour Markets and Youth (EMPLAB) Branch, ILO
- **Michael Mwasikakata** - Employment and Labour Market Information Specialist, ILO
- **Dr. Willem Pieterse** - Independent researcher

Organizing & Coordination Team:

- **Marie Serrano** – Global Chief of Staff for Human Services, Deloitte Portugal
- **Lily Eisler** – Deloitte Canada
- **Myrtille Villiere** – Deloitte France
- **Lilia Rey** – Deloitte France

Global Labour Market Activation Summit – Day 1

Paris, June 18, 2025



Global Labour Market Activation Summit

Day 1: Agenda – Wednesday June 18th

Day 1 featured the Summit Kick-Off and Cocktail Reception.

Timing	Session
5:00PM – 5:45PM	Formal Summit Kick-Off
5:45PM – 6:30PM	PES Leadership Keynote Panel
6:30PM – 8:00PM	Cocktail Hour & Networking

Opening: Public Employment Services Leadership Panel

Deloitte Moderator



Alia Kamlani

Deloitte Global and
Canada Lead for Labour
Market Activation
akamlani@deloitte.ca

Panelists



Cathy Grimes

Director, Policy
Integration, Skills &
Employment Branch,
ESDC



Karen Maguire

Head of the OECD Local
Employment and Economic
Development Programme



Josh Hjartarson

Deloitte Global Lead for
Human Services

Global Labour Market Activation Summit – Day 2

Paris, June 19, 2025



Day 2: Agenda – June 19th

The second day featured keynotes and research snapshots, followed by a dialogue on shared challenges in PES.

Timing	Session
9:15AM – 9:30AM	Opening Remarks
9:30AM – 10:30AM	OECD Keynote
10:30AM – 12:15PM	Research Snapshots (WAPES, ILO, AI within PES)
12:15PM – 1:15PM	<i>Lunch and Networking Break</i>
1:15PM – 2:15PM	France Travail Transformation Snapshot
2:15PM – 2:45PM	Arbetsformedlingen Transformation Snapshot
2:45PM – 3:15PM	DWP Transformation Fireside Chat
3:15PM – 3:30PM	<i>Networking Break</i>
3:30PM – 4:10PM	Shared Challenges Dialogue
4:10PM – 4:30PM	Shared Challenges Report Back, Setting the Stage for Day 3

OECD Keynote

9:30-10:30 AM

OECD Keynote: Change Drivers & Emerging Practices

Speaker



Tilde Lavigné Jacobsen

Deputy Head of Unit,
Local Employment and
Skills

- Tilde is a coordinator and policy analyst at the OECD's Centre for Entrepreneurship, SMEs, Regions and Cities, focusing on local skills development, adult learning, and labour market inclusion. She supports countries and regions in designing evidence-based employment and skills policies.
- Previously, she was a Special Advisor at the Danish Ministry of Finance and held roles at the European Commission and Danish Chamber of Commerce. Tilde holds master's degrees in political science (University of Copenhagen) and Political Economy of Europe (LSE).

Also here from the OECD



Karen Maguire

Head of the OECD Local
Employment and Economic
Development Programme



Lars Ludolph

Labour Economist at the OECD,
Centre for Entrepreneurship,
SMEs, Regions and Cities



LABOUR MARKET DYNAMICS IN THE OECD – IMPLICATIONS FOR COMMUNITIES, JOBS, SKILLS...AND PES

Tilde Marie Lavigné Jacobsen
Deputy Head of Unit, Local Employment and Skills
OECD Local Employment and Economic Development Programme

Global Activation Summit, 18 June 2025

[in www.linkedin.com/company/oecd-local](https://www.linkedin.com/company/oecd-local)

oe.cd/locaemployment

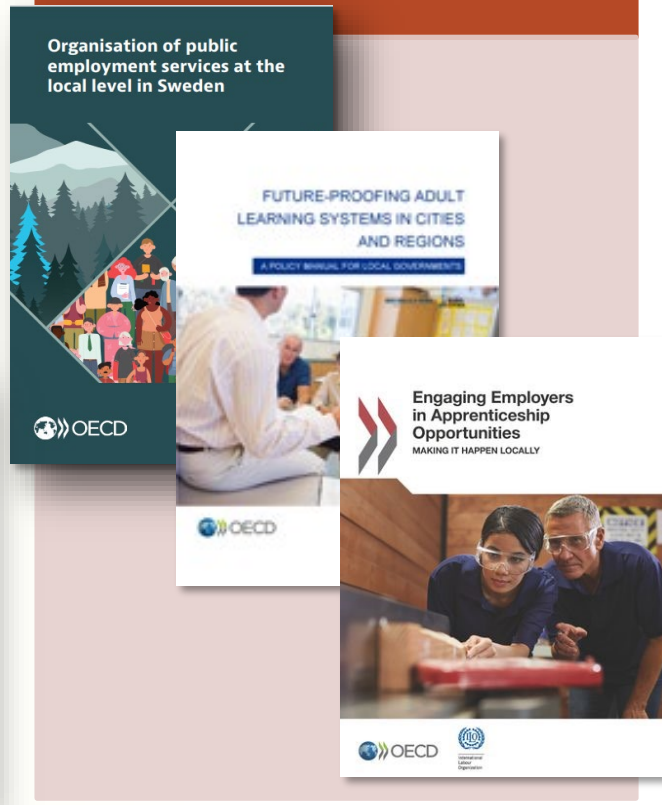


About the OECD LEED Programme

Labour market data,
evidence, intelligence



Reforms and policy
implementation



Country-, regional-
and city-level policy
reviews





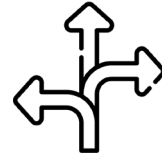
Recent and ongoing work with PES



Economic Inactivity

- Identifying economically inactive and their barriers
- Activation and mobilization of employers

Example:



PES Reform

- Gearing employment services to local needs
- Integration of ALMPs with existing local services

Example:



Regional labour mobility

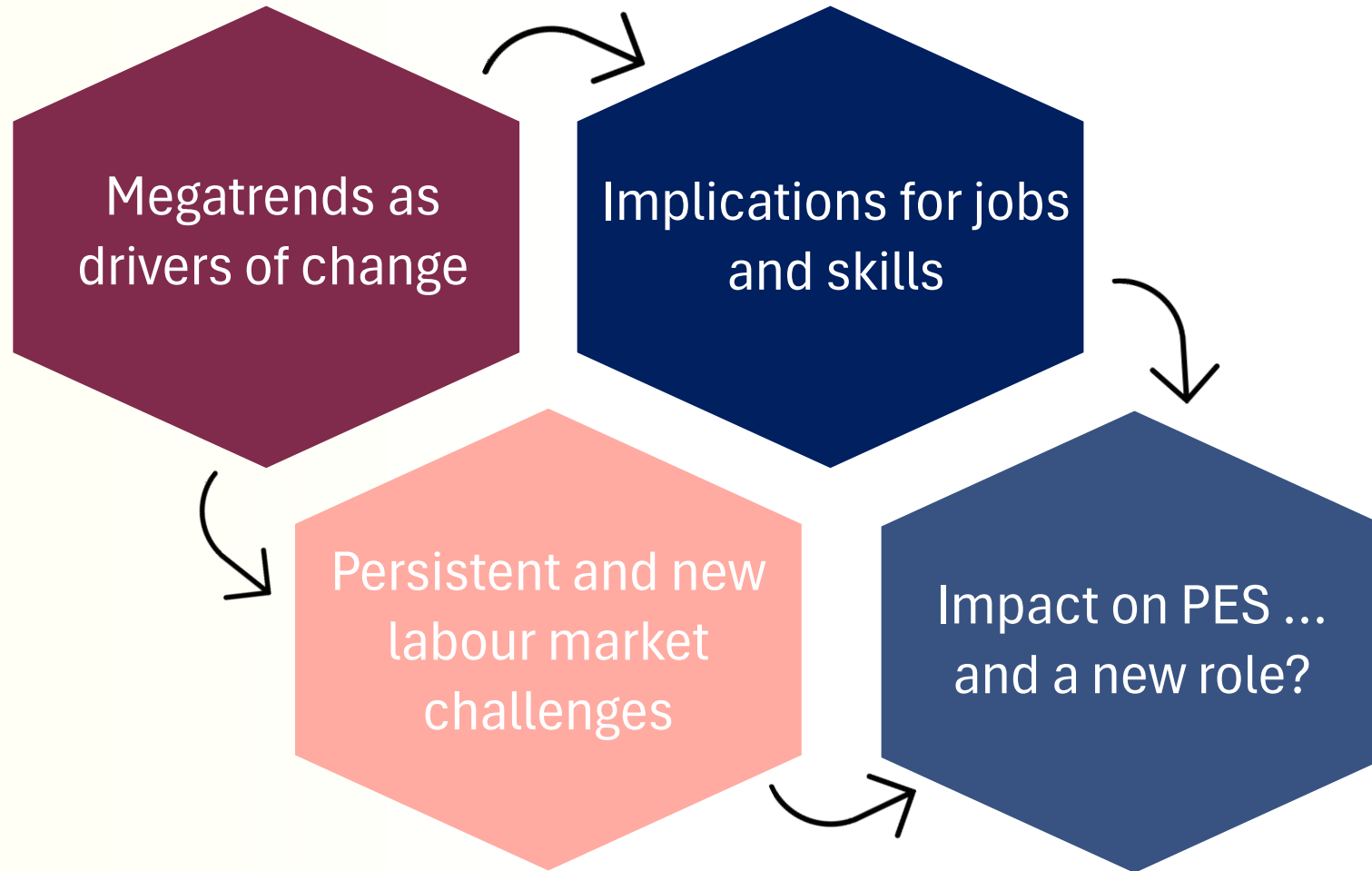
- Addressing geographic mismatches of jobs and jobseekers
- Designing direct and indirect mobility-inducing policies

Example:





PES in a world of colliding megatrends and persistent challenges



Megatrends as drivers of change



Global trends are drivers of change in OECD labour markets ... and PES



1
AI, automation
and digitalisation



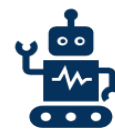
2
The green
transition



3
Changing trade
patterns

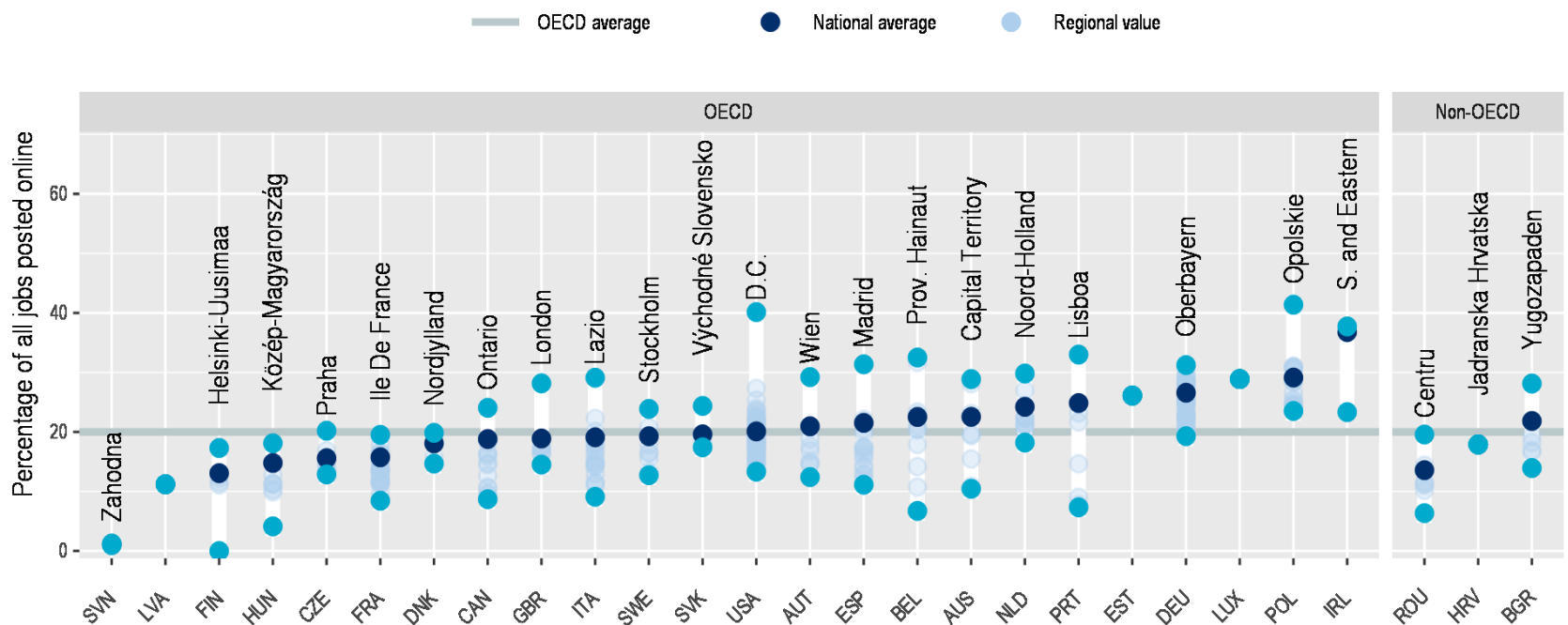


4
Demographic
change



Digital skills are a pre-requisite for many jobs

Employer demands for advanced ICT skills, 2021 Q3
 ICT vacancies as a percentage of all job vacancies posted online, large regions (TL2)



Note: The percentage of vacancies that require ICT skills is based on job posting data provided by Emsi Burning Glass. Advertised jobs with advanced ICT skills have ad keywords related to programming languages or database manipulation whereas those with general ICT skills have ad keywords related to the general Internet, spreadsheet or word processing software. Source: OECD (2022), *OECD Regions and Cities at a Glance 2022*, OECD Publishing, Paris, <https://doi.org/10.1787/14108660-en>.

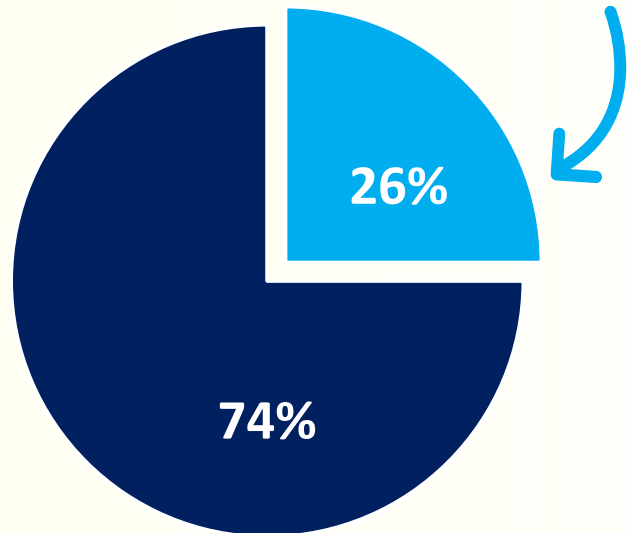
What about **skills demands**?

- **Generic ICT skills** are sought in a wide range of jobs across sectors and occupations.
- **More than 1 in 4 jobs** require **advanced digital skills** in cities like Wien (Austria), London (UK) and Madrid (Spain).
- Many employers report **hiring difficulties** for jobs requiring ICT specialist skills.

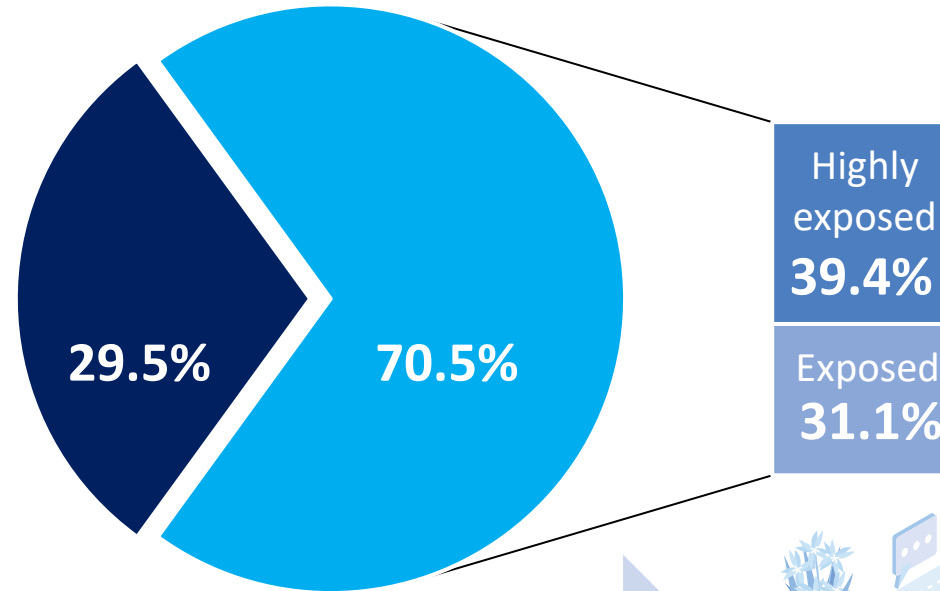


Generative AI could have a wider labour market impact than previous automation technologies

A quarter of workers are exposed to Generative AI



...but over 70% are expected to be exposed in the near future



Source: OECD (2024), *Job Creation and Local Economic Development 2024: The Geography of Generative AI*, OECD Publishing, Paris, <https://doi.org/10.1787/83325127-en>.



The rise of Generative AI can widen divides across regions and socio-demographic groups

On average, **32% of workers in urban areas** are exposed to Generative AI

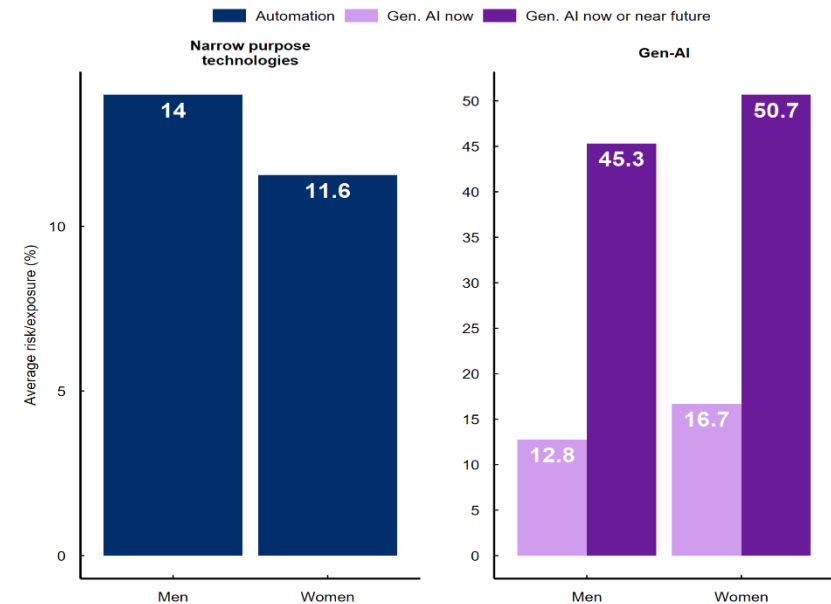
Highly **skilled and female workers** face increased exposure compared to the past

Compared to only **21% in non-urban areas**



In some countries urban areas are between **2 to 3 times** more exposed

Avg. Exposure of tasks to Gen. AI and risk of automation by gender



Source: OECD (2024), *Job Creation and Local Economic Development 2024: The Geography of Generative AI*, OECD Publishing, Paris, <https://doi.org/10.1787/83325127-en>.



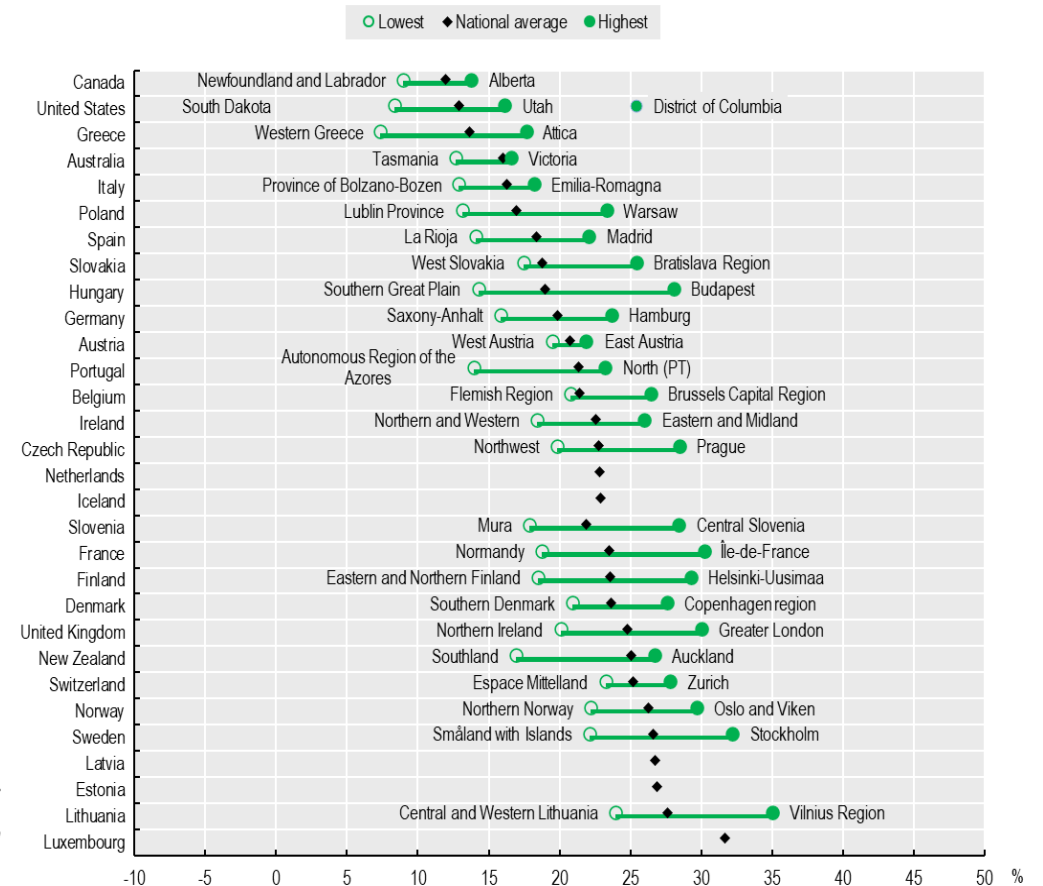
The share of green-task jobs differs significantly within and across countries

Share of green tasks jobs

Less than 10% in South Dakota (US), Western Greece, Newfoundland and Labrador (Canada)

30% or more in Stockholm (Sweden), Oslo & Viken (Norway),
Île-de-France (France)

Share of green-task jobs in OECD countries, 2021 (or last available)

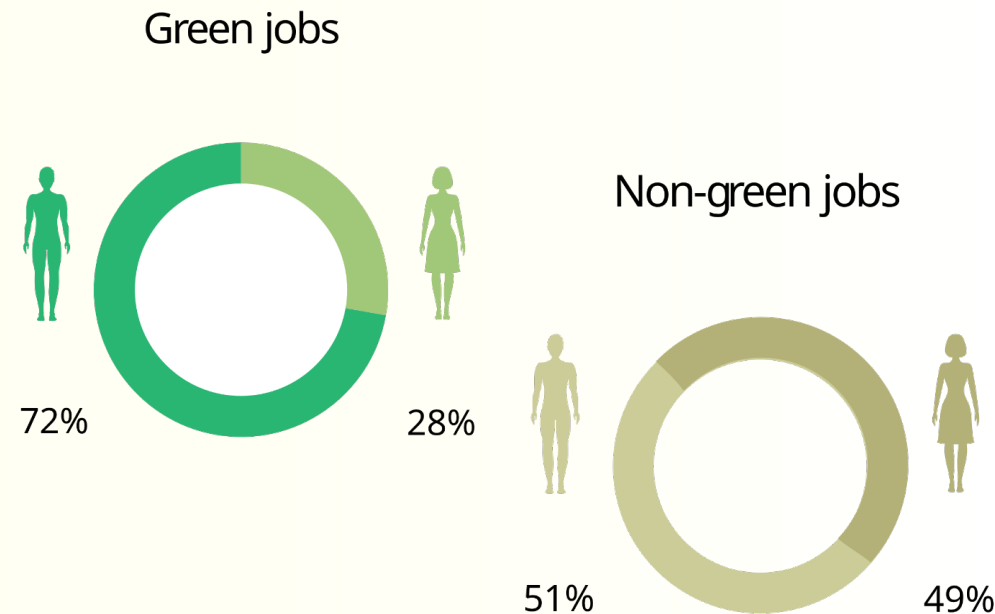


Note: The figure shows the share of jobs in a region that entail 10% green tasks, where green tasks follow O*NET definition. Source: OECD (2023), *Job Creation and Local Economic Development 2023: Bridging the Great Green Divide*, OECD Publishing, Paris, <https://doi.org/10.1787/a2156202-fr>.



The green transition also reveals gender divides and disparities in workers' skills and pay

In a subset of OECD countries, **over 20 million women** would need to change to green jobs to reach gender parity



Employees in green-task jobs have:

- Higher levels of formal education
- Higher average skills levels
- 20-30% higher wage premium relative to non-green jobs



Workers in polluting jobs are **least likely to participate in trainings**

Source: OECD (2023), *Job Creation and Local Economic Development 2023: Bridging the Great Green Divide*, OECD Publishing, Paris, <https://doi.org/10.1787/a2156202-fr>.

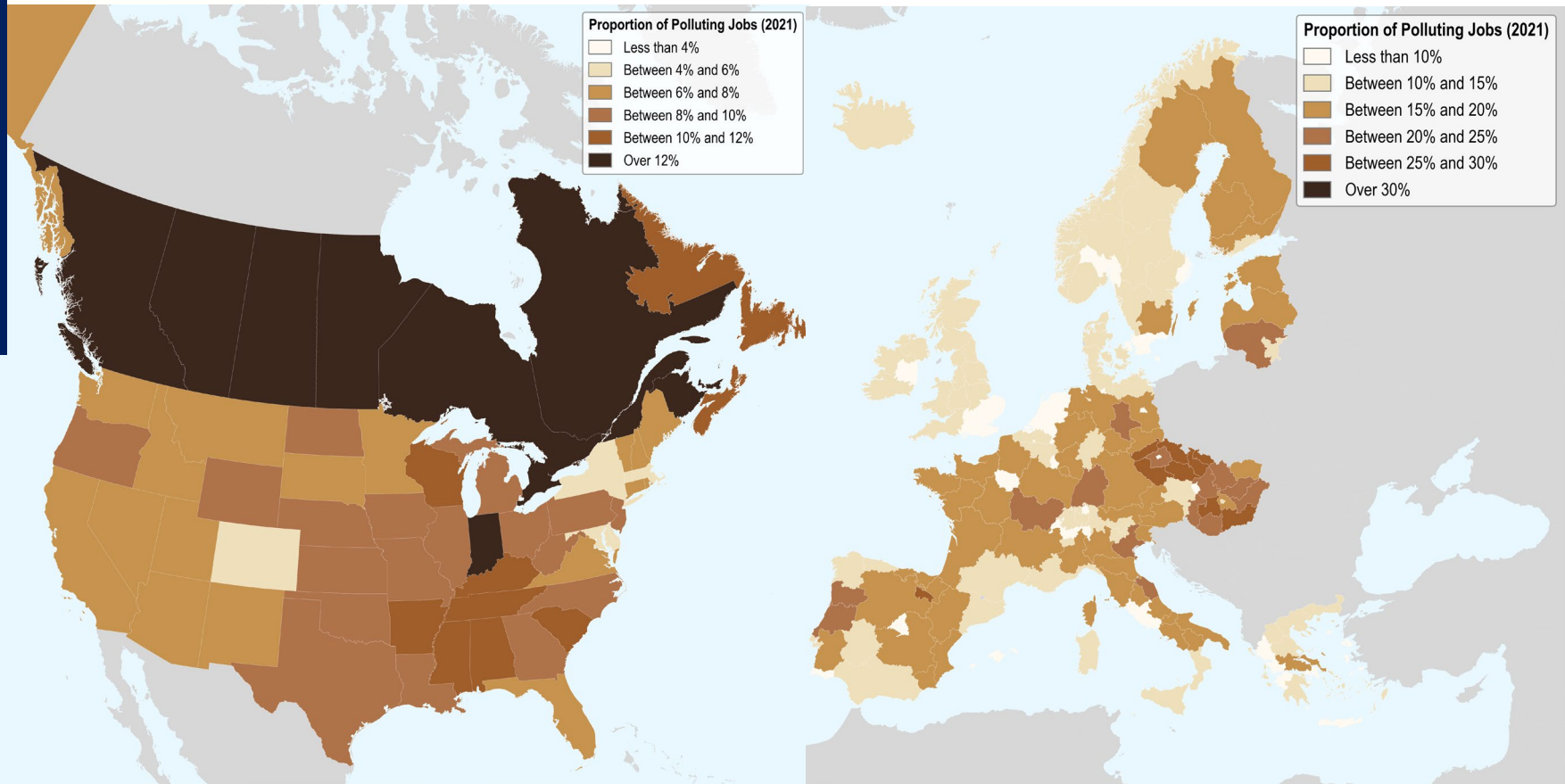


Regions relying on “polluting” jobs face greater risks of job losses

Share of **polluting jobs**

Australian Capital Territory, Wellington (NZL), Greater London (UK): **<5%**

La Rioja (Spain), Central Moravia (Czech Republic): **> 25%**



Source: OECD (2023), *Job Creation and Local Economic Development 2023: Bridging the Great Green Divide*, OECD Publishing, Paris, <https://doi.org/10.1787/a2156202-fr>.



Changing trade patterns cause uncertainty about the future of work



What about **changing trade patterns**?

- Geopolitical tensions and recurring supply-chain disruptions are **reshaping global trade patterns**
- Calls for **protectionism, re-shoring, and near-shoring** are gaining momentum
- At the same time, the surge in **remote work** during COVID-19 demonstrated that many service roles can be offshored
- This creates **uncertainty about job creation and displacement patterns** on domestic labour markets

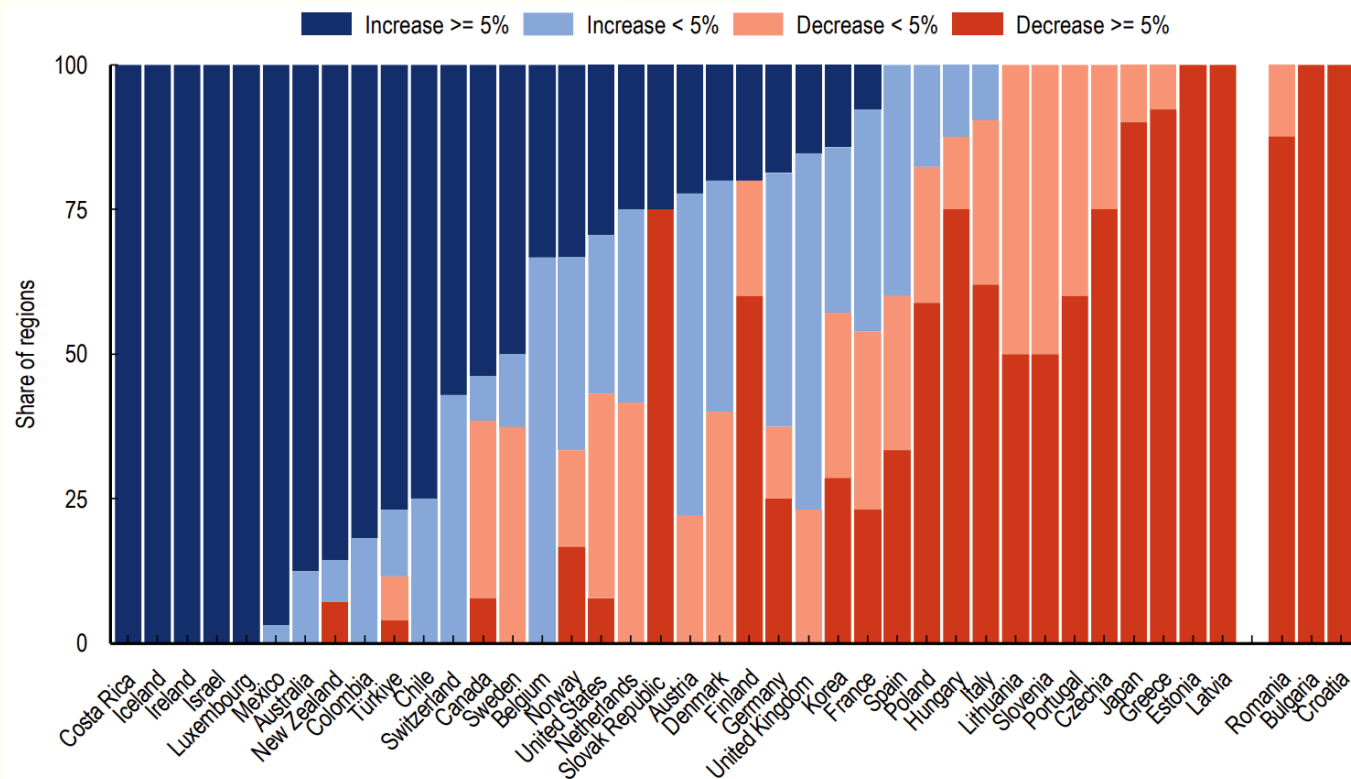




Aging populations are tightening labour supply in most OECD countries



Working age population change, 2012 to 2022



What about demographic change?

- **More than four in ten** OECD regions saw their potential **labour force shrink** over the past decade.
- **Ageing populations** will affect almost all OECD countries, albeit to varying degrees
- Over the next 10-20 years, demographic pressure will **tighten labour markets, especially in older regions**

Source: OECD (2024), Job Creation and Local Economic Development 2024: The Geography of Generative AI, OECD Publishing, Paris, <https://doi.org/10.1787/83325127-en>.



Persistent and new labour market challenges

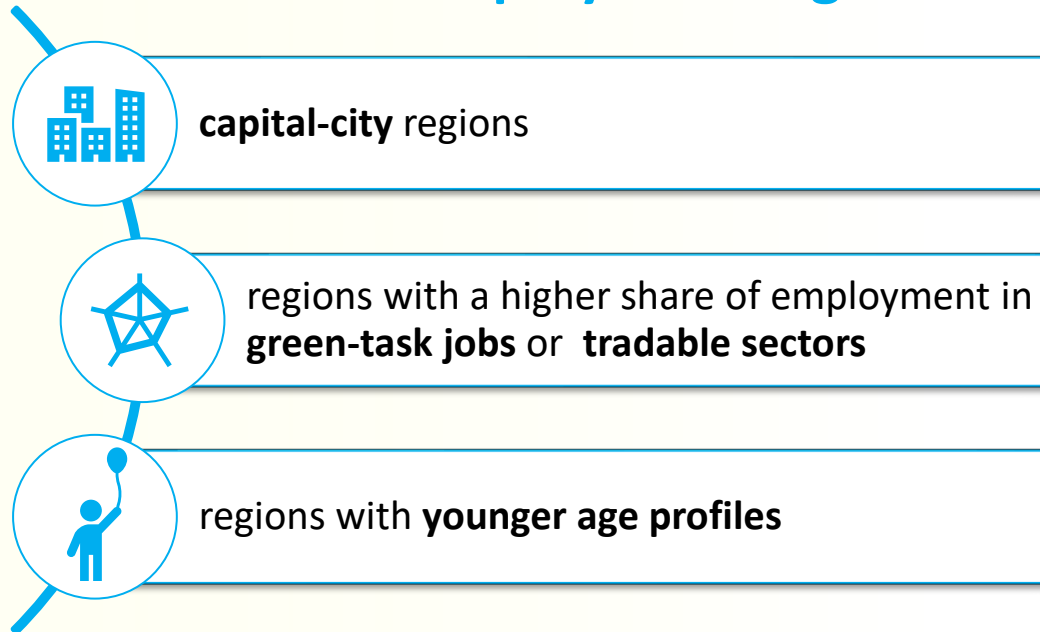


Employment rates across OECD regions are high ... but disparities remain



More than half of OECD regions had **employment rates over 70%**

Where is employment higher?



Economic **inactivity** can...

- **Prevent** some population groups from attaining a **higher standard of living**
- Put **pressure on public finances** through higher social-security spending
- Keep **untapped potential** from contributing to local labour supply



Regional shortages in ICT & green talent hold back innovation and growth



ICT jobs are at least twice as tight as the average job in over six out of ten regions



Green-task jobs are about one third tighter than the average job



What's the risk?

Labour shortages risk **hampering productivity, economic growth** and a successful **digital and green transition**



What's the solution?

A local labour market perspective needed to address region-specific drivers


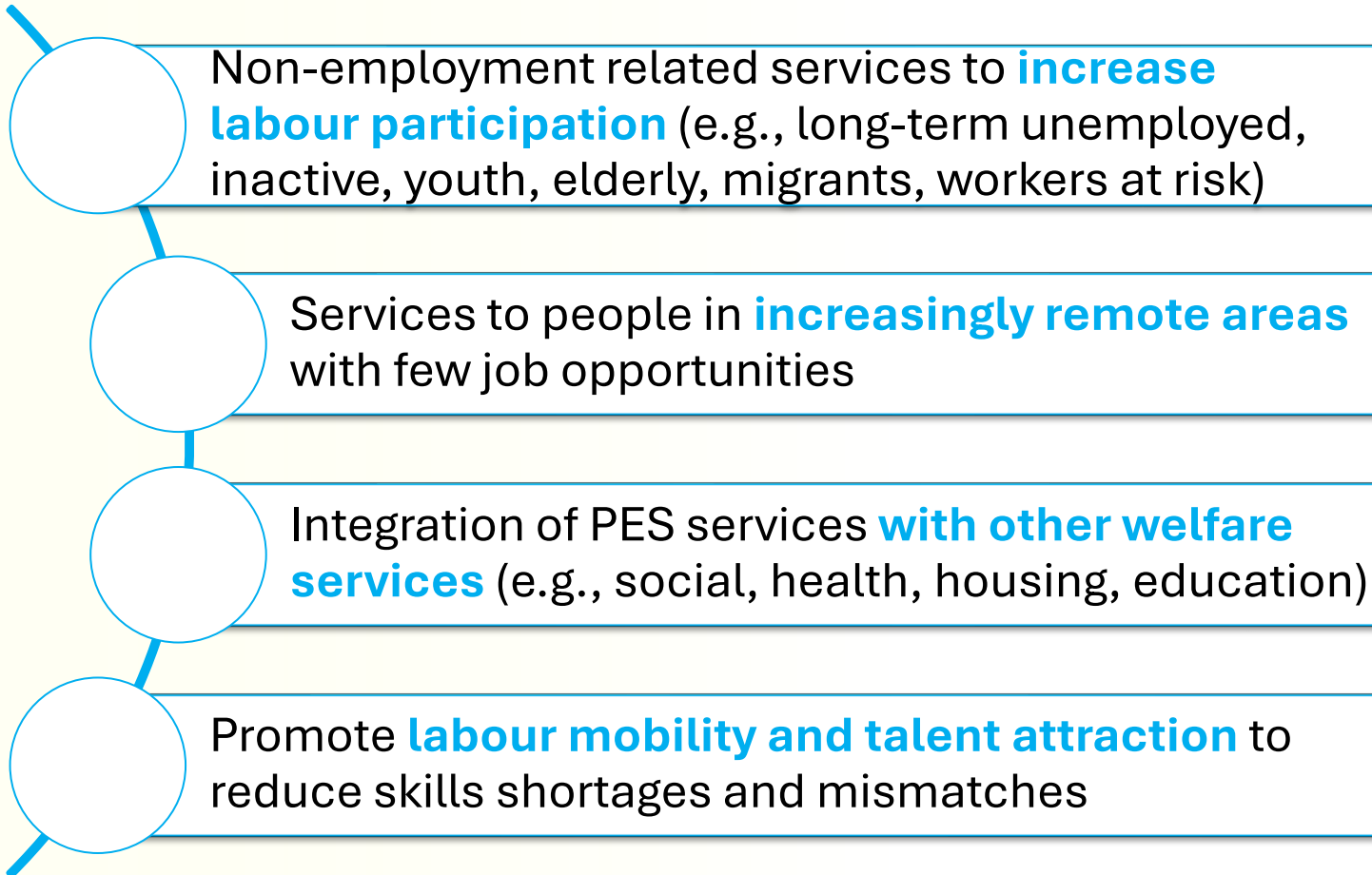




Implications for PES



Expanding target groups and service provision can improve labour force participation



Services will need to be **targeted to meet diverging needs** in different regions and even local areas




ALMPs need to adapt to keep pace with rapidly changing labour markets

Update **career guidance** provisions so jobseekers see clear pathways into growing occupations

Expand **flexible training formats** (e.g. micro-credentials, bootcamps, work-based programmes) to help workers gain relevant skills quickly

Revise **training curricula** frequently to align with new opportunities in growing sectors

Upgrade **job matching tools** for faster, place-based job placement that considers workers skills and experience



Conducting **skills intelligence exercises** to spot shortages and mismatches early and inform policy actions can make ALMPs more effective

Incorporating new technologies, such as **AI and big data**, also creates opportunities to enhance PES services



This has broader implications for the organisation and governance of PES

PES will need to decide what stays **in-house** and what is **partnered or outsourced**



PES can **benefit from partnerships** with:

- Industry
- Training providers
- Subnational governments

PES should also be **embedded in the broader policy agenda** to achieve goals that require multi-dimensional responses (e.g., the green transition, digitalisation)

Funding and PES staff expertise would then have to reflect these new roles



OECD resources



OECD resources

- [Local employment and skills | OECD](#)
- Selected publications:
 - [Job Creation and Local Economic Development 2024 | OECD](#)
 - [Job Creation and Local Economic Development 2023 | OECD](#)
 - [Paris, ville de talents | OCDE](#)
 - [Mobility and Integrated Labour Markets for Third-country Nationals in Greater Copenhagen | OECD](#)
 - [The role of subnational governments in adult skills systems | OECD](#)
 - [Unleashing Talent in Brussels, Belgium | OECD](#)
 - [Organisation of public employment services at the local level in Sweden | OECD](#)

Thank you

 Tilde.LavigneJacobsen@oecd.org

Website: <http://oe.cd/localemployment>

LinkedIn: www.linkedin.com/company/oecd-local

Blog: oecdCogito.blog



WAPES Research Snapshot

10:45 – 11:15 AM

WAPES Research Snapshot

Speaker



**Amandine
Moignard**

Executive Secretary, World
Association of Public
Employment Services
(WAPES)

- Specialist in international cooperation and public policy development, with a strong focus on public employment services.
- Executive Secretary of WAPES since November 2024, where she contributes to strengthening global cooperation among public employment services and advancing inclusive employment and decent work policies.
- Master's degree in International Cooperation and Project Management from Madrid, following her studies in International Relations in Paris.

Also here from the WAPES



Nicole Clobes

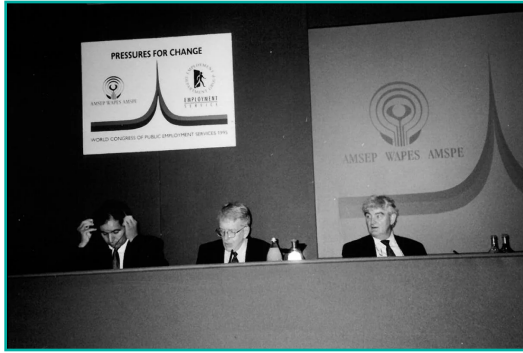
Consultant and Intercultural Trainer

World Association of Public Employment Services (WAPES)

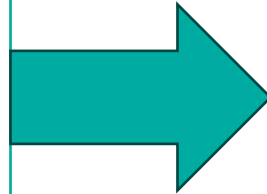


WAPES, for its members, by its members.

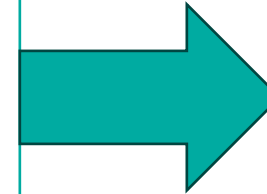
WAPES, from 1988 to today



- **In 1988, 6 founders' countries:** Canada, France, Germany, the Netherlands, Sweden, USA and UK + International Labour Organization (ILO).
- **Why?**
 - to encourage contacts between different institutions
 - to promote exchanges of information and experience,
 - to improve cooperation between the more developed and less developed PES.

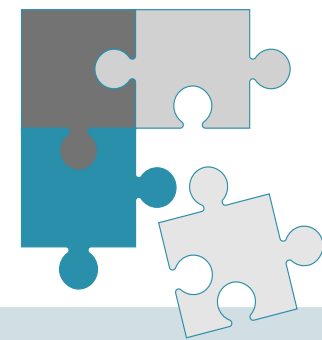
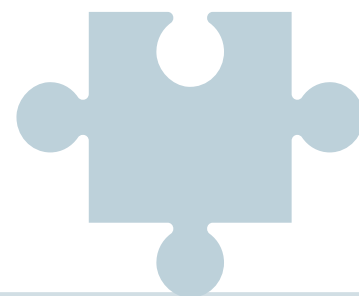
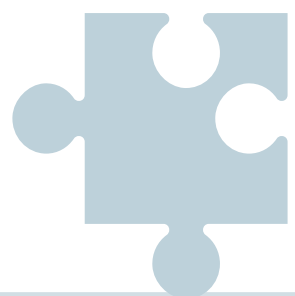


- **In 2012,** WAPES becomes an international non-profit association (AISBL) under Belgian law, with 87 members
- **Why?**
 - To establish a clear legal identity,
 - to improve its organizational credibility, transparency, and governance structure
 - to gain financial and operational Independence.



- **In 2025,** WAPES is still an AISBL, with 74 members across 5 regions and 3 official languages (EN, FR and ES)
- **Why?**
 - To connect PES worldwide to strengthen labour markets and employment policy worldwide.
 - to help countries improve their public employment systems through knowledge exchange, capacity-building, and peer cooperation.

WAPES Governance structure



3-year mandate

Decision-Making Bodies

- General Assembly: all members
- Managing Board: President, 5 Vice Presidents, Treasurer and 10 administrators

Executive Committee

- President
- 5 Vice Presidents (Africa, Americas, Asia Pacific, Europe, MEAC)
- Treasurer
- Executive Secretary

Executive Secretariat (based in Brussels)

- 2 permanent staff: Executive Secretary and Communication Manager
- 3 seconded consultants: 1 from Germany, 1 from Sweden, 1 from The Netherlands
- 1 project

Permanent observers:

- ILO
- President of Honor
- Synerjob *(in case it is not an administrator)*

WAPES: current funding and resources



• **Membership fees**
→ majority of the budget

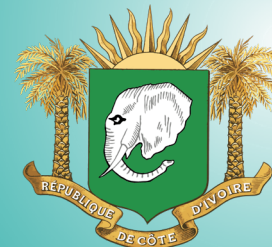


Seconded national experts
From members (Germany,
Sweden, The Netherlands,
Japan)



In-kind contribution
WAPES offices, accounting
support, technical expertise





REPUBLIQUE DE CÔTE D'IVOIRE

MINISTÈRE DE LA PROMOTION DE LA JEUNESSE
DE L'INSERTION PROFESSIONNELLE
ET DU SERVICE CIVIQUE



CONGRESS OF THE WORLD ASSOCIATION OF PUBLIC EMPLOYMENT SERVICES



Active employment policies and demographic issues :
What challenges for labor market players?

07 ET 08
MAI 2025





CONGRÈS DE L'ASSOCIATION MONDIALE DES SERVICES PUBLICS D'EMPLOI

Active employment policies and demographic issues: What challenges for labor market players?



36 speakers
and moderators



39 countries
from 5 continents



120 participants



And a strong mobilization
of the Ivorian government



CONGRÈS DE L'ASSOCIATION MONDIALE DES SERVICES PUBLICS D'EMPLOI

Active employment policies and demographic issues: What challenges for labor market players?

A differentiated but central demography

North :

- Rapid aging, labour shortage
- The need for immigration, upskilling and reskilling and longer careers

In the South (Africa, South Asia) :

- Youth in the majority, pressure on education and employment
- Growing South-South migration

Transversally: urbanization, inequalities, digital/ecological transitions

Shared challenges

- High youth unemployment (particularly in Africa and Asia).
- Alarming NEET rates (20 to 37% depending on the area).
- Difficult integration of women, migrants and people with disabilities.



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IMPACTS

Major impacts on public employment services

- Rethinking missions: integrated pathways, personalized support, intersectoral and multidisciplinary coordination (health, housing, employment).
- Using data to anticipate risks of exclusion

New key skills for service providers

- Interculturality, psycho-sociological support.
- Digital skills and foresight.
- Essential continuing training for public employment service counsellors

Priority policy responses needed

- Creation of "demography & employment" missions in the PES.
- Launch of integrated territorial pilot projects.
- International cooperation to share best practices (particularly with African countries).

The impact of transitions & transformations

- Accompanying the dual green and digital transition = massive requalification.
- Integrating and managing new work paradigms: telecommuting, platforms, flexicurity.
- Objective: decent, sustainable jobs for all.



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Some examples of PES actions

- Italy (GOL program): Individualized integration paths for young people and women
- Burkina Faso (BBCA): Skills assessments for 2 millions young people
- Japan (SIISL): Employment of seniors extended to age 70
- Latvia: Ergonomics and health at work for 45+ people
- Bosnia and Herzegovina: Green jobs & diaspora cooperation



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Five Strategic Axes for PES

- Establish more territorial governance of employment
- Developing intelligent, user-focused digital services
- Implement inclusive strategies (young people, seniors, migrants)
- Strengthen partnerships at every level of the region, considering existing ecosystems (education, healthcare, business).
- Enhancing skills and experience (mentoring, upskilling/reskilling) to facilitate career transitions



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Outlook by continent

Continent	Main priority	Key actions
Africa	Integration of young people / urbanization	BBCA project, agri-processing, community companies
Europe	Ageing / Digital transition / Inclusion	Ergonomie Lettonie, requalification of seniors, social entrepreneurship
North America	Green transitions / managed migration	Migrant routes, ecological reconversion
Asia	Longer careers / digitization	Japan (senior jobs), AI & platforms
Latin America	Inclusion & Social Economy	Social employment networks, solidarity economy



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Recommendations and structuring proposals for 2025-2027

- Creation of **continental innovation clusters PES**
- Deployment of a **data sharing strategy**
- Launch of **intercontinental pilot projects** (youth, migration, AI)
- Preparing for **WWC 2027: monitoring commitments**

Structural recommendations 2025-
2027



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Active employment policies and demographic issues: What challenges for labor market players?

In conclusion

➤ **Demographic challenges require a transformation of Public Employment Services (PES)**

There is a stark demographic contrast between the Global North and South: aging populations in developed countries, and a youth explosion in the South. These trends place different pressures on labour markets. PES must adapt by developing targeted strategies—such as youth integration in Africa and extending working life in Europe and Japan.

➤ **PES must become integrated and proactive platforms**

Economic, digital, and ecological transformations demand that PES evolve into structuring actors capable of anticipating skill needs, managing professional transitions, and delivering personalized support pathways. Innovation, digitalization, and data use are essential to effectively target audiences and coordinate interventions.

➤ **Effective governance relies on partnership-based ecosystems**

PES can no longer act alone. Strengthened partnerships with the health, education, training sectors, businesses, and NGOs are essential. The success of employment policies depends on a territorially integrated approach, as demonstrated by initiatives in Latvia, Italy, and Burkina Faso.

➤ **Inclusion, diversity, and the fight against inequality are top priorities**

Combating exclusion—among NEET youth, seniors, women, and migrants—is central to future employment policies. Initiatives like senior reskilling, migrant integration, and youth-targeted programs are key to ensuring a sustainable, equitable, and resilient labour market.



CONGRÈS DE L'ASSOCIATION MONDIALE DES SERVICES PUBLICS D'EMPLOI

Active employment policies and demographic issues: What challenges for labor market players?

THANK YOU FOR YOUR ATTENTION!

For more information



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Interim

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wapes@wapes.org



<https://www.linkedin.com/company/world-association-of-public-employment-services-wapes/>



www.facebook.com/wapesorg



<https://mailchi.mp/wapes/registration-wapes-newsletter-es>



Nicole CLOBES

Consultant

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ILO Research Snapshot

11:25 – 11:55 AM

ILO Research Snapshot

Speaker



Dorothea Schmidt

Chief of Employment,
Labour Markets and Youth
(EMPLAB) Branch, ILO

- Ms. Schmidt has published extensively in the area of family economics. Other areas of expertise include poverty reduction, youth employment, ageing societies, employment policies, labour market transitions, labour market information systems and labour market indicators.
- She has worked on many major ILO publications, including several World Employment Reports, Global Employment Trends Reports, the Global Employment Policy Review and the ILO's COVID-19 Monitors. She has also published numerous working papers and articles in her areas of expertise.

Also here from the ILO



Michael Mwasikakata

Employment and Labour Market
Information Specialist

Activating the inactive:

What can and should PES do to support the inactive, including those far away from the labour market?

Dorothea Schmidt-Klau

Chief, Employment, Labour Markets and Youth Branch (EMPLAB)

ILO Employment Policy Department, Geneva

Who are the inactive/ those furthest from the labour market?

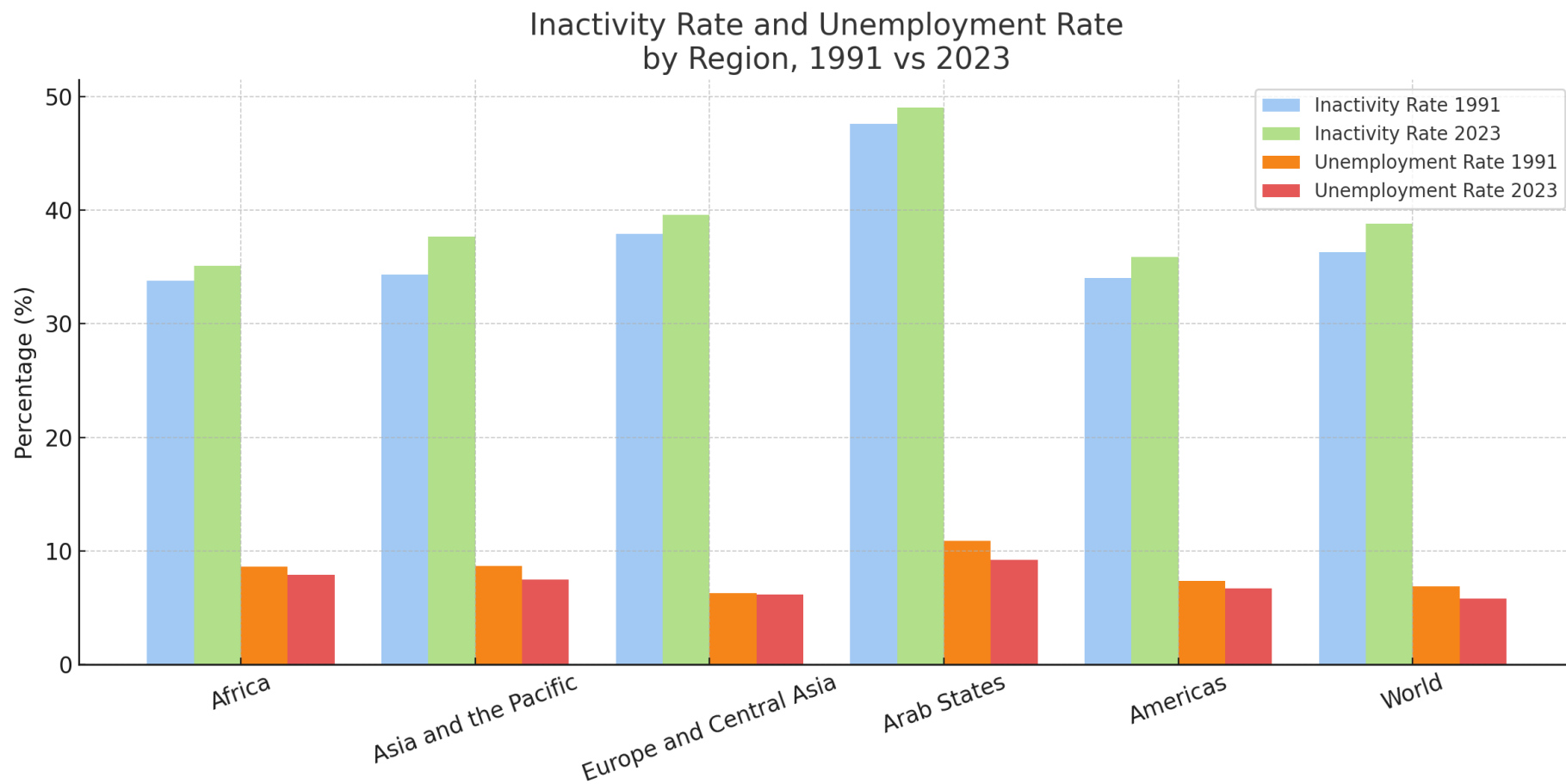
- **Youth** (NEETs, early school leavers)
- **Older workers**
- **Women**
- **People with disabilities**
- **Ethnic groups**
- **Labour migrants and refugees**
- **etc.**
 - ⇒ Very **varied and heterogenous** – both across and within groups.
 - ⇒ Many have **multiple barriers** to employment
 - ⇒ **Intersecting challenges**

Why activating the inactive?

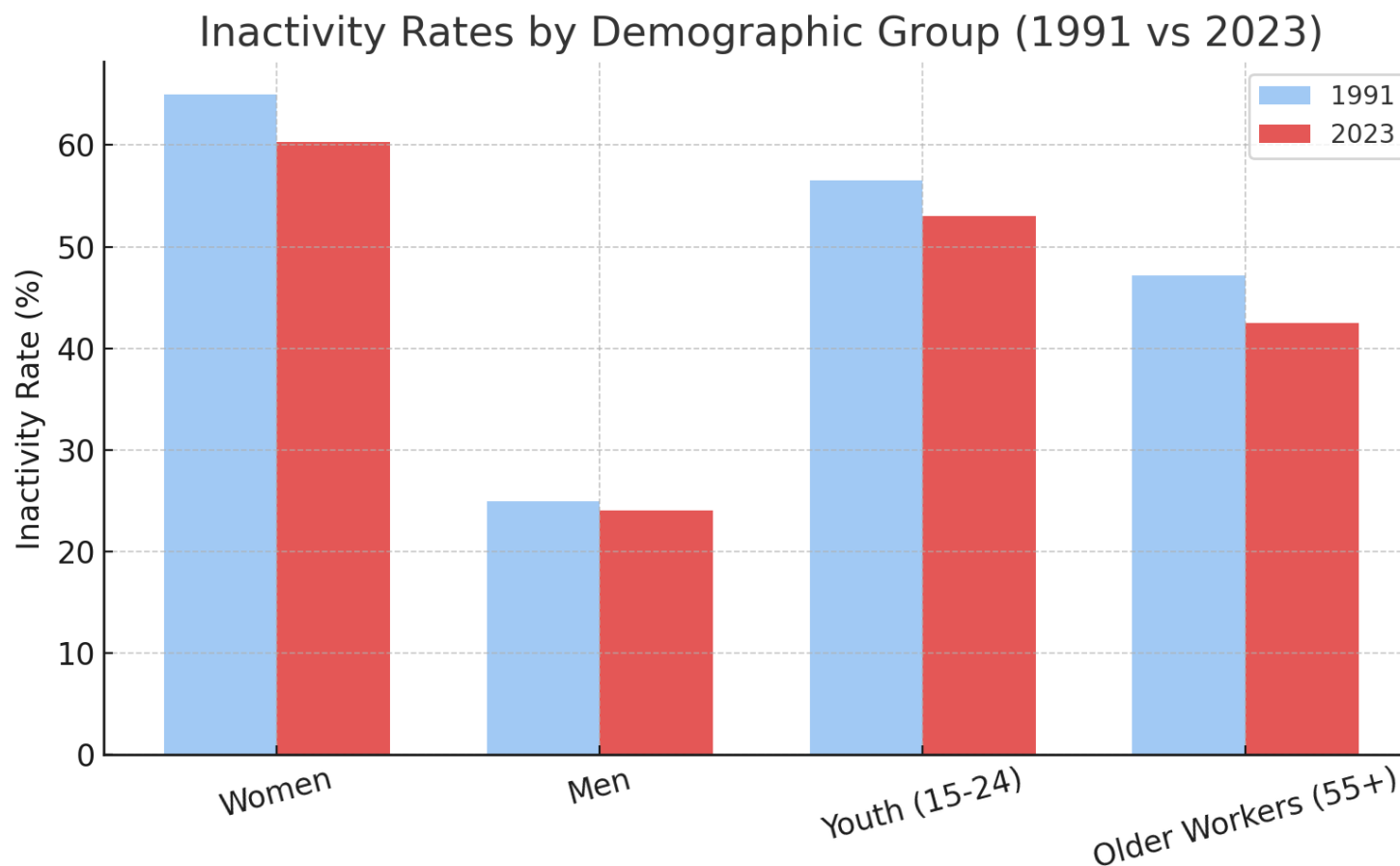
- To address/prevent labour market exclusion
- To address labour shortages
- To promote labour market participation
- To keep social protection systems sustainable
- To make use of untapped potential for economic growth and development
- To make use of untapped potential for individual development and well-being
- To overcome systematic barriers and foster inclusion

Reducing inactivity can support **resilience**, at the economy and the individual levels, especially in aging or shrinking labour forces.

Would it really make a difference to activate the inactive?

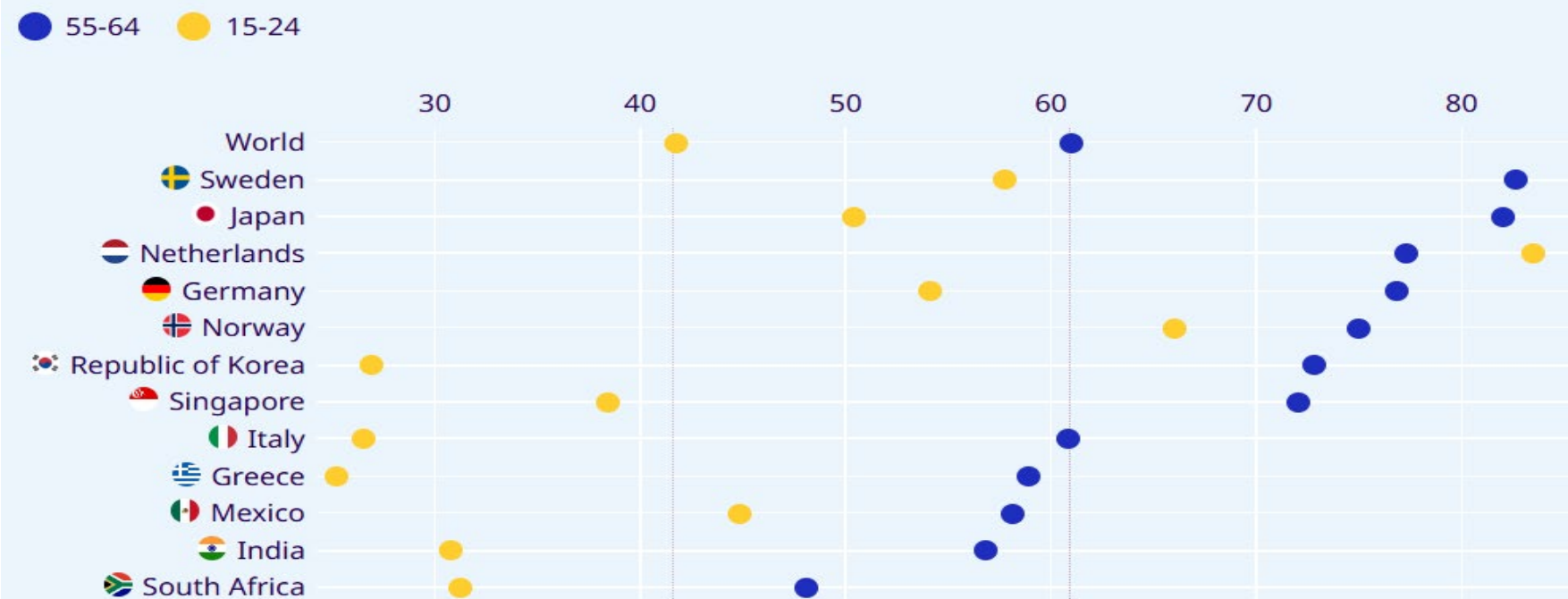


Would it really make a difference to activate the inactive?



Does it work?

► Labour Force Participation Rate (15-24 and 55-64 years), randomly selected countries, 2024



Source: [ILOSTAT](#) • [Get the data](#)

For more details see Employment in Focus blog: [How to adapt labour markets to changing demographics | International Labour Organization](#)

Who does it?

Country	Mandate to Activate Inactive?	Responsible Institution(s)	Targeted Groups	Key Features
Denmark DK	✔ Strong & direct	Municipal PES	Social assistance recipients, youth, long-term inactive	Individual activation plans; conditionality; integrated social-employment model
Sweden SE	✔ Strong & coordinated	PES + Municipalities	NEET youth, disability recipients, social assistance clients	Local coordination (Youth Guarantee, TSL); integrated casework
Germany DE	✔ Strong (Jobcenter model)	PES + Municipalities (Jobcenters)	Hartz IV recipients, long-term inactive	Integration agreements; sanctions; broad outreach
France FR	✔ Expanding mandate	France Travail + Social Ministries	Social assistance recipients, long-term inactive	Reform underway to make activation universal; shared digital platform
Netherlands NL	✔ Shared (Municipality-led)	Municipalities + PES (UWV)	Social assistance recipients, low-skilled inactive	Municipal control of welfare-to-work; focus on reintegration
Finland FI	✔ Coordinated (TYP model)	PES + Municipalities + Health/Social Services	People far from labour market (e.g. mental health, disabled)	Multisectoral teams; individualized integration plans
UK GB	✔ Yes (Jobcentre Plus)	Jobcentre Plus (DWP)	Lone parents, sick/injured, older people, NEETs	Activation via Universal Credit; conditionality; tailored support
South Korea KR	✔ Emerging mandate	Ministry of Employment + Local Employment Centers	Inactive youth, older persons	Targeted outreach and retraining; employment incentives
Chile CL	🟡 Partial/Targeted	SENCE	NEET youth, women outside labour force	Pilot outreach programs; limited PES integration
Japan JP	🟡 Partial	Hello Work (PES)	Older workers, NEET youth	Primarily focuses on jobseekers; some outreach to inactive youth
Italy IT	🟡 Shared responsibility	PES (ANPAL) + Municipalities	Social benefit recipients (Citizens' Income, now GIL)	Activation linked to benefit receipt; coordination challenges
Brazil BR	▲ Limited	PES (SINE) + Social Protection Institutions	Informal/inactive populations	Fragmented governance; limited active outreach
South Africa ZA	▲ Very limited	Department of Employment + NGOs	Inactive youth, discouraged workers	PES reach is limited; some programs via youth employment initiatives



Which groups see activation happening?

- **Many countries have developed expertise in serving the NEETs**
- **People with disabilities are often only supported when they are looking for work**
- **Fewer countries have focused on women**
- **Older workers have only recently been considered**
- **For other groups the focus is mainly on unemployed, not inactive**

What are the biggest challenges?








- **Recognizing and calculating the potential**
- **Structural barriers:** Lack of childcare and eldercare services; Inadequate transport or infrastructure
- **Lack of education and training**
- **Discrimination and biases** (gender norms and stereotypes, disability stigma; age discrimination)
- **Financial disincentives** (some people may find it economically irrational to work, particularly in low-wage sectors; tax and benefit traps)
- **Lack of suitable job opportunities** (poor-quality jobs)
- **Psychosocial and motivational factors** (people out of work for long periods may lose motivation or confidence; Mental or physical health challenges)
- **Policy and institutional gaps**
- **Limited outreach**

Examples — Youth







- **Finland:** Municipalities have been obliged since 2011 to recruit youth outreach workers who contact and follow up young people who have left the education system
- **Netherlands:** National level agreement obliges schools to provide data on early school leavers to the Regional Registration and Coordination Centre (RMC); PES also supplies RMC with data on early school leavers who already have a job or are on benefits; Registration of school absenteeism to identify at-risk of becoming inactive
- **Luxembourg:** «*Local action for youth*» staff monitor the destination of young people leaving the ninth grade and contact via phone or mail those young people identified as early school leavers



Examples — Women

- **Sweden:** Swedish Gender Equality Agency to monitor gender equality integration; multi-government-agencies approach 
- **South Korea:** Re-employment Centre for women; Career Development Center for Female University Students 
- **UK:** Comprehensive activation – “Working Forward”: A voluntary initiative by the Equality and Human Rights Commission to support pregnancy and maternity rights in the workplace; Encouragement for employers to create more inclusive, flexible work environments and address pregnancy discrimination 
- **Sweden:** PES offers individualized job counselling with a gender lens, including career guidance that encourages women to enter traditionally male-dominated fields (e.g., STEM, construction); 
- **Germany:** "Perspektive Wiedereinstieg" (Perspective for Re-entry) PES targets women returning to work after long periods of care leave; offer coaching, job search assistance, digital literacy, and employer outreach. 
- **Turkey:** PES run vocational training programmes specifically for women, combined with childcare support and job-matching services. 
- **Tunisia:** Women’s Employment Promotion Initiative; Tunisian PES partners with local women’s associations and cooperatives to identify inactive women, provide community-based skills training, and offer job search support. Also: legal rights education and entrepreneurial mentoring. 

Examples — Older People

- **South Korea:** Human Resources Bank of the Aged; The Senior Employment Programme places older persons in part-time social jobs and trains them in digital and entrepreneurial skills. 
- **Belgium:** 50+ project – support is tailored according to distance from the labour market as well as tailored training and jobs adapted to health issues 
- **Finland:** TE Services offers tailored career counselling and digital upskilling to help workers aged 55+ re-enter the labour market with flexible options 
- **Germany:** The Federal Employment Agency supports older workers through wage subsidies, lifelong learning, and employer partnerships to reduce age discrimination. 
- **Japan:** Specialized Hello Work offices match older jobseekers with suitable jobs and provide coaching and workplace adaptation support. 
- **United Kingdom:** Jobcentre Plus delivers mid-life career reviews and retraining support under the “Fuller Working Lives” strategy to extend working life. 



Examples — People with Disabilities

- **Hangzhou, China:** PES staff provide services in homes, use WeChat application to deliver services and job vacancies and provide counselling and job matching to PWDs
- **Estonia:** comprehensive methodology for assessing work capacity for PWDs leading to better vocational rehabilitation and employment
- **The Philippines (Quezon City):** To demystify stigma towards PWDs and reduce barriers to employment, the PES runs a 4 months work experience program
- **Austria:** AMS (Austrian PES) provides specialized job coaching and subsidized employment placements for persons with disabilities, including workplace adaptations and support for employers.
- **Sweden:** Arbetsförmedlingen offers tailored employment plans, wage subsidies, and assistive technology to support inclusive hiring of persons with disabilities.
- **France:** Pôle emploi partners with Cap emploi to deliver coordinated job placement and vocational training services for people with disabilities through a dual-support system.
- **South Africa:** The Employment Services of South Africa (ESSA) provides disability-sensitive career guidance and collaborates with NGOs to enhance workplace integration.
- **United Kingdom:** Jobcentre Plus runs the *Individual Placement and Support (IPS)* model for people with mental health conditions, offering integrated employment and clinical support to place individuals directly into competitive jobs.
- **Germany:** The Federal Employment Agency works with companies through its *Inclusion Initiative*, providing financial incentives, accessibility consulting, and job coaching to promote sustainable employment of persons with disabilities.



Recommendations 1: Learn from NEETS Process Examples

Steps in supporting inactive young people



Early identification of the target group



Reaching out and contacting young people



Engaging with young people

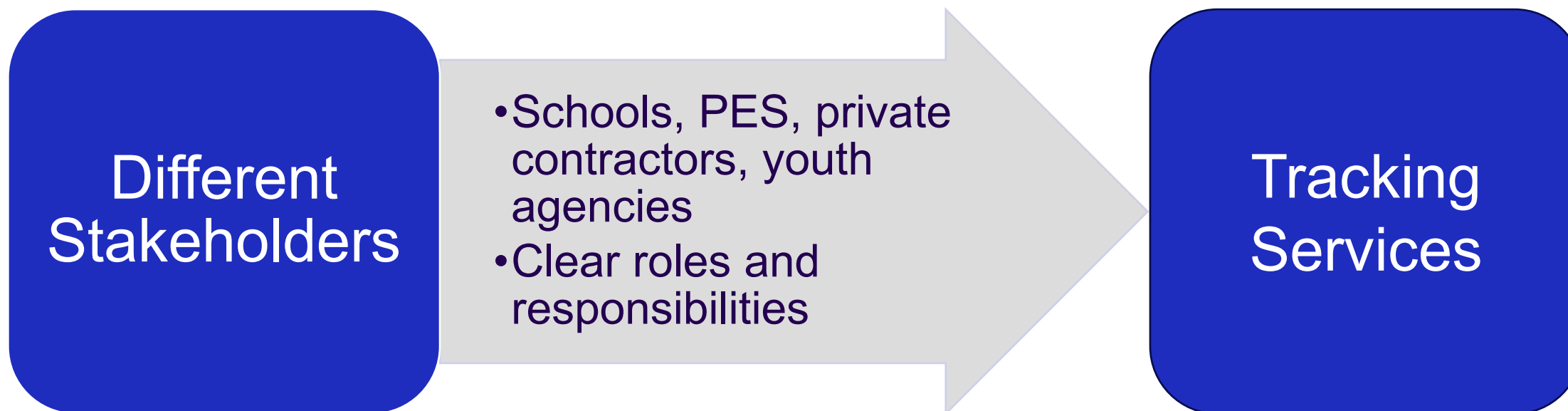


Delivering reintegration activities and follow up support



Evaluating, learning and improving service delivery

Recommendations 2: Learn from NEETS Process Examples





Recommendations 3

▶ At policy level:

- **ALMPs that take into account the special needs of potential workers and the needs of employers to provide jobs for these people**
- **Need to take into account supply (skilling) and demand (creating decent jobs and taking into account the needs of workers)**
- **Make it part of comprehensive employment policy frameworks**

Recommendations 4

► At PES level:

- **Tailored services even within groups**
- **Improved outreach strategies**
- **Training and upskilling**
- **Adopt a holistic approach** (e.g childcare and transport support)
- **Linking benefits to active job search or training** (e.g., activation strategies)
- **Partnerships are imperative**
- **One-stop shops and single point of contact to improve access to services and build trust**
- **Address stereotypes** (sensitization campaigns, incentives, adapted recruitment processes and workplaces)
- **Co-creation of services with users and their organizations**
- **Innovation and digitalization within an adapted case management system**
- **Social dialogue**

PES capacity strengthening is imperative.



Thanks for your attention

I am looking forward to your questions



Research Snapshot: Opportunities of AI within PES Process and Services

12:00-12:30 PM

Opportunities of AI within PES Process and Services

Speaker



**Dr. Willem
Pieterse**

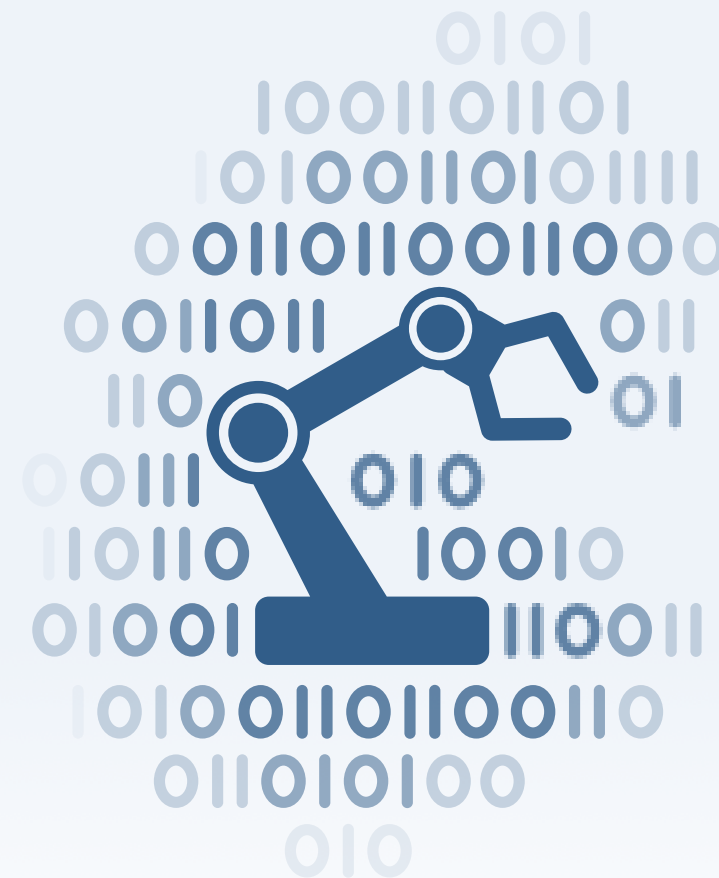
Global Strategic Expert,
Service Delivery,
Digitalization & Data

- *Expert and researcher on digital government transformation.* Dr. Willem Pieterse is a leading expert and researcher on digital government transformation, service strategies and use of data.
- From the past 20 years he has worked with public sector organizations around the world, such as the European Commission, the International Labour Organization, the Inter-American Development bank, ministries, municipalities and other types of agencies around the worldwide.

PES Network AI Study

Paris | 19/06/2025

Dr. Willem Pieterse | willem@pieterse.com



Objective & Definition



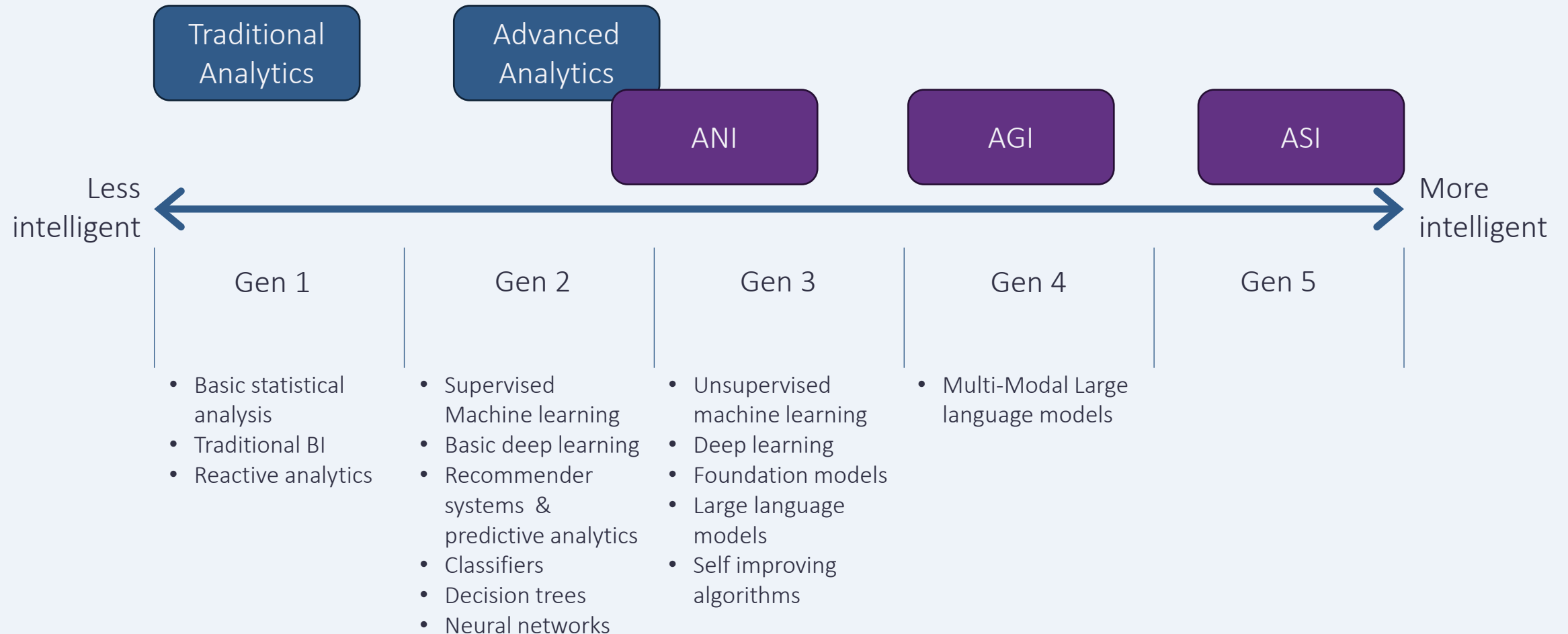
Understanding the current role and potential of the use of Artificial Intelligence (AI) for Public Employment Services



“a machine-based system designed to operate with varying levels of autonomy and that may exhibit adaptiveness after deployment and that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments” (EU AI Act, 2024)

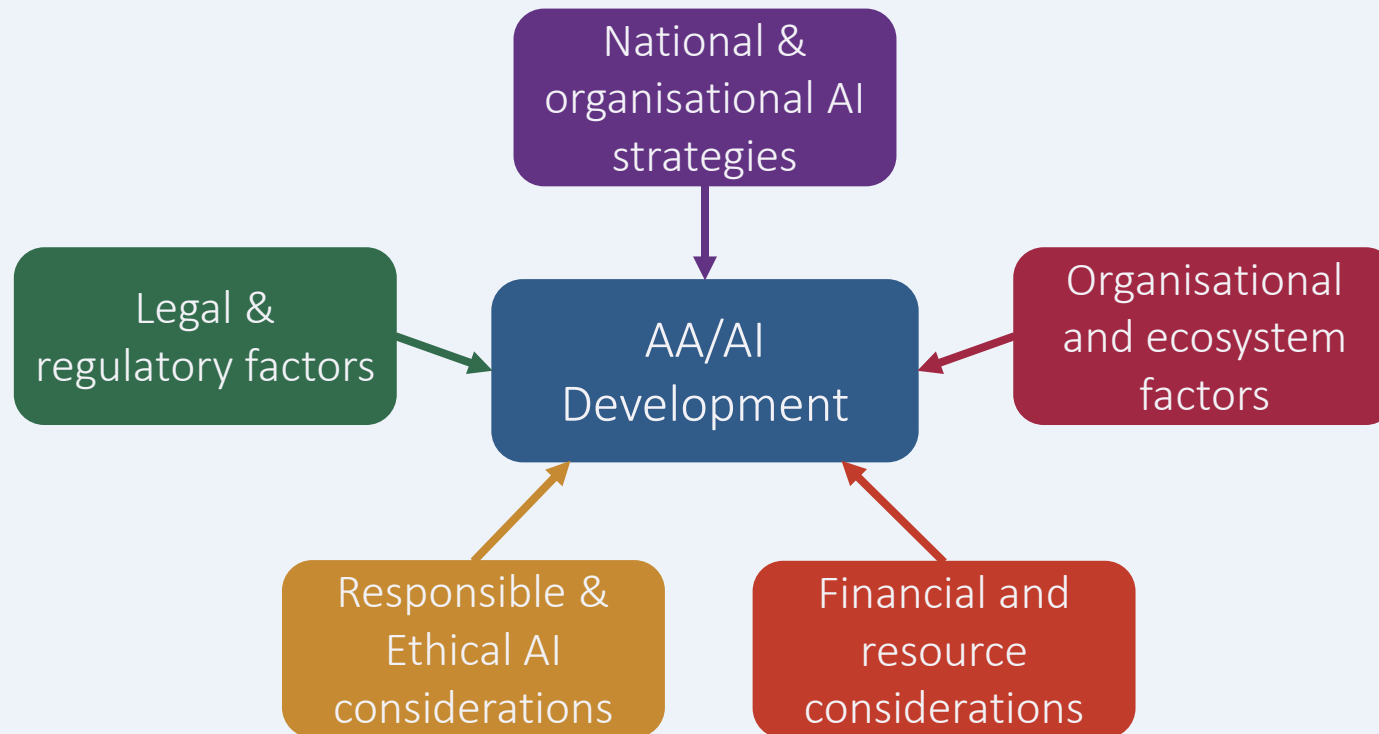
Analysis Framework

Developments in AI



Analysis Framework

Considerations and influencing factors



Design

General approach



Qualitative insights in PES experiences and value of AI

- Why? Understanding value more important than complete picture
- Desk Research to set the scene
- Qualitative Interviews to gain deeper insights

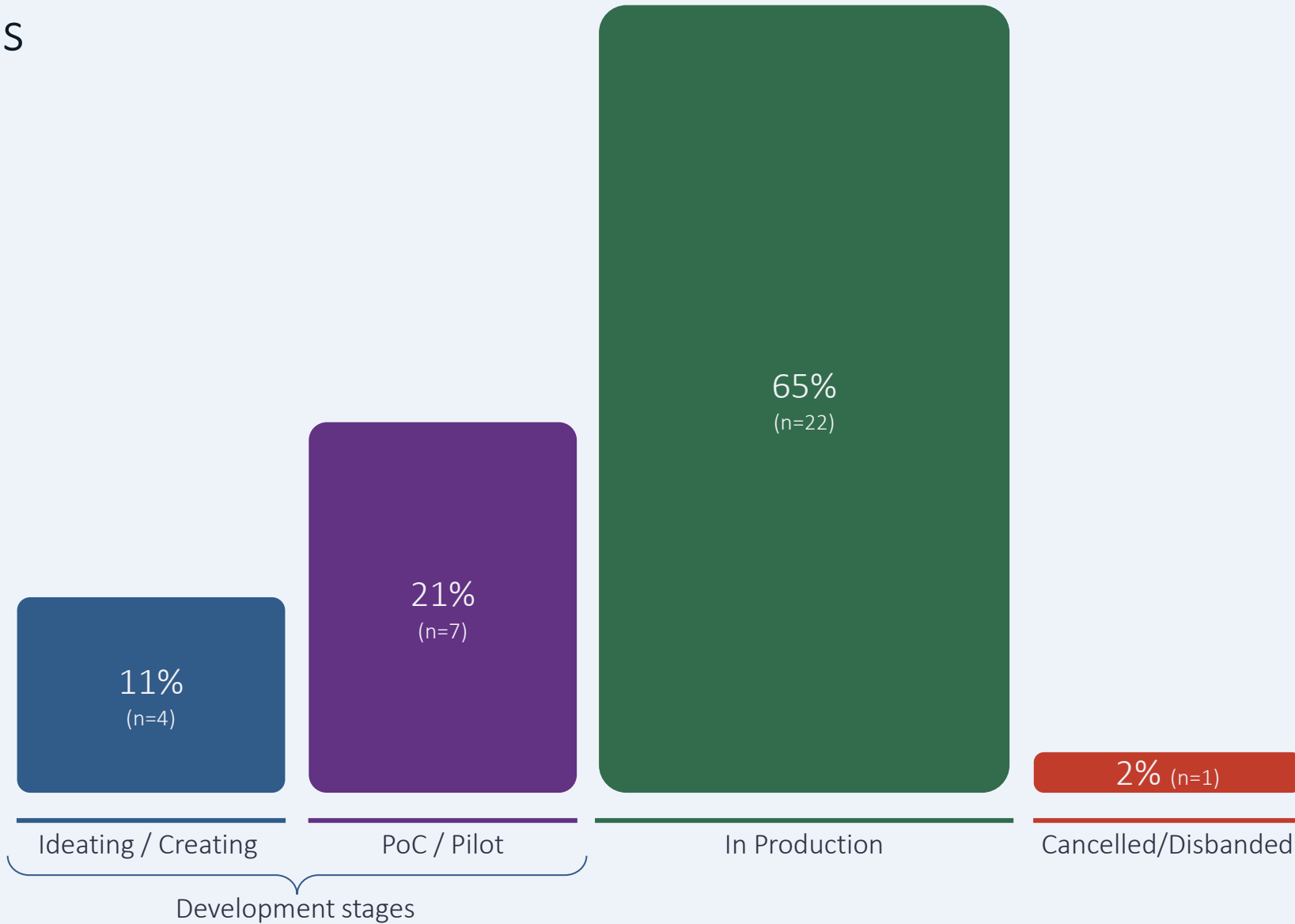


Participants:

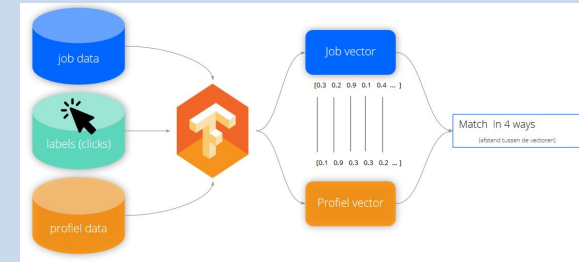
- 11 PES across the EU+
- PES that have 'some' experience with AI (as far as we knew)
- Broad range of maturity and types of experiences
- ~40 individual practices (not all analysed/included)

Results

Status



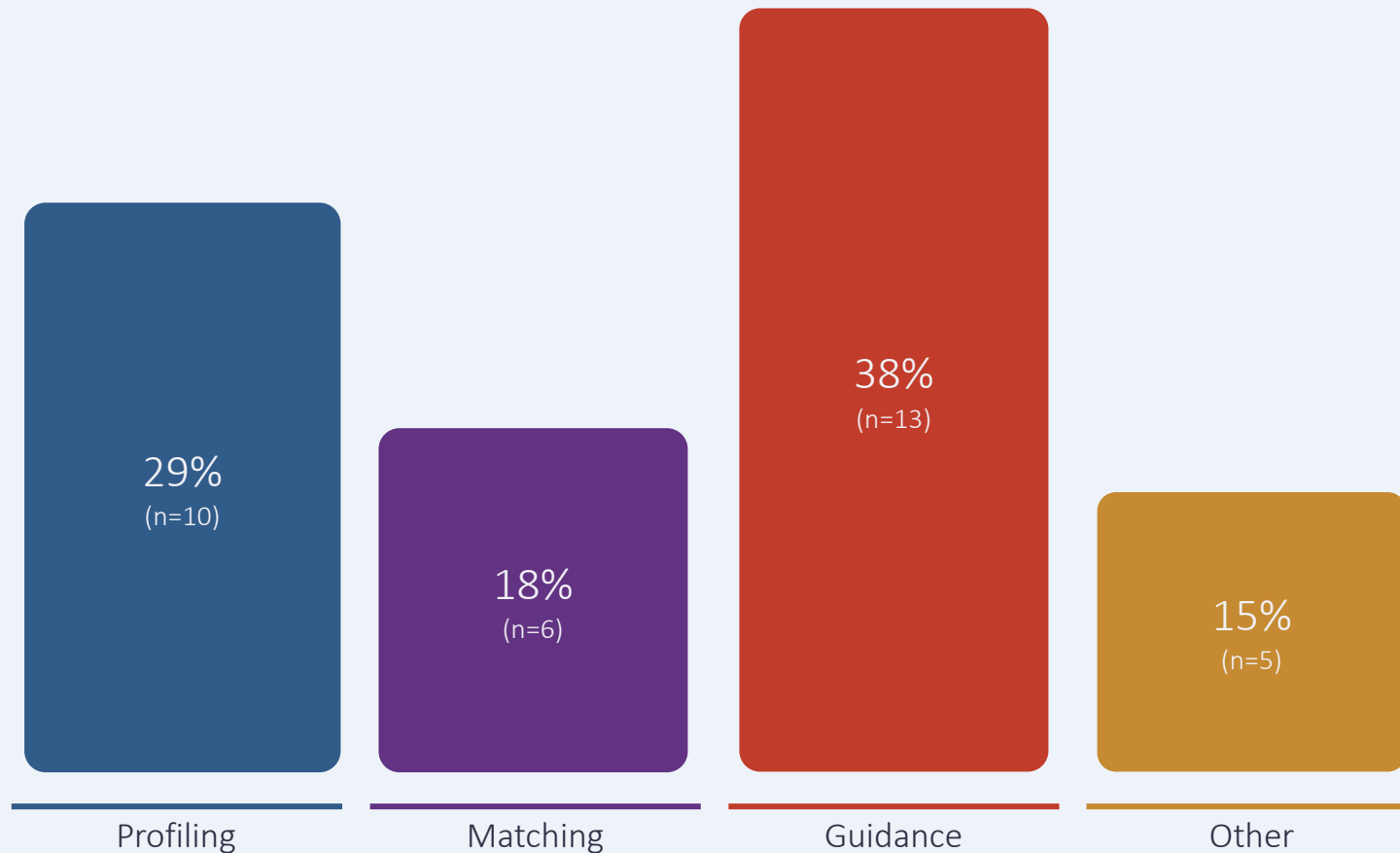
Example: Jobnet (BE)



- Matching engine based on Neural Network
- Issues:
 - Explainability
 - Traceability
- Result: disbanded
- Current approach: ensemble model

Results

Application Area



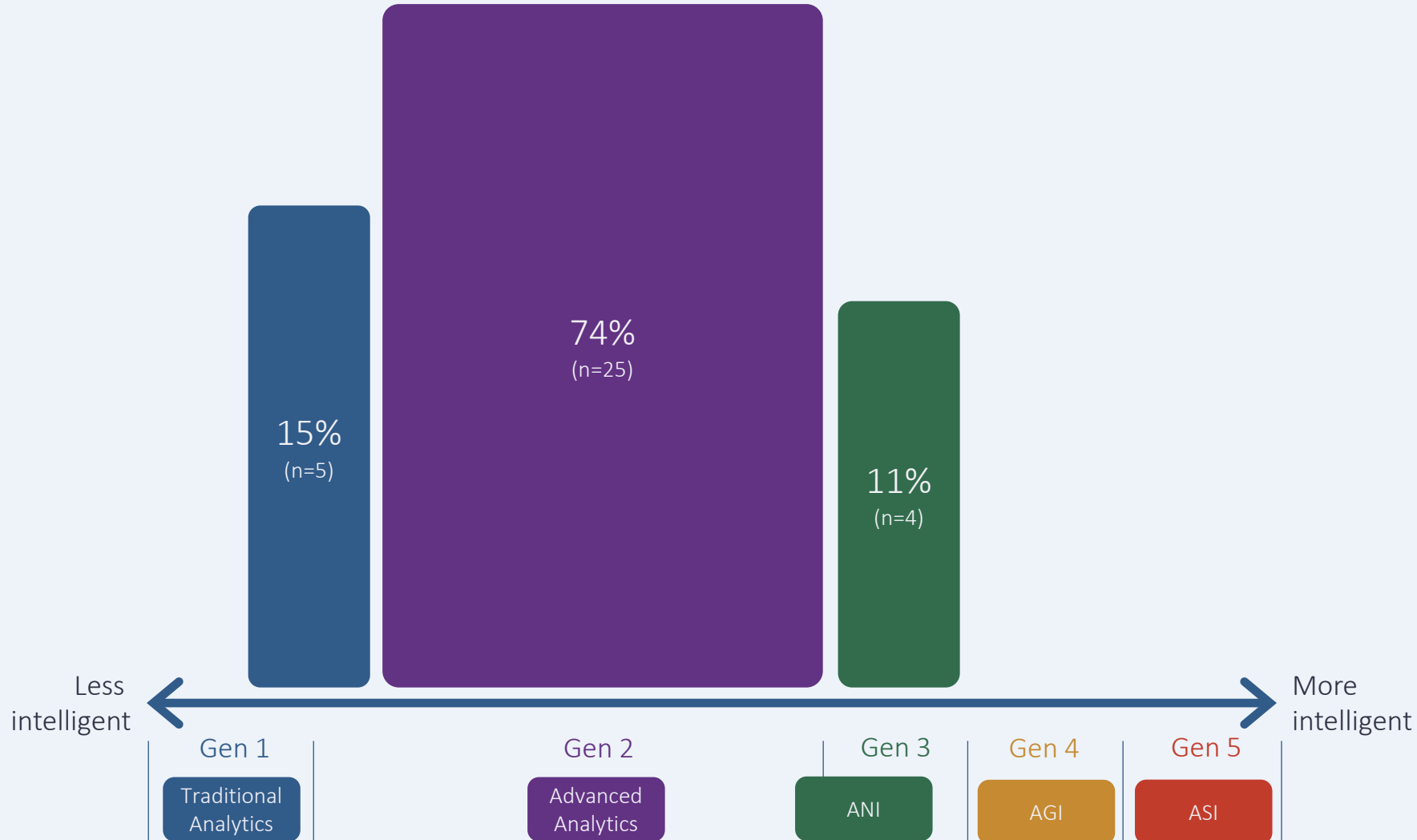
Example:
Profiling (OTT) (EE)

MODEL CLASS	AUC <small>(evaluated on test data)</small>
Logistic regression	0,7025
randomForest (randomForest)	0,7085
randomForest (ranger)	0,7092
Tabnet (neural net)	0,7100
lightGBM (gradient boosting)	0,7173

- Profiling application in production
- Extensive model testing to determine best approach.
- Most advanced model is not always the best
- Also: extensive training needed to ensure counsellor buy-in

Results

Application Area



Example:
Berufsinformat (AT)

- First ChatGPT (ANI/Gen3) application in production (early 2024)
- Used to provide career guidance for all Austrian citizen

Ten key observations



AI use is emergent and maturing rapidly



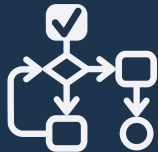
PES focus on learning *not (yet)* business value



Positive results based on 'soft' indicators



Profiling dominant, career guidance follows closely



Current focus on individual, stand alone, applications

Ten key observations



AI seen as supplement, often for staff



Stakeholder involvement is critical for success



Balancing “black box vs. explainability” is key consideration



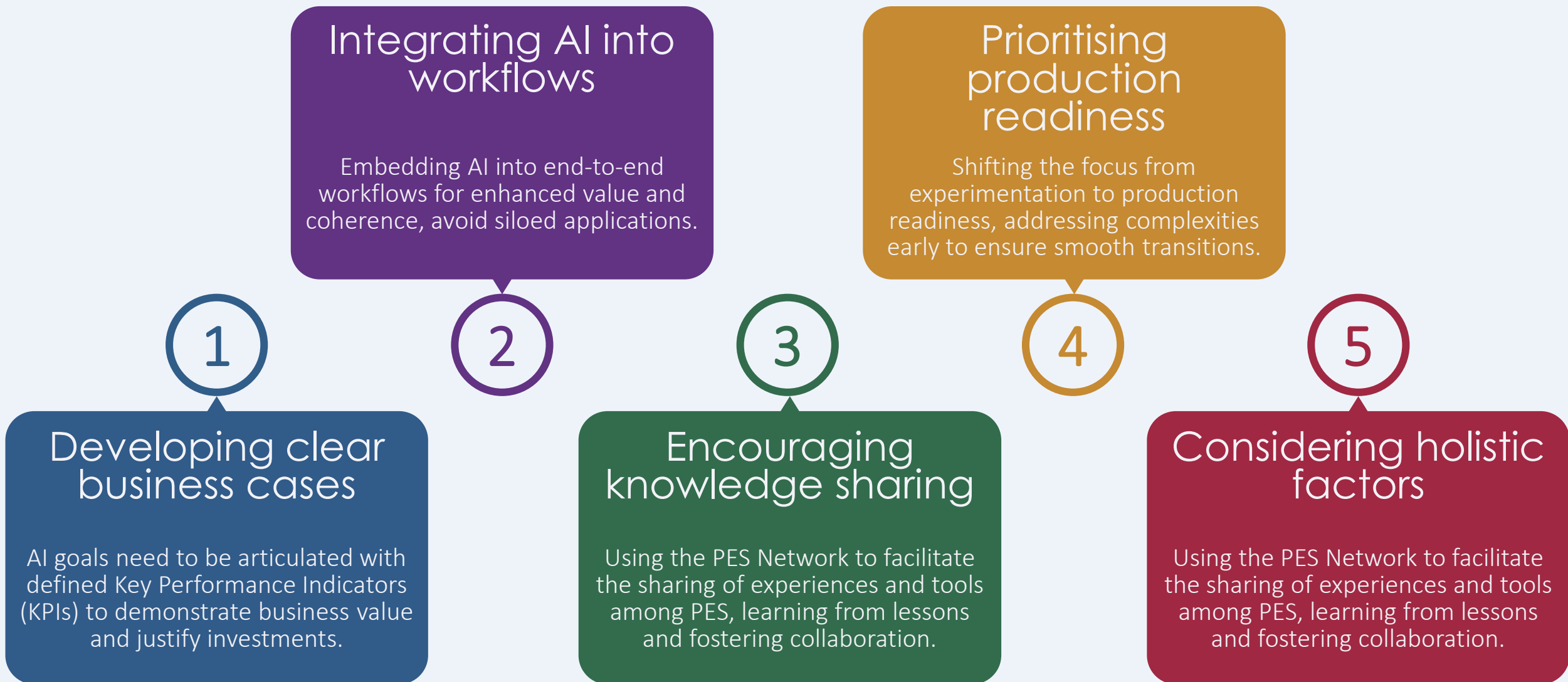
Exploring is easy, production is much harder



Future looking bright, potential seen as great

Key Conclusions & recommendations

What should PES do?



PES Network AI Study

Paris | 19/06/2025

Dr. Willem Pieterse | willem@pieterse.com



France Travail Transformation Snapshot

1:15 – 2:00 PM

Keynote: France Travail Transformation

Deloitte Moderator



Michel Sebbane

Partner, France Sector Lead for
Health & Human Services
msebbane@deloitte.fr

Speakers



**Claire Arenales
Del Campo**

Chargée de Relations et Actions
Internationales



 **France Travail,**
the reference public operator for the labour market in France

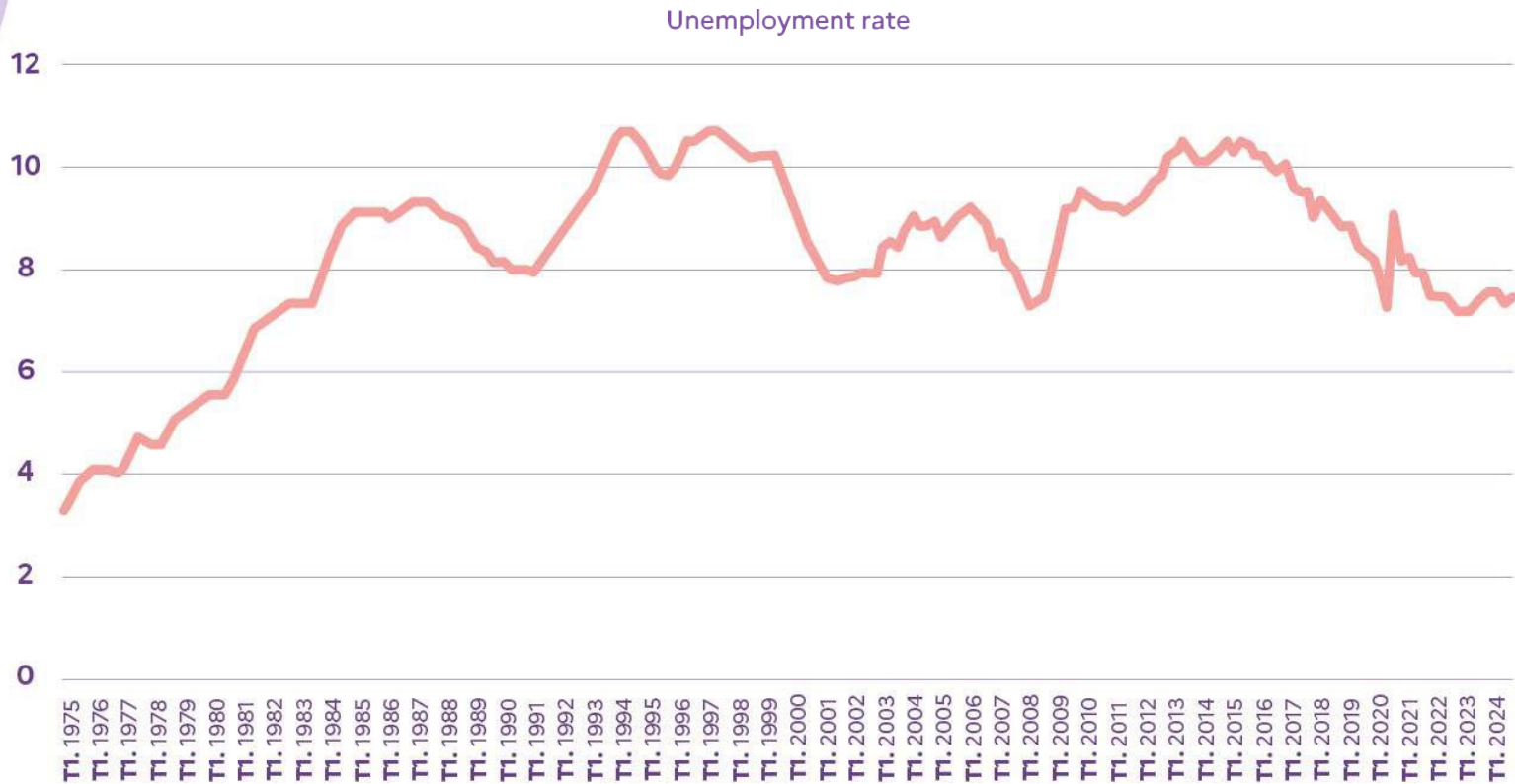
CLAIRE ARENALES DEL CAMPO,
INTERNATIONAL AFFAIRS OFFICER, FRANCE TRAVAIL

Labour market activation summit Paris 2025 – June 19th 2025



The labour market in France

Unemployment rate **stabilised in 2024,** **one of the lowest levels in 40 years**



Source: Insee

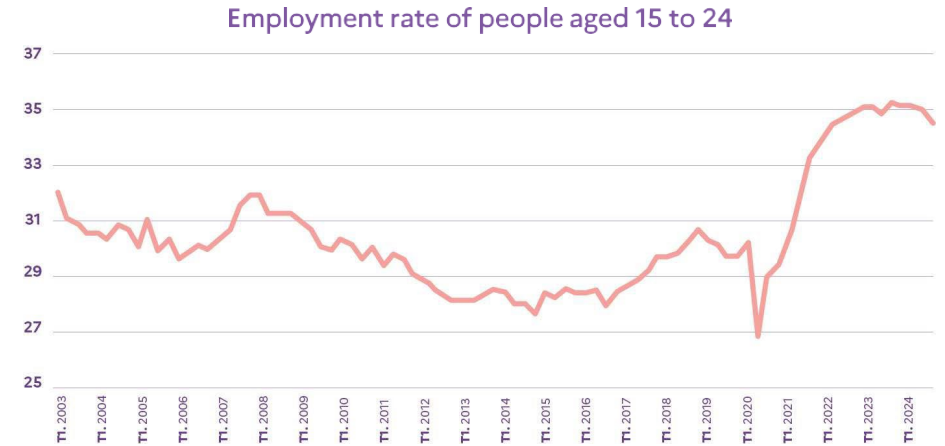
- INSEE anticipates a rise in the unemployment rate to 7.6% for the second quarter of 2025

The employment rate has been **rising sharply** for just over a decade

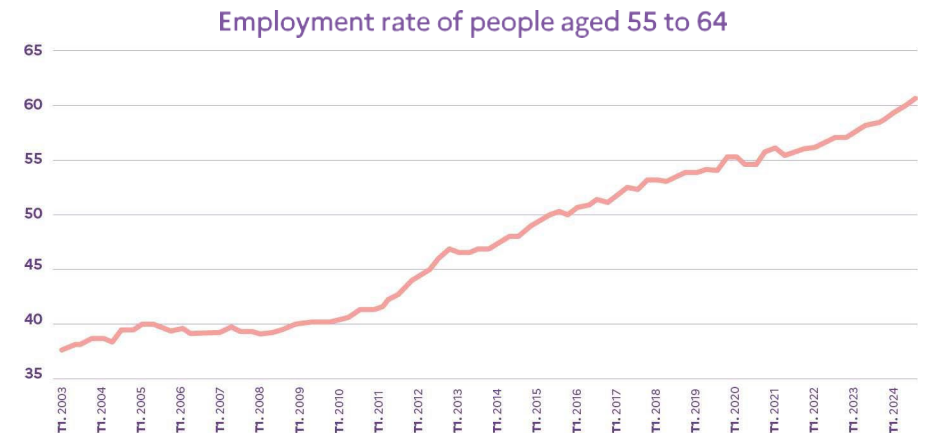


15-64 years: +4.7 points since 2010

Source: Insee



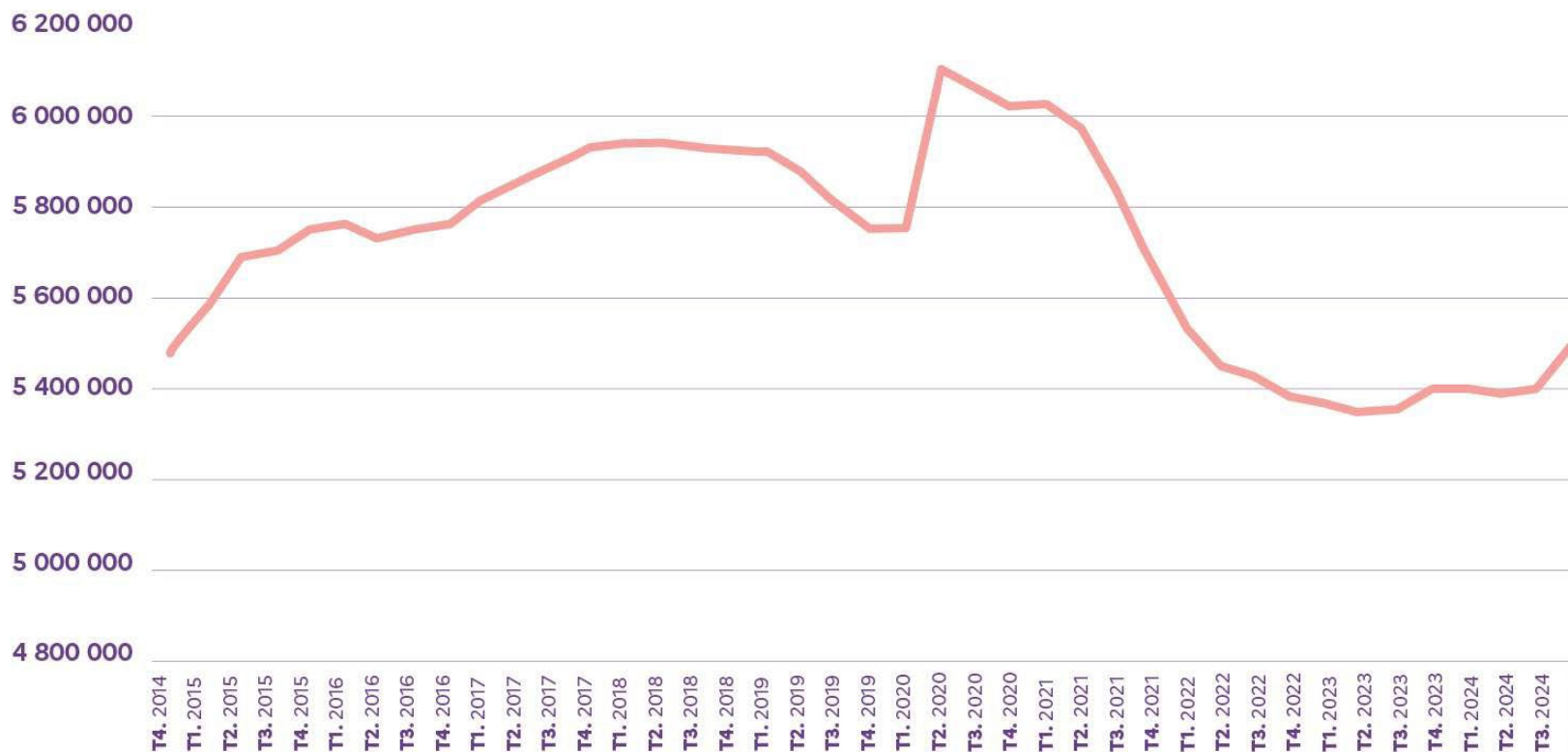
15-24 years: +4.2 points



55-64 years: +20.3 points

After relative stability since 2023, the number of job seekers started to rise again at the end of the year

Number of job seekers registered with France Travail in categories A, B and C



Source: France Travail - Dares

The number of job offers collected has fallen slightly while remaining at a high level

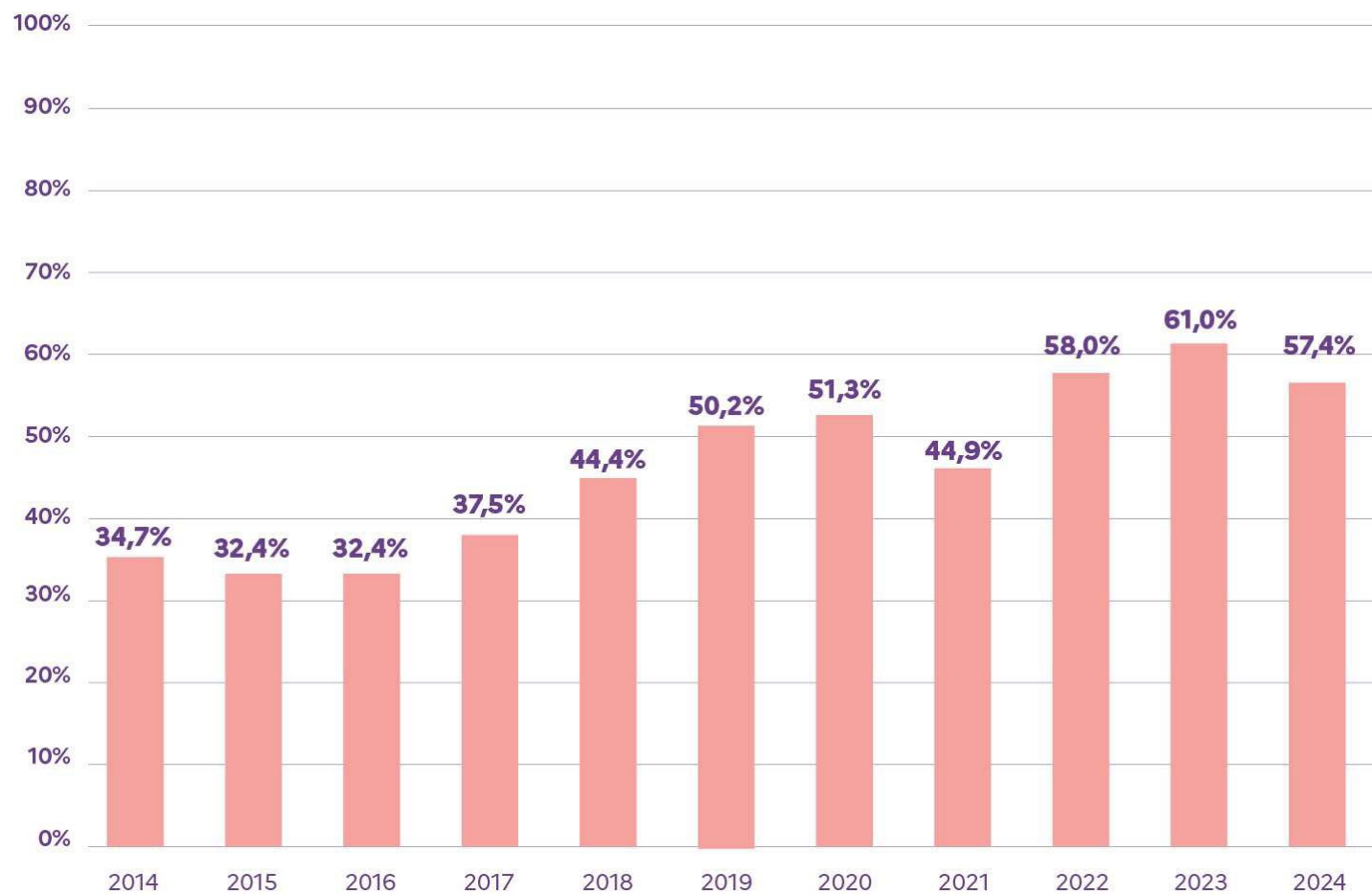


Source: France Travail

- Similarly, the number of hires on contracts of one month or more decreased by 4% between 2023 and 2024. It remains 8.3% higher than the 2019 level, before Covid. (source: National Urssaf Fund)

Recruitment difficulties, although decreasing, remain high

Proportion of recruitment projects for which employers report anticipating difficulties



Source: France Travail - BMO

- After the strong dynamism of the post-Covid recovery, **the labour market is showing signs of slowing down at the end of 2024 .**

To respond to this context and anticipate 2025, France Travail is acting by strengthening its action:

- - **Supporting** all job seekers
- **Develop** intensive support
- **Reaching out** to businesses and their needs
- **Coordinate** the action of all **the partners of the Employment Network in each territory .**



The missions of France Travail



On 1 January, 2024, **France Travail took over from Pôle emploi** through the Full employment law, which entrusted it with new missions, including **generalised registration for all unemployed people** (beneficiaries of active solidarity income, young people supported by local missions, etc.)

France Travail implements:

- public employment policies,
- and all actions related to its mission entrusted to it by the State, Unédic and local authorities.

4 main missions:

- **Compensate** job seekers
- **Register, guide, support towards employment and monitor job search**
- **Meeting the recruitment needs of companies**
- **Manage the employment network** and develop **common tools** for all stakeholders in the Employment Network

France Travail:

- nearly 900 local agencies
- 18 régional offices
- 55,000 employees

Thibaut GUILLUY is the General Director of France Travail.



● Strengthened cooperation around the actors of the **Employment Network**

The players in the employment – integration – training ecosystem are grouped together within an **Employment Network**, to create better coordination between all these players for the benefit of users.

The network is structured around **two types of actors**.



Legal actors

State, regions, departments, municipalities and groups of municipalities competent under the missions of the France Travail network, specialised actors (Local Missions, Cap emploi)



Actors who can participate in the network

Operators providing support solutions and specific support offers (APEC, adapted companies, employment centers, temporary employment agencies, etc.), family allowance funds, agricultural social security



- The implementation of the transformation extends over 4 years



2023:
Full employment
law



2024:
**preparation,
testing**



2025:
**acceleration and
deployment**

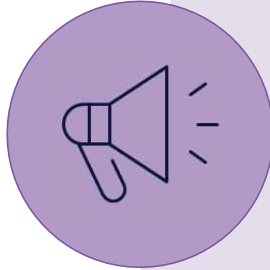


2026:
generalisation

2027:
target operation



Governance



France Travail is an operator whose results and actions are evaluated within the framework of monitoring the **tripartite agreement (State, Unédic and France Travail)**

and the performance indicators assigned to the operator.

- **The board of directors of France Travail is made up of 20 members appointed for 3 years**

- President**

- 5 **state representatives**

- 5 representatives of cross-industry trade **union organisations at national level**

- 5 representatives of **employers' professional organisations** at national and cross-industry level

- 1 qualified representative **appointed by the Ministry in charge of employment**

- 1 representative of the **Regions** appointed on the proposal of Regions of France

- 1 representative **of the other local and regional authorities** appointed jointly by the Assembly of French Departments and the Association of Mayors of France

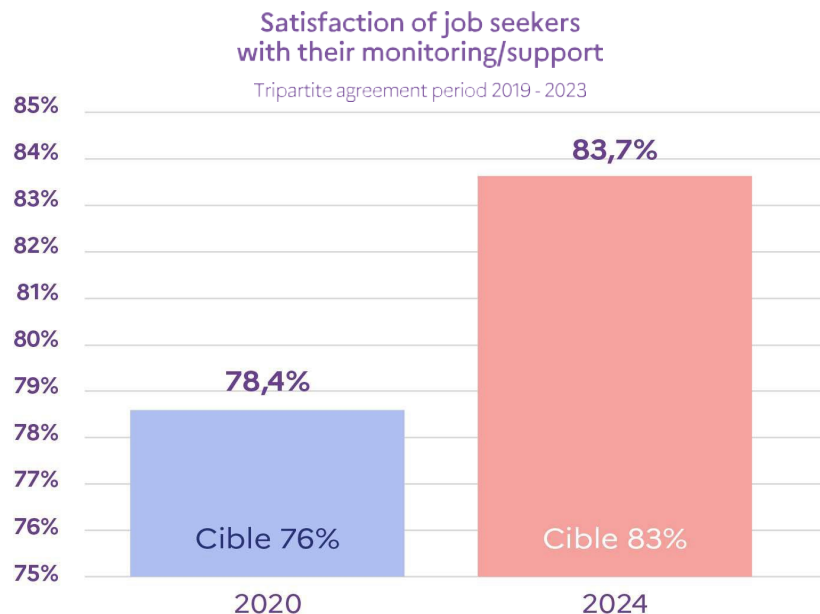
- 1 **general** economic and financial controller



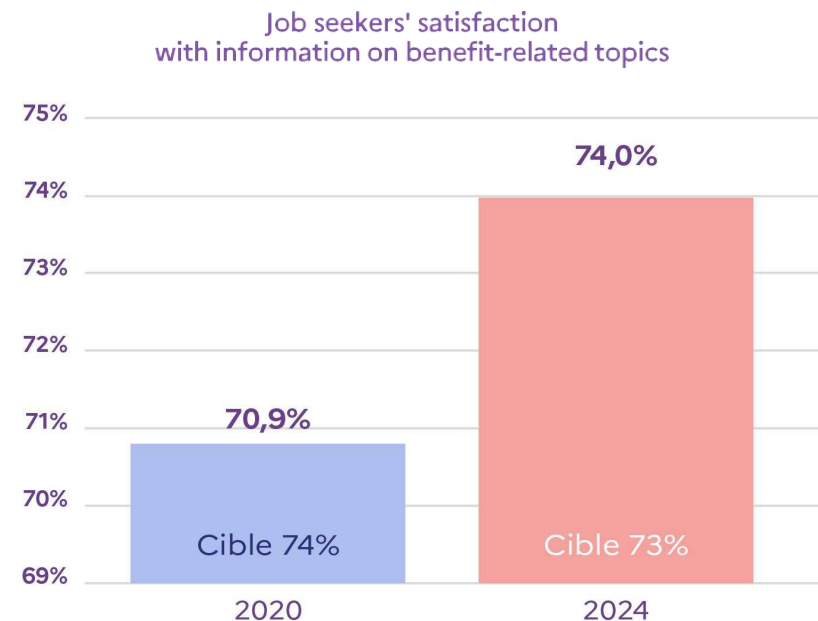
Our 2024 results

Job seeker satisfaction on the rise

4,000,000
job seekers found
employment in
2025

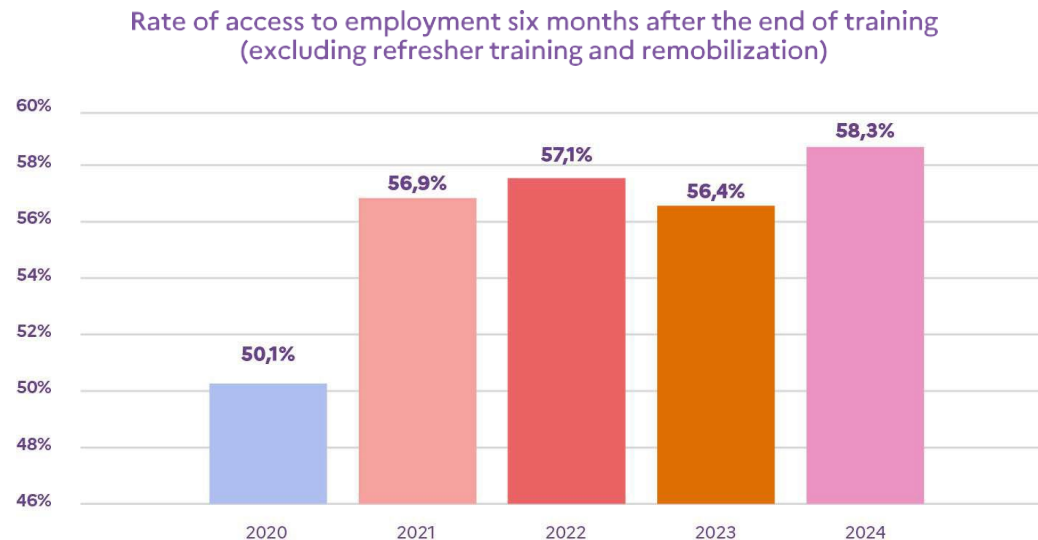


83.7% of job seekers are satisfied with their support from France Travail compared to 78.4% in 2020.



74% of people are satisfied with information related to benefits compared to 70.9% in 2020.

A number of entries into training that remains high and a return to employment rate (58%) that must continue to increase



- **58%** of job seekers find employment within 6 months of completing their training.
- In 2024, **more than 1 million** training entries , including **107,000** pre-recruitment training entries, i.e. +19% over one year (+26% compared to 2019).
- In 2024, **70%** of training entries benefited priority audiences *.

**priority groups: Active Solidarity Income recipients, job seekers recognised as disabled workers, seniors aged 55 and over, young people under 26 up to and including a bac+2 level not obtained, and job seekers aged 26 to 54 without a baccalaureate*

Good results

on our existing support such as the Youth Commitment Contract (CEJ)

302,000

entries into the Youth Commitment Contract (CEJ) since its launch in 2022 via France Travail, **including 85,400** in 2024 via France Travail.

48%

of young people entering CEJ are in employment 6 months after their entry compared to **43%** for young people in reinforced support.

7 hours

Of which 25% are in long-term employment compared to **19%** for young people in reinforced support.

The average hourly amount of activity (accompanied and independent) of a young person per week.

87.5%

Young people's satisfaction with their CEJ follow-up in 2024.

on the employment of people with disabilities

206,780

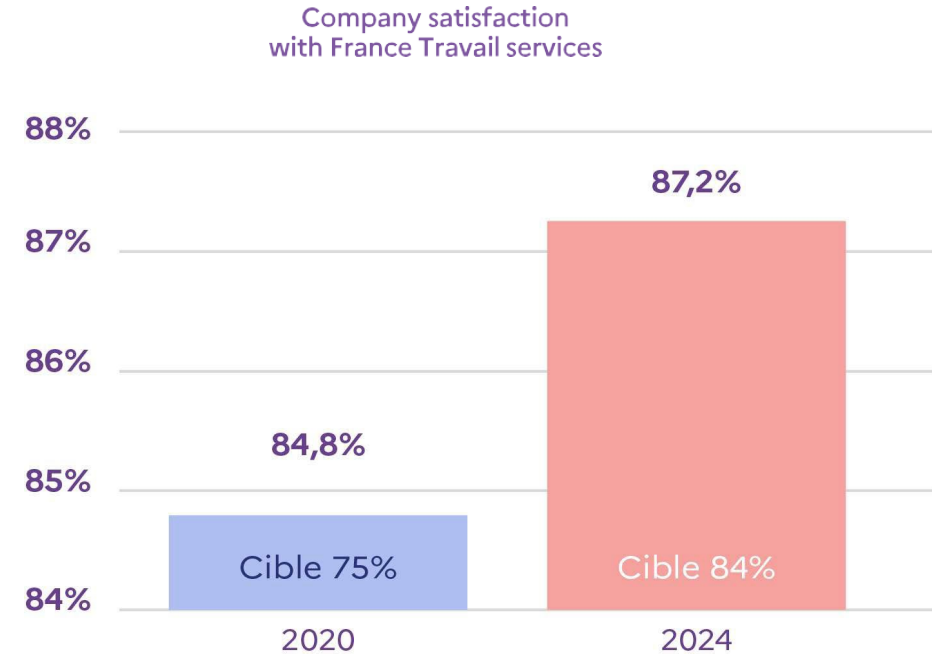
persons with disabilities found employment in 2024

The France Travail / Cap emploi merger contributes to improving the employment of persons with disabilities.

Compared to 2015, the employment rate of people recognised as disabled increased by **3.2 points** and their **unemployment rate decreased by 5 points** from 17% to 12%.

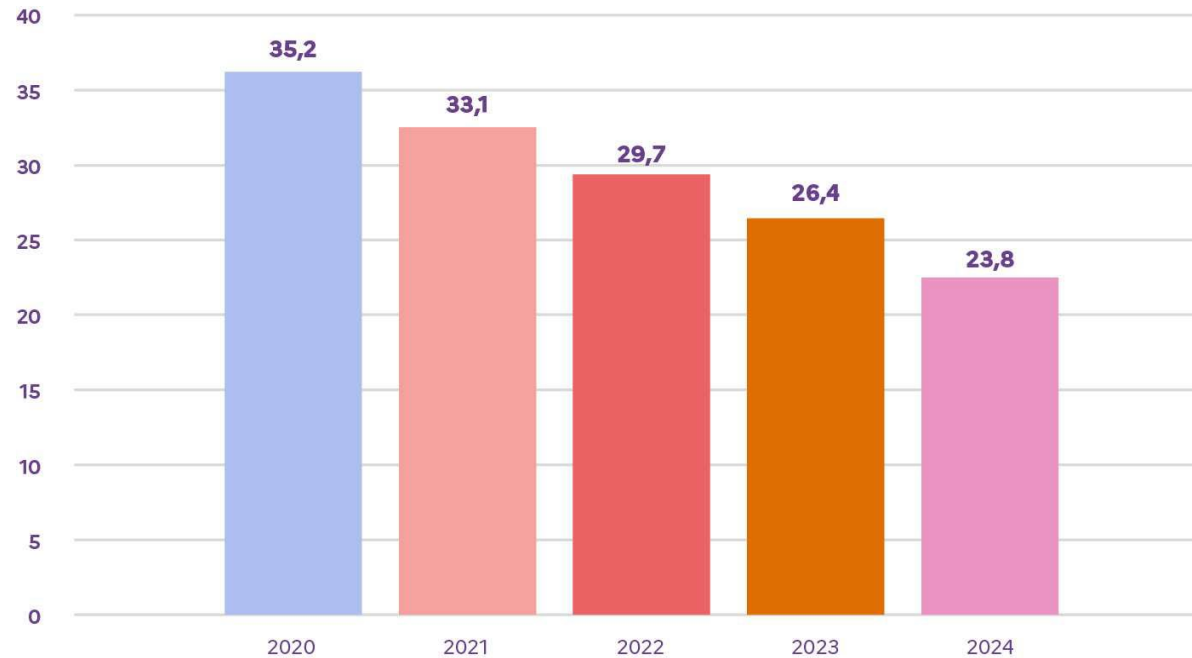
Companies satisfied with our services but still too few use them

- **More than 87%** of companies are satisfied with the services of France Travail but only **23%** use our services.
- In 2024, **more than 36 million connections per month** to the job search engine (my job app + Francetravail.fr)
- In 2024, **nearly 6 million** applications were proposed to companies.
- In 2024, **nearly 250,000** company immersions were set up (+19% compared to 2023), **more than 85,000** beneficiaries of the Simulation recruitment method (+17% compared to 2023).
- **27,000** jobs



Recruitment times are **falling sharply**

Recruitment deadline for job offers submitted to France Travail



- The recruitment time for job offers submitted to France Travail has decreased from 35 days in 2020 to **less than 24 days** in 2024.



2024, a year of transformation for the implementation of the Full employment law

2024 experiments on supporting beneficiaries of the Active Solidarity Income (RSA) **which have proven their worth**

49 The number of “departments” involved in the experiment.

75,000 The number of beneficiaries who entered the programme across all experimental areas.

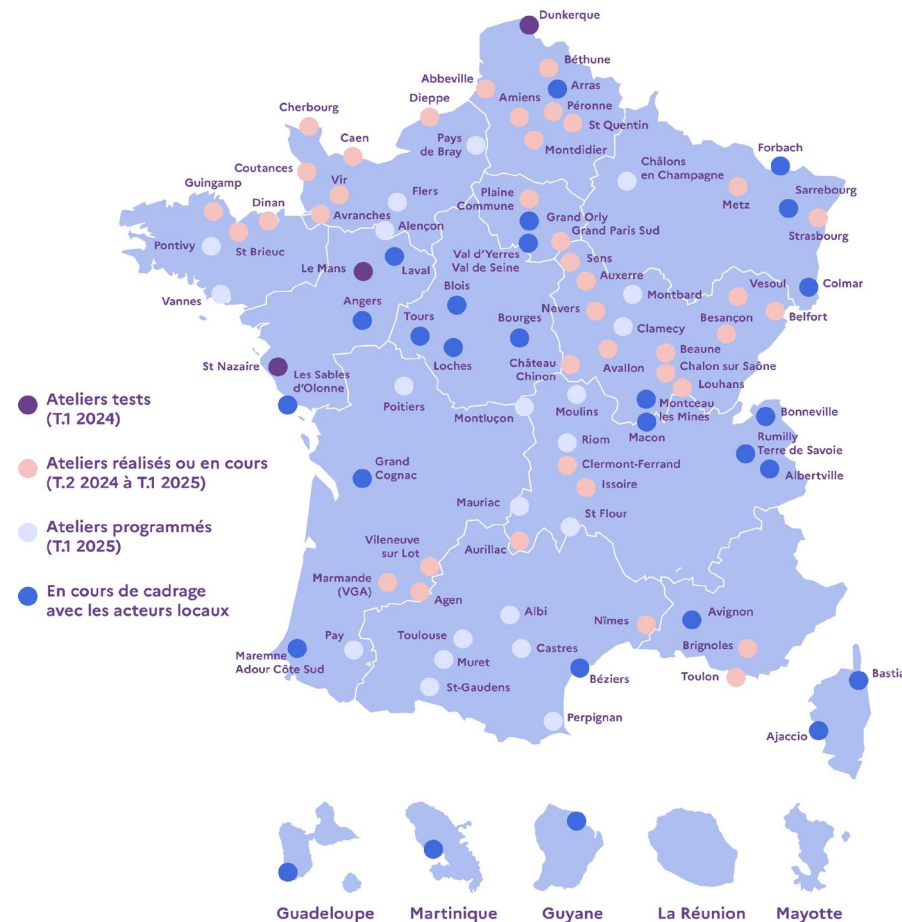
90 % The proportion of beneficiaries declaring themselves satisfied with their support.

40% The proportion of beneficiaries leaving RSA 12 months after entering the programme.

A Network for Employment that is taking shape...

An operational approach to promote cooperation between France Travail and other stakeholders in the Employment Network for decision-making that is as close as possible to the realities and needs of individuals and businesses.

- A national employment committee and 3 territorial levels to co-construct local roadmaps
- A dashboard from the Employment Network to manage data relating to employment and integration in open data



...And who equips himself!

France Travail Academy

- More than 135 training courses available for 160,000 employment and integration professionals: more than 40,000 users as of date

IT platform

- Data and services that can be used by all employment and integration professionals. Rolled out by 2027.
 - Already more than 100,000 professionals will benefit from it in 2024
 - Concrete services: business targeting tool, journey tracking, Dora...

Development of a socio-professional diagnostic framework and orientation criteria shared by all Employment Network stakeholders



Our priorities **for 2025**

Go to all public to leave no one behind

Registration for everyone with France Travail from January 1, 2025

As of March 24: **1.7 million** new registrations (86% via France Travail)

including **181,000** following an application for the Active Solidarity Income (11%).

The gradual generalisation of Avenir Pro

- To prevent high school students from dropping out, France Travail launched Avenir Pro, a programme of employment events and programmes in vocational high schools. **For the 2024-2025 school year, 1,348 vocational high schools are targeted.**
 - Target for the 2025-2026 school year: **2,200 high schools concerned, i.e. all vocational high schools in France.**

Guidance for all persons with disabilities

- By 2027, Departmental Houses for Disabled Persons will no longer be able to direct people to work-based support establishments and services without a prior proposal from France Travail/Cap emploi (measure of the National Conference on Disability)
 - Objective:** to determine with the person the working environment best suited to their needs.

And also...

- In a preventive approach, support is provided to those dismissed for incapacity, newly arrived foreigners and people placed under the supervision of the legal courts.
- The mobilisation of sport as a lever for integration with already more than 10,000 sports clubs engaged with France Travail and its local partners to identify the groups furthest from employment.



RÉPUBLIQUE FRANÇAISE
 LES CLUBS SPORTIFS ENGAGES
 École Sportive Plurimot

Les clubs sportifs engagés | Le réseau | S'engager | S'inspirer | Financer ses actions | Connexion

Le sport change des vies !

Ensemble, accompagnons plus de personnes vers l'emploi, grâce au sport.

[Découvrir les actions](#)

Déjà 10246 clubs sportifs engagés. Déjà 10246 clubs sportifs



Become the HR partner of companies

Expand our prospecting activities with our Employment Network partners

165 000



20 000



30 000

Surveys organised by France Travail teams

Additional client establishments (having submitted an offer)

Additional hiring

2025 target: 400,000 prospecting operations

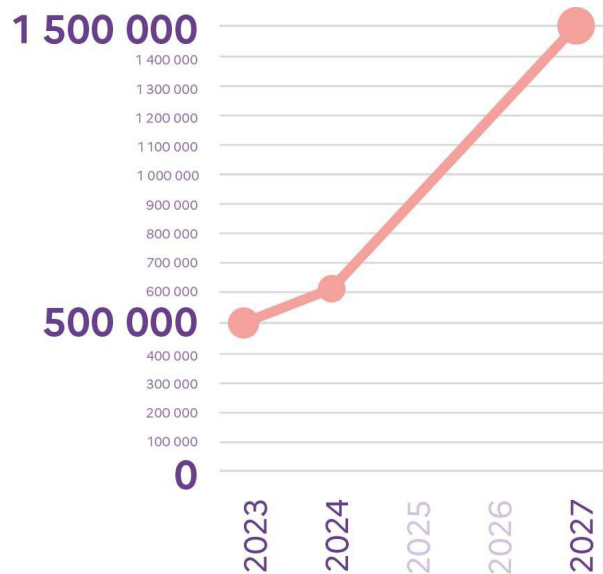
Better control of abusive behaviour and fight against fraud

Enhanced support and specific monitoring to combat abusive behaviour

- Cross-border
- Conventional terminations
- Business creators

A revamped job search control

Job search controls



And still the fight against fraud which gives convincing results
 In 10 years, the financial amounts of identified fraud have doubled. For example, in the case of complex fraud (excluding fraud related to the unauthorised accumulation of active income and benefits), this amount will reach more than €115 million in 2024.

Amounts of complex fraud detected (2014 – 2024)



An efficiency plan to free up administrative burdens and free up resources to better support more people...

Free up time for our agents

The use of AI

- ChatFT : a secure, generative AI for everyday help with event promotion, email writing, and more.
 - **20,000 agents already using it**
- FT Match: a "virtual assistant" that contacts job seekers via SMS to check their availability, interest, etc. A time-saving way to qualify our data!

A diagnosis made with the agents on their daily irritants for:

- unnecessary reporting tasks
- Automate as many tedious administrative tasks as possible

ChatFT

Comment puis-je vous aider aujourd'hui ?

ChatFT ne connaît pas encore les informations internes de France Travail ni la réglementation spécifique, mais cette fonctionnalité sera bientôt mise à jour. Ses connaissances actuelles sont limitées à celles disponibles jusqu'à octobre 2023.

Écrire

une réponse à un mail

le résumé d'un article

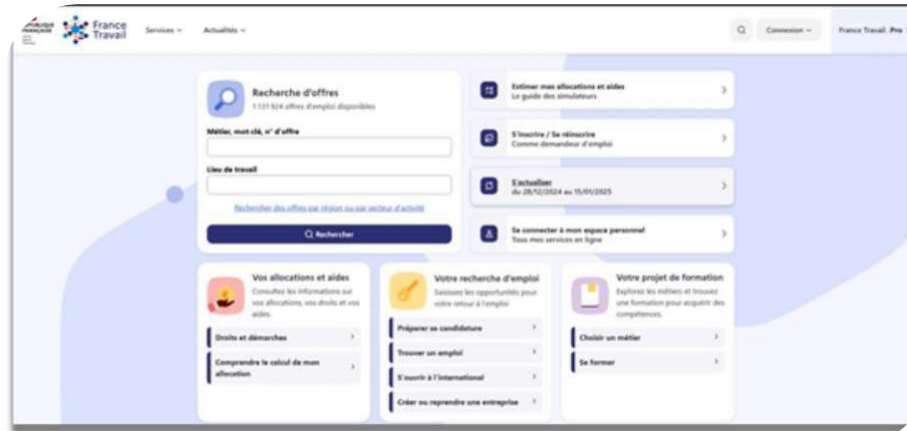
S'informer

sur le cœur d'activité d'une entreprise

Simplify the user experience

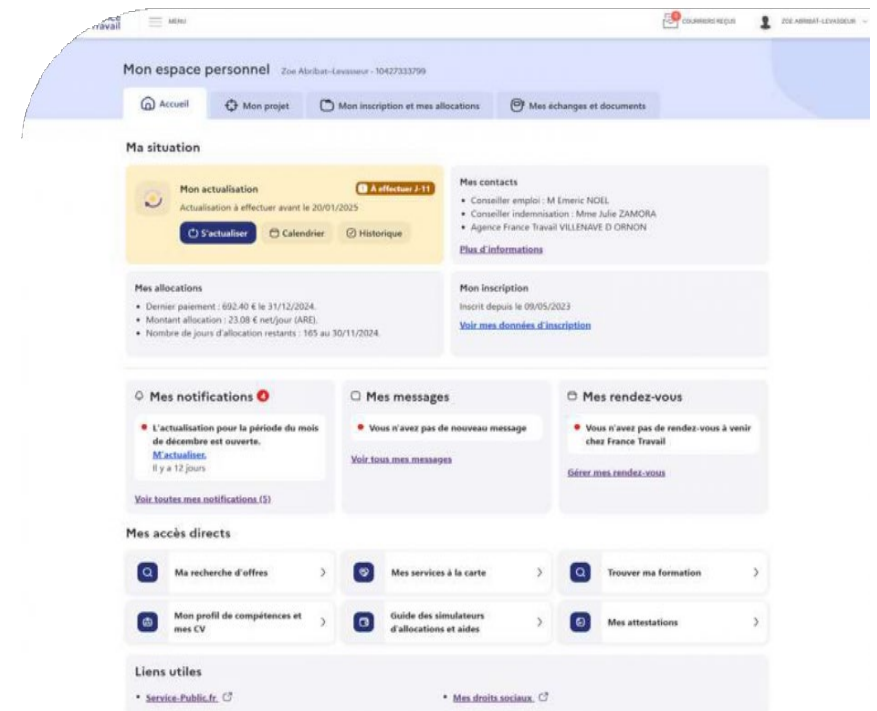
Francetravail.fr gets a makeover

- Simpler and more personalised navigation that allows quick access to the most used procedures (estimation of benefits, registration, access to offers, updates and access to your personal space).



A revisited personal space

- Better access to information, personalised monitoring and easier autonomy for procedures and mobilisation of services.



Vous avez une question ? Vous avez besoin de nous contacter ?

Consultez sans attendre notre page [Questions & contacts](#) > |



THANK YOU!

Arbetsformedlingen Transformation Snapshot

2:00 – 2:45 PM

Keynote: Arbetsförmedlingen Transformation & RCT

Deloitte Moderator



Josh Hjartarson

Deloitte Global Leader for
Human Services
jhjartarson@deloitte.ca

Speakers



Shawn Mendes

Director of International
Affairs at
Arbetsförmedlingen



Magnus Rödin

Senior Researcher, Swedish
Public Employment Service



The Swedish PES reform

Service design, evaluation and lessons learned
from a contracted-out employment service

Introduction

- Following a political agreement in 2019, the idea was to fundamentally reform employment services with private providers replacing most of public provision
- Swedish PES was commissioned to implement a new system for private provision of job search assistance
 - Black-box
 - Payment for results
 - (Statistical profiling tool)
- Rusta och matcha (“Prepare and match”) introduced in 2020
- Implemented to allow for measuring casual effects
- New version “Rusta och matcha 2” introduced in 2023

Service design

Rusta och matcha

- 40 000-70 000 participants
- Targeted towards job-seeker with medium high job-chances
- Client-choice model: job seeker choose provider, can change provider at any time
 - Rating system to guide job-seekers to highest-performing provider
- Based on job-chance, job-seekers are sorted into three levels
 - Level A for highest job chances, B in the middle, C for lowest
 - Higher compensation for job-seekers with lower job-chances

Rusta och matcha, cont.

- Job-search support from a private provider for up to 12 months
- Private providers free to decide on what support they will offer (black-box)
 - Minimum requirement: individual plan, two individual meetings every month, one more activity per week
- More focus on performance-based compensation

Payment model

Three components

1. Per-day fee
2. Result-based fee for results with duration of at least four months
 - (3+3 months in version 2)
3. Speed Premium
 - The remaining per-day fee of a 12 month referral
 - Fixed payments accounts for roughly 50%
 - Previous program around 80%

Three levels of payment (Track A, B, C)

- Based on job-chance. The higher support needed – the higher amounts of the components.

RCT evaluation

(of the first version of Rusta och matcha)

Favorable conditions for evaluating private provision of job search assistance

- Randomized controlled trial
- Not the first version of contracted-out employment services in Sweden
- Large number of private providers, offered similar services for a long time
- Evaluate a large-scale reform with large numbers of job seekers

Questions

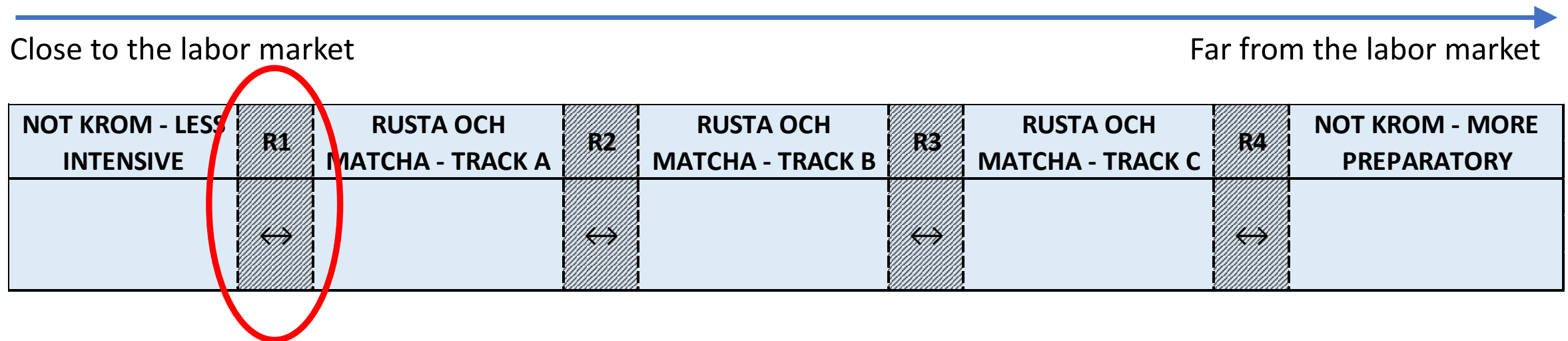
We examined the effect on job seekers' labor market outcomes of...

1. ..private job-search support vs less intensive public support
2. ..private job-search support vs more intensive "public" support
3. ..higher economic compensation to the private providers
4. ..more performance-based compensation to the private providers?

Random allocation of jobseekers

- Create groups of jobseekers with similar job-probabilities and randomize them to different treatments
- Jobseekers with job-probabilities close to cut-off between two treatments have equal chance of ending up in any one of them

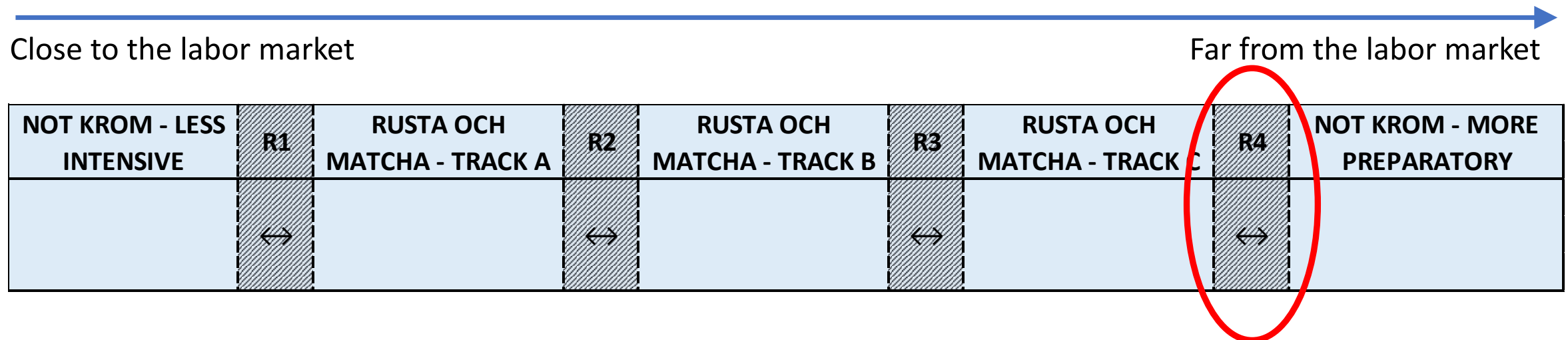
Statistical profiling tool estimates job chance



Random allocation of jobseekers

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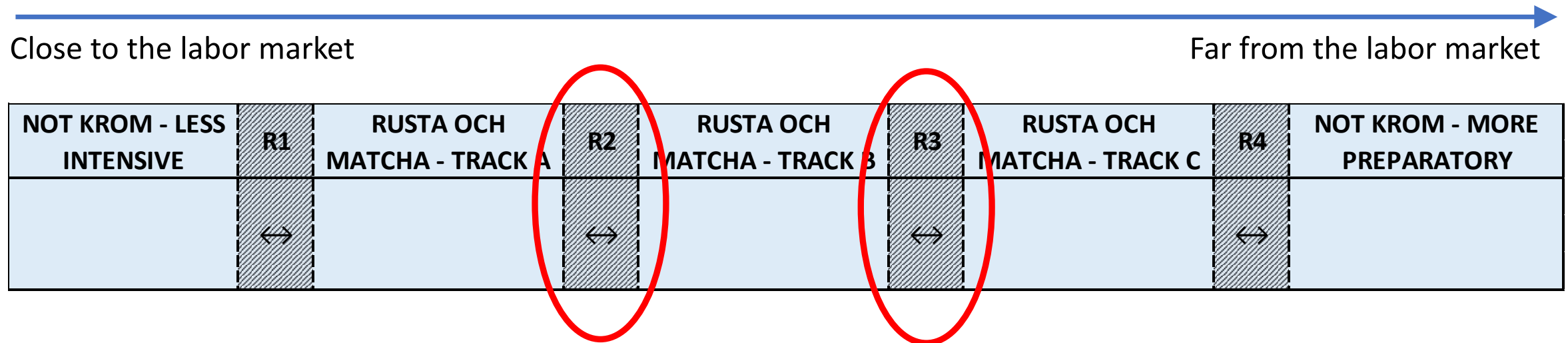
Statistical profiling tool estimates job chance



Random allocation of jobseekers

- Create groups of jobseekers with similar job-probabilities and randomize them to different treatments
- Jobseekers with job-probabilities close to cut-off between two treatments have equal chance of ending up in any one of them

Statistical profiling tool estimates job chance



Effect of more performance-based compensation to the private providers

- Set-up: random assignment of payment-scheme over regions
- Payment in level A and C the same, payment in level B differs between more or less result-based compensation

Ersättning	Nivå A	Nivå B Modell 1*	Nivå B Modell 2*	Nivå C
Grundersättning	1 210 SEK	1 364 SEK	1 650 SEK	1 980 SEK
Resultatbaserad	20 300 SEK	32 400 SEK	25 000 SEK	38 000 SEK
Snabbhetspremie	7 260 SEK	8 184 SEK	9 900 SEK	11 880 SEK
Maximal ersättning per deltagare	34 820 SEK	48 768 SEK	44 800 SEK	61 760 SEK

What do we compare?

Services provided to job-seekers

What do we compare? Services provided to job-seekers

- Use register-data to map all contacts/activities within 12 months from date of randomization
- Control group - limited support: lowest levels of support
- Control group – intensified support: low levels of support
- Treatment group - rusta och matcha: highest levels of support

Conclusion: services provided to job-seekers randomized to rusta och matcha are 46–70% more expensive compared to services offered to the control groups

(Note: we do not include the high administrative costs for the PES of implementing, managing and supervising the service)

Data and outcomes

- Committed ourselves to a pre-analysis plan
 - Research questions, empirical strategies, sample, outcomes etc
- More than 100 000 randomized job-seekers
 - September 2020 to December 2022. Follow-up until Augusti 2023

Outcomes:

- Cumulative earnings after 6, 12 and 18 months
- Targeted employment or education within 14 month
- Employed after 6 months (monthly earnings > 10% of retail worker minimum wage)

Summary results

- No positive effects on total earnings and targeted employment/education
 - Not in the short run, not in the long run
 - Not for job-seekers with lower, and not for job-seekers with higher job-chances
- For job-seekers with lower job-chances, we see positive effects on having some earnings after 6 months – but effect disappears when measured at 12 and 18 months
- No effect from higher compensation
 - In line with previous studies showing that job-seekers in different levels get the same support
- Support (but not strong) for positive effects from more result-based compensation
 - Indications of better results for job-seekers in areas where the compensation model had relatively more focus on results

Conclusion – similar results but more expensive

- Services provided to job-seekers randomized to rusta och matcha are 46–70% more expensive compared to services for the control groups
- No positive effects on total earnings or lasting employment/education

Explanations...

A lot of evidence for positive effects from job-search assistance, why do we not see any results from rusta och matcha?

- Not been able to fully use a system of ratings to guide the job seekers to the best providers
- Large number of providers make supervising difficult
 - Underestimating the resources needed
- No possibility to exclude the worst performing
- Difficult to rely on private providers to monitor and report job-seekers who do not meet the requirements
- Compensation model did not give the right incentives?
 - Private providers maximize profit by giving minimal support to as many participants as possible?

What happens now?

- Revision of the compensation model:
 - Creating higher incentives for (lasting) results
 - Avoid paying for "dead-weight outcomes"
 - Shift payments from low-performing to high-performing providers
- Ratings to play a more important role in guiding job-seekers to choose provider
- Worst performing providers will be excluded from the service
 - Based on ratings
- Performance pay will be based on more reliable information

Thank you for listening!

Feel free to contact us if you have any further questions:

Magnus Rödin

magnus.rodin@arbetsformedlingen.se

UK Employment Services Modernization

Fireside Chat

3:10 – 3:40 PM

UK Employment Services Modernization Fireside Chat

Deloitte Moderator



Stephane Laffly

Partner, Government and
Public Sector, Deloitte UK
slaffly@deloitte.co.uk

Panelists



Nadine Davies

Deputy Director
Wales, Department of
Work and Pensions



Alison Findlater

Deputy Director East &
North Scotland,
Department of Work and
Pensions



Department
for Work &
Pensions

Shared Challenges Dialogue

3:40 – 4:20 PM

Shared Challenges Dialogue



Discuss the following questions. Go around the table and re-introduce yourself before sharing.

- 1** What are 1-2 challenges the ES ecosystem is faced with in your jurisdiction?
- 2** What is critical for your organization to focus on to be prepared for the future?
- 3** What are the areas of transformation needed? How will you get there?

We will facilitate the discussion on each of the above questions in our table groups and then regroup for a 20-minute plenary discussion

Global Labour Market Activation Summit – Day 3

Paris, June 20, 2025



Day 3: Agenda – Friday June 20th

The third day featured a series of four interactive sessions, followed by summit reflections and closing.

Timing	Session
9:15AM – 9:30AM	Day 3 Kickoff & Opening Remarks
9:30AM – 11:00AM	Interactive Session 1: Digital Journeys for PES Organizations
11:00AM – 12:15PM	Interactive Session 2: Leading Employer Engagement
12:15PM – 1:15PM	<i>Lunch and Networking Break</i>
1:15PM – 2:30PM	Interactive Session 3: Future of Upskilling & Reskilling
2:30PM – 4:00PM	Interactive Session 4: Skills for Modern PES & Employment Counselors
4:00PM – 4:45PM	Reflection Dialogue
4:45PM – 5:15PM	Summit Closing & Takeaways

Digital Journeys for PES Organizations: Lessons from Leading Jurisdictions – Panel

9:30 - 10:45 AM

Digital Journeys for PES Organizations: Lessons from Leading Jurisdictions Panel

Deloitte Moderator



Martina Hornung

Partner, BA Account lead,
Deloitte Germany
mhornung@deloitte.de

Panelists



Georgia Conrad

Executive Director,
Oregon Workforce
Partnership



Josh Hjartarson

Deloitte Global Leader for
Human Services, lead
implementer for the AB digital
employment services model



Jeffrey Doucet

Founder and CEO, Thrive
Career Wellness

Leading Employer Engagement: Balancing Supply and Demand Side Supports - Panel

11:00 AM - 12:15 PM

Leading Employer Engagement: Balancing Supply and Demand Side Supports Panel

Deloitte Moderator



Andrea Mazzocco

Human Services Practice,
Deloitte US
amazzocco@deloitte.com

Panelists



Paul Diviny

Founder and Director
Prosperit



Jeffrey Thompson

Business Engagement Lead, LA
County Workforce
Development Board



Dr. Lars Ludolph

Labour Economist at the
Centre for Entrepreneurship,
SMEs, Regions and Cities,
OECD

Los Angeles County America's Job Centers of California (AJCC) Modernization

Los Angeles County Department of Economic Opportunity
Los Angeles County Workforce Development Board

May 1, 2025

Who We Are

DEO was established in 2022 to lead and align the County's and region's economic development efforts.

Mission

We create quality jobs, help small business and high-road employers start and grow, and build vibrant local communities and spaces.

Vision

An equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all.

Work, Live and **Do Business** in LA County



Regional Economic Approach



Certifications and Contracting



Jobs and Training



Industry Cluster Development



Entrepreneurship Development



Business Attraction and Access to Capital



Small Business Services & Capital Access

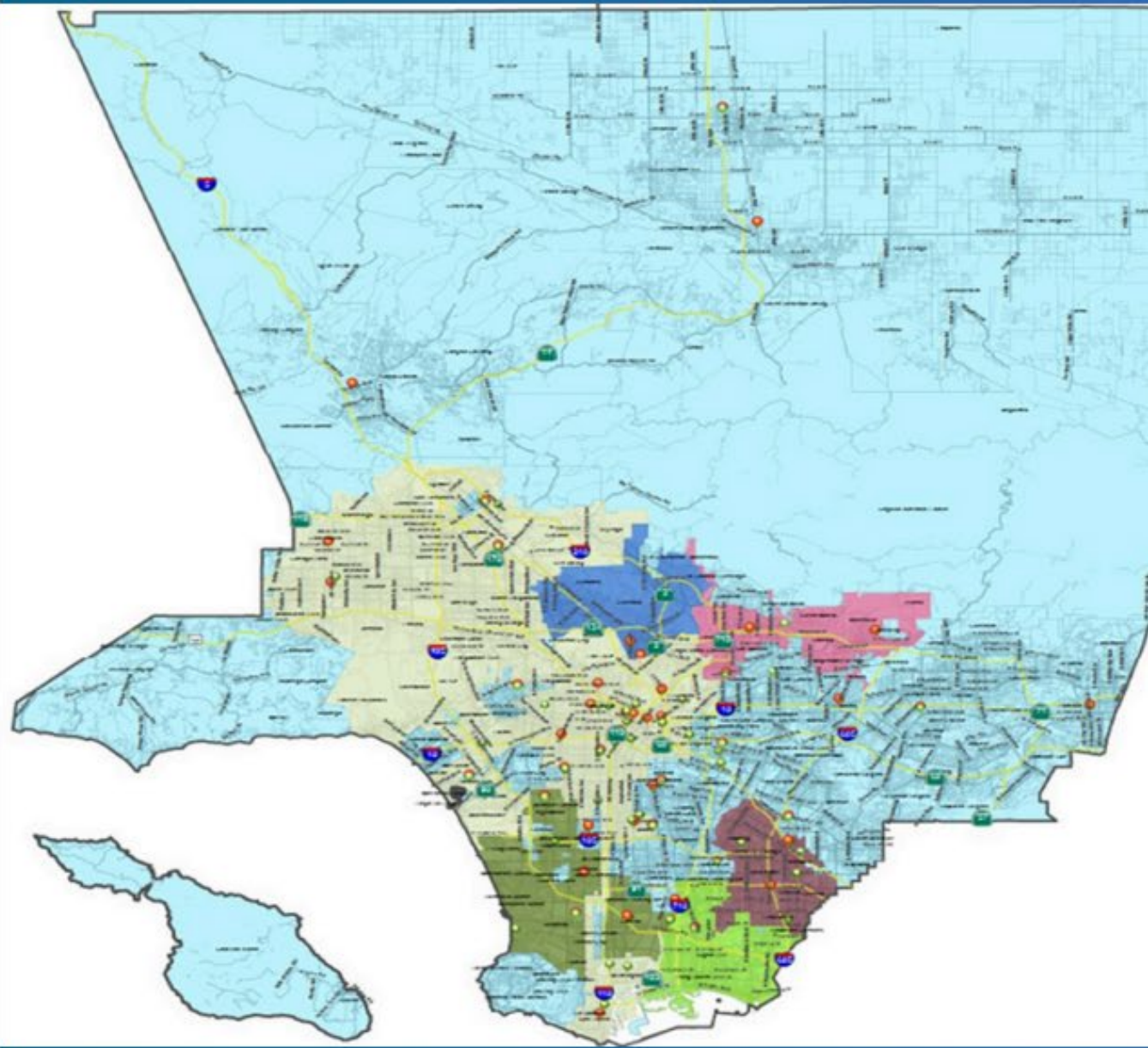


Real Estate and Capital Development

Los Angeles County Workforce Development Board and LA Region

7 WDBs in the LA Basin: LA County, LA City, Pacific Gateway, South Bay, SELACO, Foothill, and Verdugo.

County of Los Angeles WDB: serving cities that are not part of the other 6 LWDA's within the county's boundaries and all unincorporated areas within the County.



Unlocking LA County's Economic Potential

ASSETS

- » Highest GDP of any county in the nation
- » Diverse industries and businesses
- » Massive infrastructure (including Ports)
- » Small business power (300K+ small businesses in LA County)
- » World Class educational institutions
- » Diverse industries and businesses



OPPORTUNITIES

- ↳ Disparate impacts of COVID-19
- ↳ Underinvested communities not yet realizing full potential, high housing costs, higher unemployment and poverty rates, and fewer college degrees/credentials
- ↳ Importance of social supports for disadvantaged workers (child-care, digital divide, etc.)
- ↳ Increased awareness of certification and contracting opportunities through expanded outreach



AJCC Modernization Overview

Through significant research and public engagement efforts, DEO identified the **North Star Principles** and 7 overarching modernization strategies to strengthen our AJCC system and increase the overall effectiveness of the services we provide. The North Star Principles include:

Equitable Outcomes, Inclusive Economic Growth, Economic Mobility, Climate Resilience and Job Quality.

The **7 modernization strategies** include practices to:

- Empower and Include Community-Based Organizations (CBOs)
- Establish Population and Industry-Specific Centers of Excellence
- Incentivize Quality Outcomes and Impact
- Grow Place-Based and Virtual Service Delivery
- Increase Community Outreach and Engagement
- Prioritize High Road Pathways
- Invest in Effectively Staffed AJCCs that Serve as High Road Employers

AJCC Modernization Overview *Cont'd*

Modernization Strategies in Procurement

- **Empower and Include CBO's:** To further LA County's goal of implementing equity in county contracting, DEO required AJCC providers to co-apply with a small CBO with expertise in serving community in their proposal.
- **Establish Population and Industry-Specific Centers of Excellence:** The COE is a function of our AJCCs that allow each comprehensive area to lead in developing key strategies and planning for the County in one pre-identified industry sector and one pre-identified priority population. Additionally, DEO will lead a COE for recipients of Public Social Service Benefits and County Employment/Public Sector Employment.

- **Invest in AJCCs to Serve as Model High Road Employers:** DEO developed a proposed staffing model that ensures AJCCs have at least 20 full-time benefited staff responsible for direct delivery of services, COE activities, community engagement, and quality assurance. DEO ensured in the staffing model that AJCCs provide at minimum a living wage (\$21.89/hr) to all entry-level employees.

AJCC Modernization Overview *Cont'd*

- **Incentivize Quality Outcomes & Impact:** In areas where AJCCS demonstrate exemplary performance in implementing North Star Principles and COEs, incentives may be provided and best practices may be recognized and shared across system
- **Prioritize High Road Pathways:** In partnership with industry sector-based COEs, DEO will dedicate a portion of WIOA and other funds for high-road training partnerships, registered apprenticeships and related models that prepare residents for quality jobs and careers in high-growth and opportunity sectors.
- **Increase Community Outreach & Engagement:** AJCC providers will be required to draft and implement a community outreach and engagement plan to reflect both the North Star Principles and the work they are leading as a Center of Excellence.
- **Grow Place-Based & Virtual Services:** DEO will be releasing an additional RFP to support the launch of a full-service Virtual AJCC. The Virtual AJCC will be accessible at-home for many of our communities and will be integrated across our brick-and-mortar AJCCs.

Benefits of Modernization

- Expanding reach into communities and increasing system capacity
- Positioning CBOs to compete for future County contracts
- Bridging the digital divide through a fully-virtual AJCC
- strengthening system-wide capacity in targeted sectors and among priority populations
- Increasing outcomes by targeting for high-growth and opportunity sector employers
- Modeling AJCCs as high-road employers
- Implementing local performance measures that prioritize equity, job quality, retention, income mobility and career advancement



3 Phase Approach to Modernization

Phase 1 – Transition

- All but two centers transitioned providers
- Grand opening of Northeast San Fernando AJCC at LA Mission College. Operator Goodwill Southern California is funded by the City of Los Angeles and LA County.
- Onboarding trainings: rapid response, business services, WIOA youth, homeless programs, justice involved programs, TAY WOW (TransitionL Age Youth World of Work)

Phase 2 – Implement Together

- Centers of Excellence
- Onboarding Secondary Subrecipients
- AJCC MOUs for partners
- AJCC Certifications
- Local and Regional Plan

Phase 3 – Modernization in Action

- Modernized AJCCs with ongoing capacity building

Connect with us!







FOLLOW DEO @ECONOPPLA
ON SOCIAL MEDIA!

Los Angeles County Workforce Development Board

WDB@opportunity.lacounty.gov

<https://www.ajcc.lacounty.gov/wdb>

DEO'S FIRST INAUGURAL ANNUAL REPORT



DEO'S WEBSITE



Thank you!

Future of upskilling & reskilling: future-proofing workforce development - Panel

12:45 - 2:00 PM

Future of upskilling & reskilling: future-proofing workforce development Panel

Deloitte Moderator



Josh Hjartarson

Global Leader for Human Services

jhjartarson@deloitte.ca

Panelists



Casper de Nooijer

Program Manager Skills Based Organisation,
Ministry of Defence
Netherlands



Marina Brizar

Chief Solutions Officer,
Talent Beyond Boundaries



Inga Balnanosienė

Director and Vice President
of the European PES
Network, Lithuania PES

Skills for Modern PES & Employment Counselors - Workshop

2:00 - 3:15 PM

Future of upskilling & reskilling: future-proofing workforce development Panel

Deloitte Moderator



Marie Serrano

Global Chief of Staff for Human Services

marieserrano@deloitte.pt

Facilitator



Alex Nunn

Dean of Research and Professor of Global Political Economy and Social Policy at Leeds Trinity University in the UK

PES Organizations are Building Capabilities for Renewed Delivery Models

DELOITTE STEWARDSHIP MODEL

ENABLED PROVIDERS & END USERS

- Funding Levels
- Info to Providers and Consumers
- Funding Allocation
- Service Standards
- Service Coordination & System Navigation
- Business Planning

SYSTEM PERFORMANCE & HEALTH

- | | |
|--|----------------------------------|
| Service Standards (Definition & Oversight) | Provider Failure Management |
| Tendering | Leading Practice Dissemination |
| System Monitoring | Common Tech Standards & Backbone |
| Provider Resilience Monitoring | Enforcement |
| Contract Design | Provider Onboarding and Exit |
| Contract Management | Evaluation |
| Penalties & Incentives | Dispute Resolution |

OVERARCHING CAPABILITIES

- Policy & Program Oversight
- Data and Data Governance
- Risk Governance
- Community and Stakeholder Engagement

PES organizations are building the capabilities they need to deliver a modernized employment services journey.

There is an increased focus on **capabilities and skills to effectively:**

- Ensure the **market's overall effectiveness and health** relative to the stated policy objectives.
- **Enable providers and clients** to play their intended roles in the market,

Source: This model is based on the Institute for Government's (UK) "Market stewardship goals and functions" framework, supplemented by Deloitte desktop research, Deloitte case studies, and expert interviews ([Microsoft Word - PublicServiceMarkets - Final v2 \(instituteforgovernment.org.uk\)](#)). The model is refined on an ongoing basis to reflect the uniqueness of your organization and its market.

Case Management Practices & Roles are Shifting

Emerging Case Management Practices In OECD Jurisdictions



'Wholistic' Intake and Collaborative Case Management



Matching Needs & Case Management Intensity



Automation of Routine Activities



Workforce Well-Being Management



Data- and AI-Enabled Case Management

Technical skills

Application Development	Data Analytics
Data Architecture	Data Governance
Data Literacy	Data Management
Data Science	Data Systems
Data Visualization	Digital Design
Digital Marketing	Ethnographic Analytics
Privacy and Cyber Security	Research
Scenario Analysis	

Business Skills

Advisory	Audit
Change Management	Community Development
Consumer Protection	Decision Making
Financial Analysis	Human Centered Design
Inquiry	Labour Market Info
Marketing	Micro- & Macro-economics
Problem Solving	Policy
Product Management	Project Management
Strategic Planning	Systems Thinking

Human Skills

Case Management	Client Service
Communication	Crisis Management
Cultural Competence	Diversity, Equity, and Inclusion
Ethics	Facilitation
Influence	Interpersonal Skills
Managing Ambiguity	Mediation
Learning Agility	Relational Governance
Negotiation	Resilience
Relationship Management	Triage and Assessment

New skills are emerging for the future of Work Coaches, Counselors, and Case Managers.



INTRODUCTION TO THE WAPES PES FUTURE SKILLS STUDY

Prof. Alexander Nunn, Leeds Trinity University UK and University of Johannesburg, SA.

AIMS & OBJECTIVES

Aim:

- Explore the changing skills needs of PES practitioners and envision future models of practice.

Objectives:

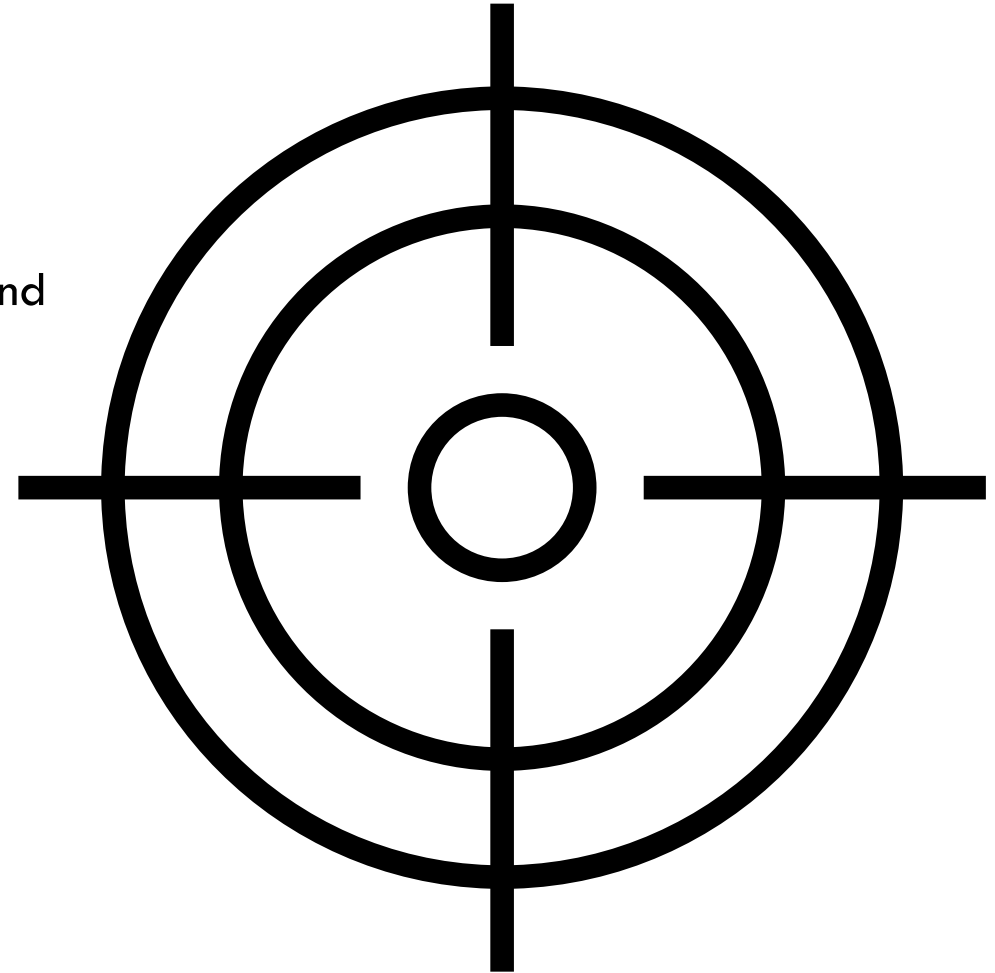
- Literature review
- Deliberative research with global PES experts.
- Identify consensus on future PES skills needs.

Questions:

- Drivers of change?
- Changing skills needs?
- How will PES address these needs?

Next Steps:

- Develop training and support for PES to meet needs.



EXISTING SKILLS NEEDS

Counsellor role varies considerably between PES.

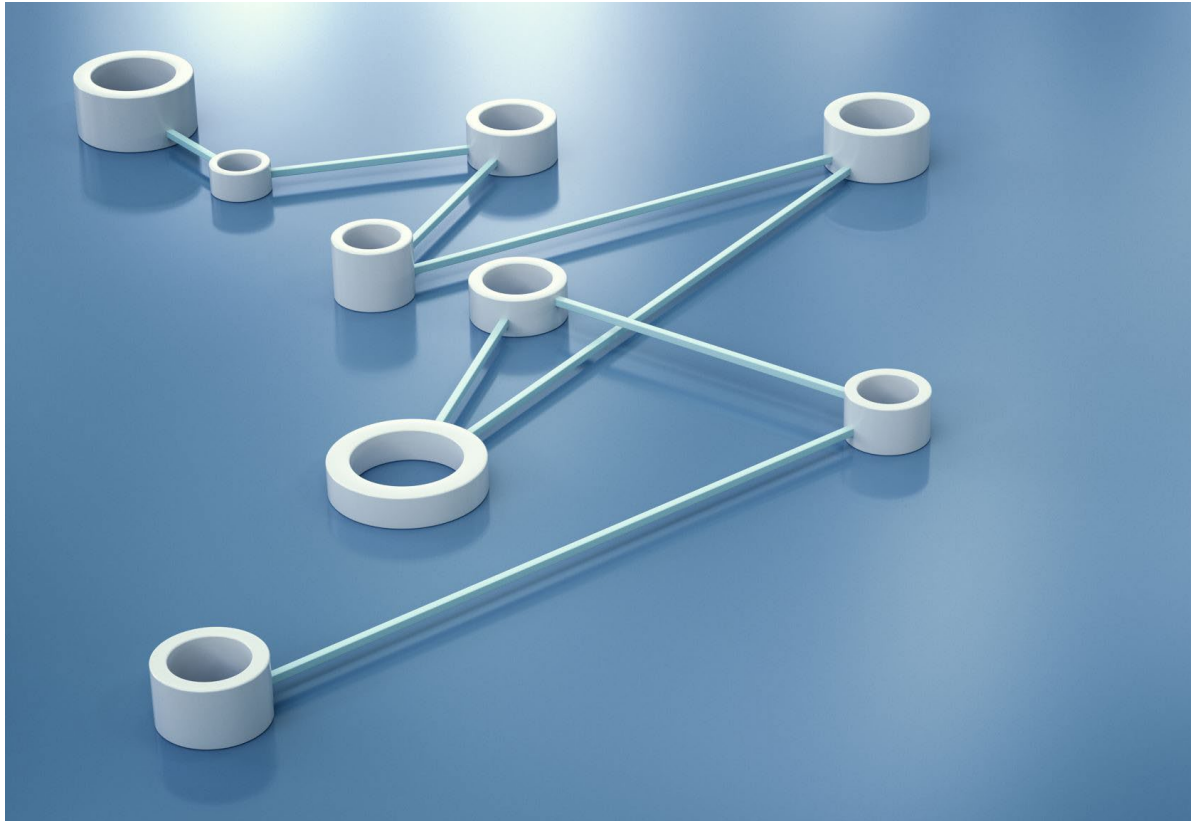
Counsellor role is highly complex: 'Street level' 'policy work'.

Functions:

- Matching
- Information/Advice/Guidance
- Conditionalities

Competencies include.

- Awareness of labour market trends.
- Data collection/collation, analysis and synthesis.
- Empathy, emotional management and relationship building.
- Co-production.
- Persuasion and sales.
- Communication, negotiation and advocacy.
- Resource management.
- Problem solving.
- Process management and administrative capacity.
- IT skills.
- Values.



DRIVERS OF CHANGE

External:

- Climate change and restructuring.
- Demographic change and migration.
- Technological change.
- Changing service users and needs.
- Employer skills needs.

Internal:

- More PES (try to) offer a full range of services.
- New objectives.
- Increased use of profiling, segmentation.
- Wider and better use of external and internal data (e.g. skills forecasting and performance analysis).
- Wider adoption of technology (esp. AI).
- Increased employers services/engagement.

Common pressures and motivations... but very different resource levels.

PES EXPERT CONSULTATION

Deliberative approach across multiple rounds.

Aim is expert consensus - not purely vote counting.

Round 1: Survey and discussion groups

Open questions:

- Tasks.
- Skills.
- Vulnerable Groups.
- Employers.
- Prior qualifications.
- Change expectations.

- Skills shortages/recruitment challenges.
- Other experts.

Round 2: Themes from round 1, closed questions.

Round 3: Qualitative discussions.

While you are here:

- Complete the round 1 survey (in English currently).
- Discuss skills challenges with me.





YOUR ROLE TODAY

Small group discussions.

Anonymity in the data collection – no attribution.

Acknowledgement and retention for R2 (opt-in slip on table).

Data only to be used for this purpose – all stored anonymously on secure server.

Three sequential questions – 10 mins each – will prompt:

1. How will frontline PES roles be impacted by current trends/will they perform new or different tasks?
2. How will frontline PES skills needs be impacted? (list new skills and any outdated ones).
3. What are the most prominent skills needs in the list?

Elect a rapporteur – 3 top 'take-aways'.

NEXT STEPS

The **first round of the new WAPES research survey, "Understanding the Future Skills Needs of PES Counsellors", will launch on 14 July 2025**. The survey includes only **11 short questions** and will remain open until **29 August 2025**. It will be available in **English, French, Spanish, and German**.

Why participate?

This is a unique opportunity to contribute your expertise to a **holistic, multi-stage international study** led by **WAPES**, in collaboration with researchers from **Leeds Trinity University** and the **University of Derby (UK)**.

The aim: to better understand how the skills of PES frontline staff will need to evolve over the next decade.

What to expect from the study?

This is a **Delphi-style expert consultation** involving **three rounds**:

- **Round 1:** A qualitative survey capturing your open-ended insights on future skills needs in PES.
- **Round 2:** A follow-up survey to test expert consensus on themes identified in Round 1.
- **Round 3:** Online focus group discussions to deepen understanding of high-consensus themes.

Participants in Round 1 will be invited to continue in Rounds 2 and 3.

Data protection and recognition

Your data will be securely stored and anonymised.

No individual or organisation will be named in reports without your explicit permission.

You will be asked if you'd like to be acknowledged as a contributing expert.

Thank you in advance - your participation and insights are highly valued and will help shape the future of public employment services globally.

With best regards on behalf of the research team,

Ms. Nicole Clobes (WAPES), Ms. Emma Monster (WAPES), Prof. Alex Nunn (Leeds Trinity University), Prof. Tristram Hooley (University of Derby), Mr. Aman Mankoo (University of Derby)

Reflection Dialogue

3:30 – 4:00 PM

Reflections from the Summit

1

What ideas/hunches/hypotheses were confirmed by the Summit and discussions with your peers?

2

What new ideas are you taking back?

3

What further contributions from this community would benefit your initiatives and teams?



Global LMA Summit 2025 - Deloitte Team

Core Organizing Team



Josh Hjartarson
*Global Leader for Human
and Social Services*



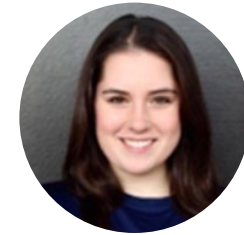
Alia Kamrani
*Global Lead for Labour Market
Activation*



Michel Sebbane
*France Lead for Human
Services*



Marie Serrano
Global Coordination Lead



Lily Eisler
Global Coordination Team



Myrtille Villiere
French Coordination Team



Lilia Rey
French Coordination Team



Amy Janes
Summit Logistics Support



Johannes Schluter
Summit Logistics Support

Thank you to all who made the Summit possible!

We Hope to See you Next Year!

Deloitte's Global Summit 2026 will cover the topics of Labour Market Activation, Benefits Delivery and Social Care



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