

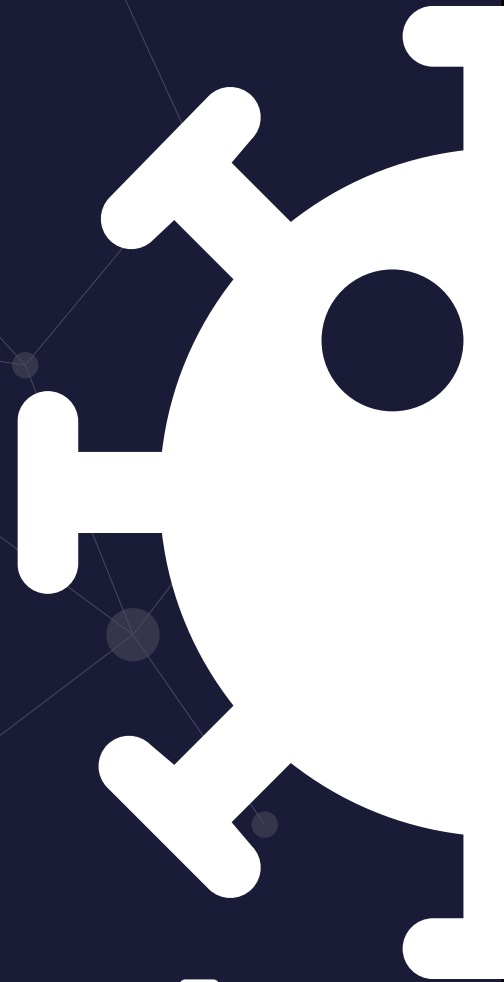


WHITESHIELD PARTNERS  
STRATEGY & PUBLIC POLICY ADVISORY

# RESPONDING TO A CRISIS:

Rewriting labour  
market resilience amid  
COVID-19

GLRI 2021  
Summary



IN COLLABORATION WITH



International  
Labour  
Organization

Whiteshield Partners  
Strategy & Public Policy Advisory

Head-Office & Europe Office: 100 Pall Mall, 1st floor, Saint James,  
London, SW1Y 5NQ, United Kingdom  
Phone/Fax: +442073213744

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Brief

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organizations and interviews with the Advisory Board members.

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# A THREE-PHASE RESILIENCE-BUILDING PROCESS FOR LABOUR MARKETS



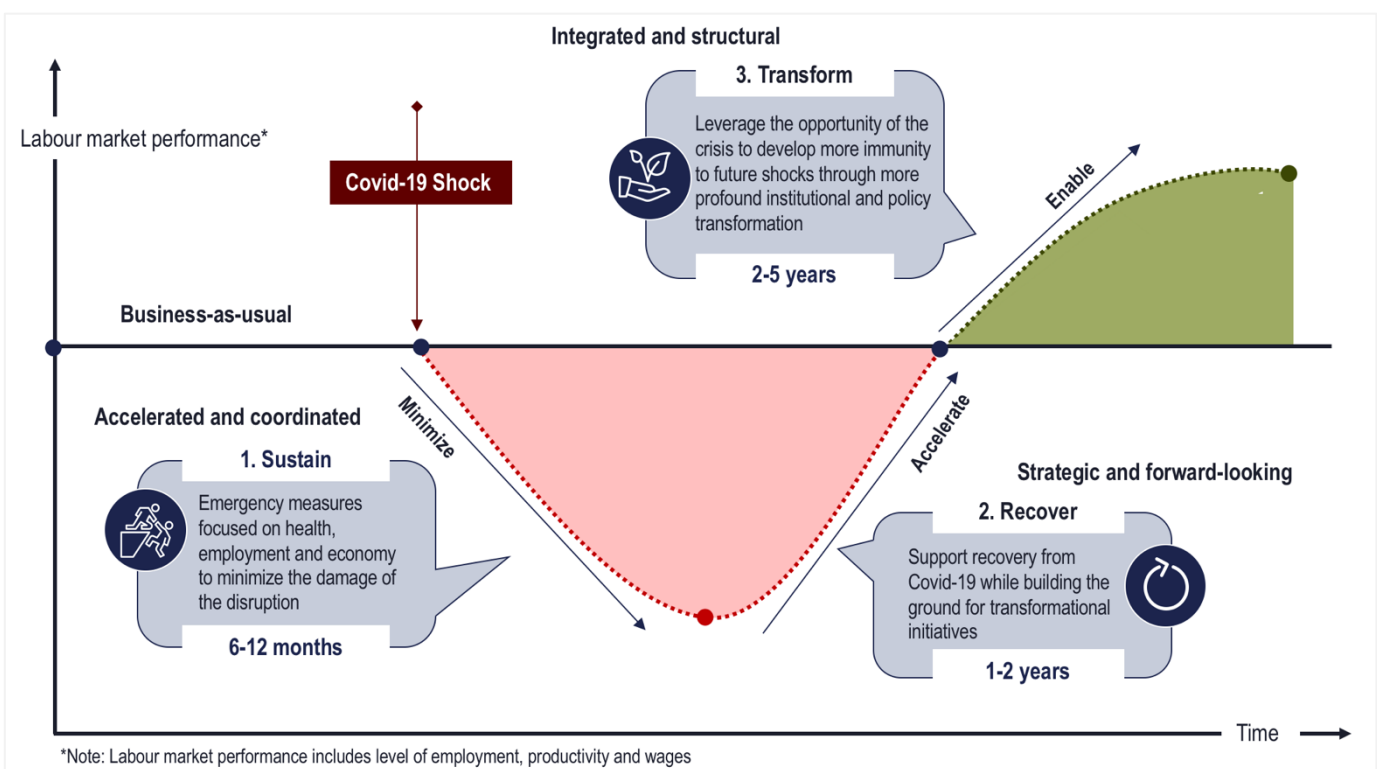
The shock of the COVID-19 pandemic on the global economy and jobs has led many governments to revisit their labour market resilience strategies - 80% of the global workforce of 3.3 billion have been totally or partially impacted by the pandemic.

to transform labour markets and enhance future resilience. Drawing from the lessons of the most effective global responses, this report seeks to set out specific policy responses for each stage of the framework: sustaining, recovering and transforming labour markets

Building labour market resilience in the context of COVID-19 requires a balanced policy response between short-term actions to defend labour markets from the impact of the crisis, medium-term actions to support a sustainable recovery and longer-term actions

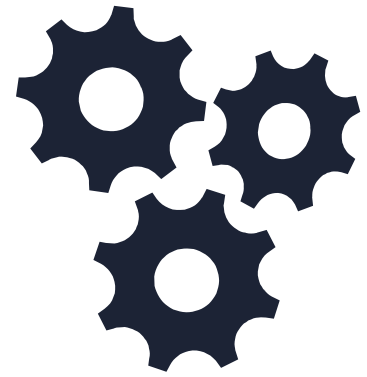
Policies to **sustain** labour markets should aim to minimise the socio-economic damage of the crisis and stabilise labour markets. **Recovery** and **transformation** initiatives should focus on more inclusive and sustainable labour markets after the crisis.

## Three stages framework of country policy response to COVID-19



Source: Whiteshield Partners

# THREE OVERRIDING OBJECTIVES SHOULD GUIDE THE RECOVERY AND THE TRANSFORMATION



## 1. Digitalization and the future of jobs

- COVID-19 has accelerated the speed of digital disruption including the mass movement to remote working.
- Policies to rebuild and transform the economy need to address the consequences of these accelerated disruptions.

Recovery & Transformation

## 2. Inclusiveness and job quality

- The current crisis not only reveals the inherent vulnerability of highly polarized labour markets but also risks deepening structural inequalities which in turn further weaken labour market resilience.
- Governments thus face the double challenge of addressing widening inequalities in both the labour market and wider society.

## 3. Sustainability and green transitions

Adopting sustainability and the green transition to guide recovery and transformation policies is paramount to achieve the triple objective:

- decreasing the environmental footprint of economies around the world and mitigating the impact of the climate crisis on society and employment
- increasing competitiveness of jobs and firms in a world where sustainable economic models will inevitably become the norm
- fully capturing new economic opportunities from the green transition.

Source: Whiteshield Partners

# **SUSTAINING LABOUR MARKETS DURING THE COVID-19 CRISIS**

# SIX RECOMMENDATIONS FOR SUSTAINING LABOUR MARKETS



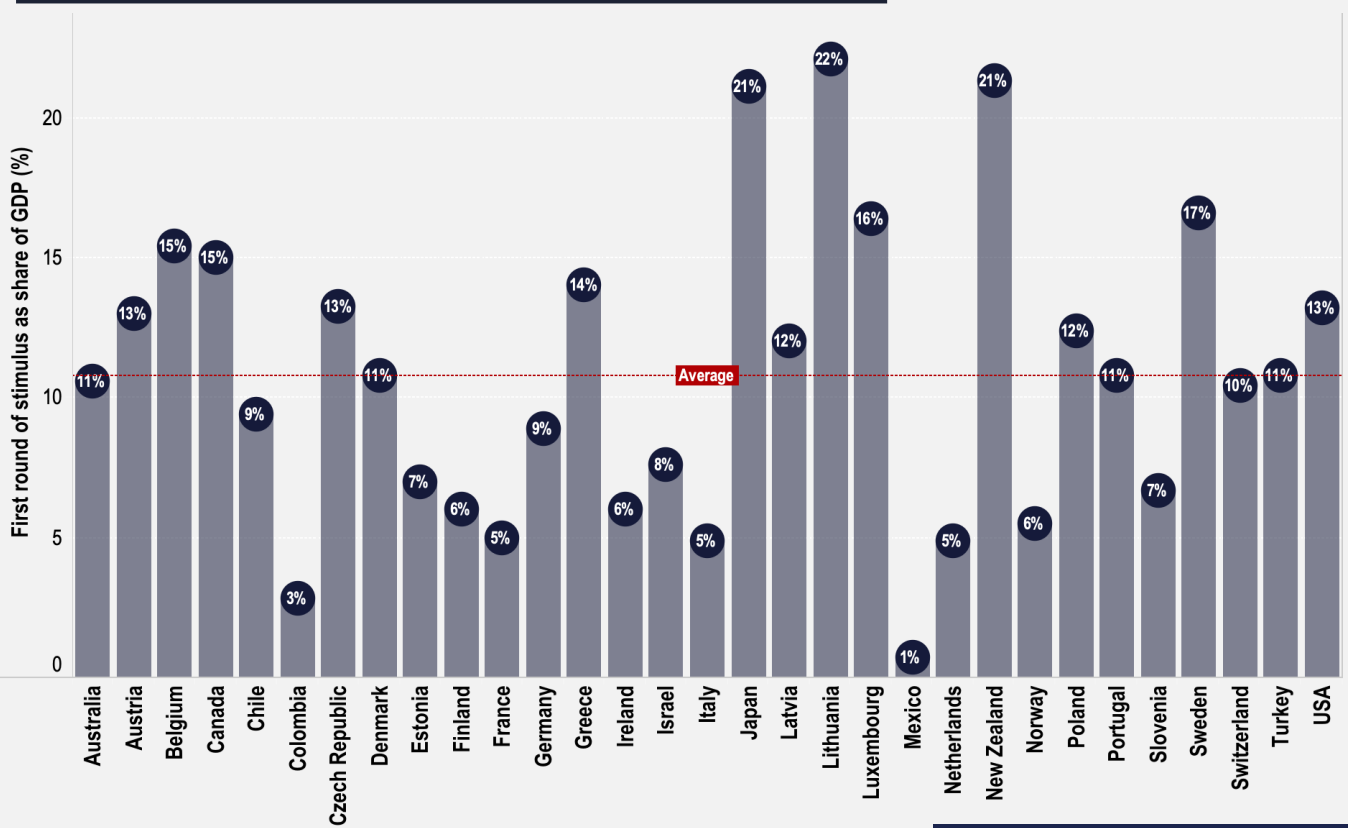
#	Recommendation	Key features	Country
1	Establish a rapid response task force within government	<ul style="list-style-type: none"> <li>Vertical coordination</li> <li>Whole-of-country approach</li> <li>Horizontal coordination</li> </ul>	
2	Protect and support workers especially most vulnerable ones	<ul style="list-style-type: none"> <li>Flexible use of existing schemes</li> <li>Targeted and customized</li> <li>Focus on retaining jobs</li> </ul>	
3	Provide affected workers with greater short-term job mobility	<ul style="list-style-type: none"> <li>Target first time job seekers</li> <li>Supply and demand actions</li> <li>Minimise employability impact</li> </ul>	
4	Target priority sectors with customised support measures	<ul style="list-style-type: none"> <li>Important &amp; vulnerable sectors</li> <li>Monetary and technical support</li> <li>Private sector involvement</li> </ul>	
5	Provide priority support to SMEs in order to sustain jobs	<ul style="list-style-type: none"> <li>Quick actions and roll-out</li> <li>Defensive &amp; offensive actions</li> <li>Financial and technical support</li> </ul>	
6	Activate agile and flexible public sector response system	<ul style="list-style-type: none"> <li>Streamlining and digitalisation</li> <li>Flexible regulation</li> <li>Support public sector workforce</li> </ul>	

Source: Whiteshield Partners

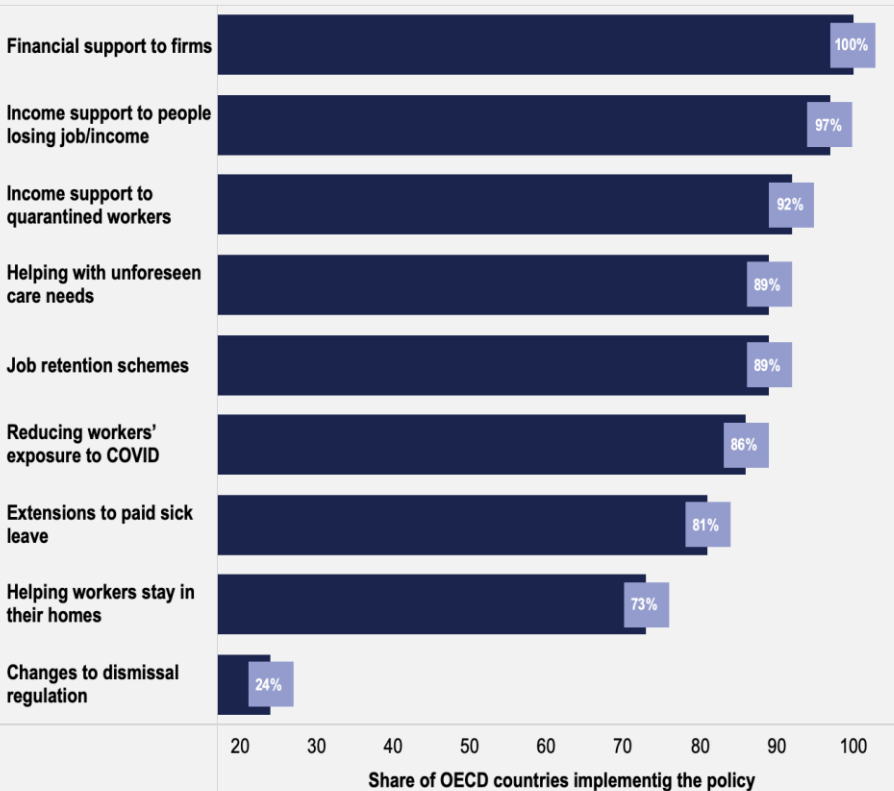


# SUSTAIN: KEY FACTS AND STATISTICS

## Size of first round of stimulus as share of GDP for OECD countries



## Fiscal and economic policies adopted by OECD countries



**22%** Is the highest 1st round stimulus as share of GDP put in place by OECD countries

**100%** All OECD countries put in place financial support measures for firms

**24%** Only 24% of OECD introduced changes to dismissal regulation

Source: OECD, IMF, Whiteshield Partners





# SUSTAIN: KEY FACTS AND STATISTICS

66%

Of employees in New Zealand have participated in a job retention scheme

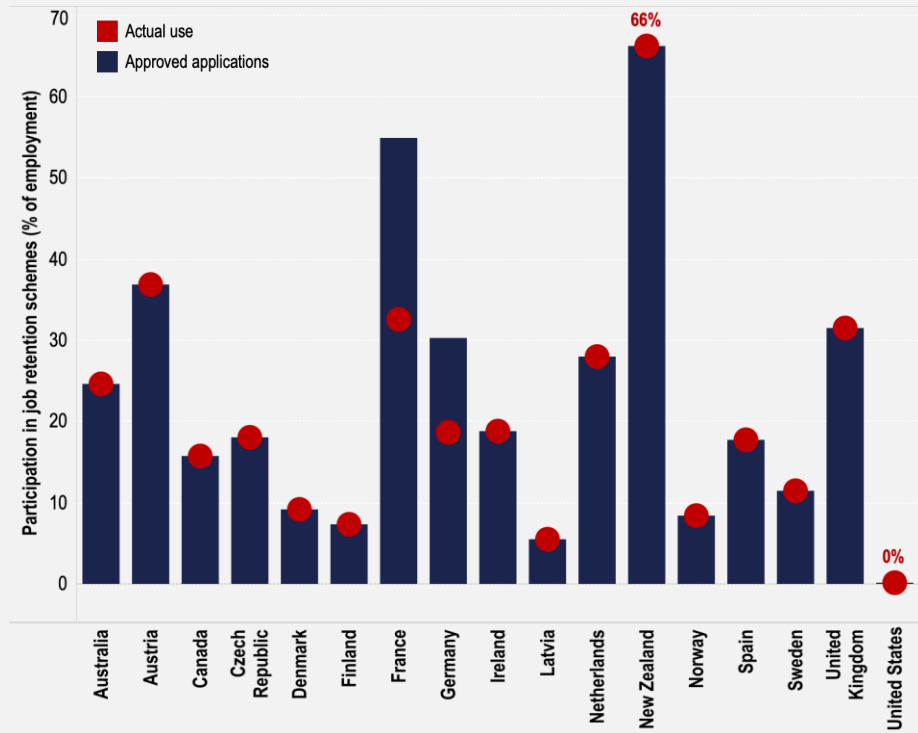
89%

Of OECD countries introduced loan guarantees for SMEs

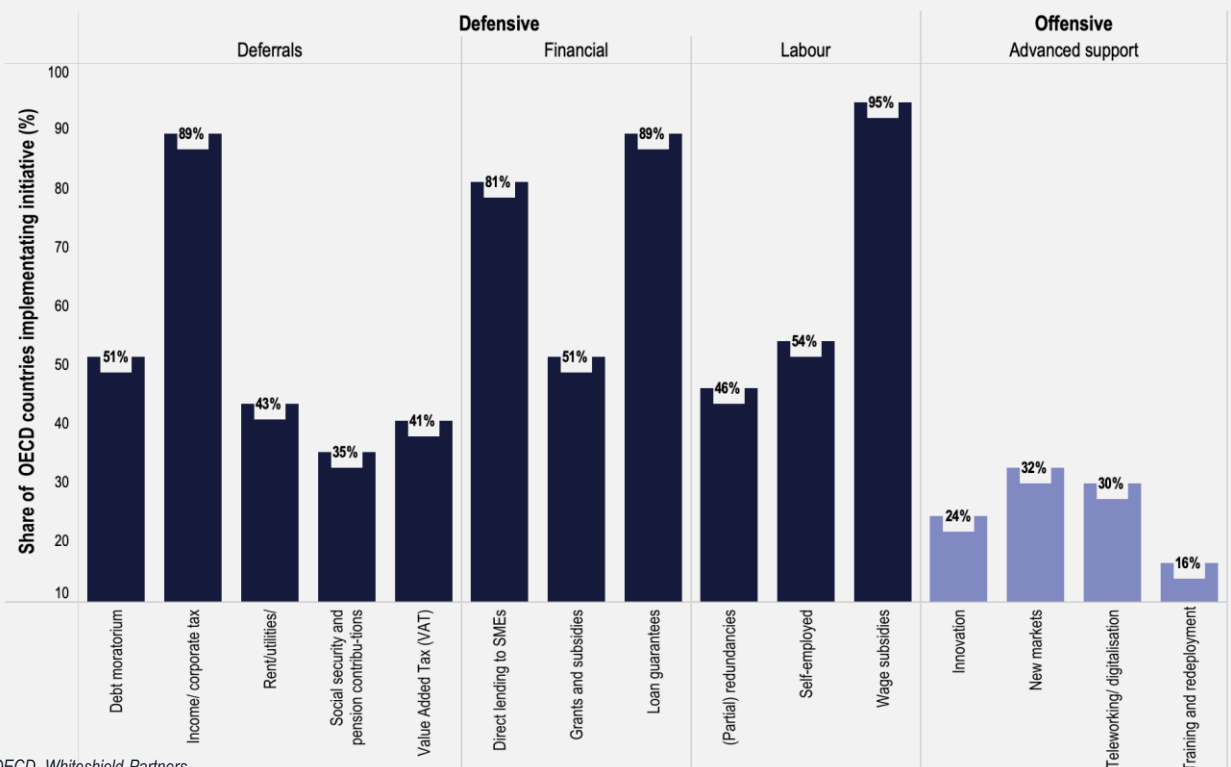
54%

Only half of OECD included measures targeting the self-employed

## Applications and actual use of job retention schemes



## Policies adopted by OECD countries to support SMEs



Source: OECD, Whiteshield Partners





# SUSTAIN: BEST PRACTICE

## SOUTH KOREAN COVID-19 TASKFORCE

Policies to sustain labour markets

### ESTABLISHING A WHOLE-OF-SOCIETY APPROACH

South Korea 

#### CONTEXT & OBJECTIVES

- Although the rapidity with which COVID-19 took hold in South Korea put a pressure on country's officials, government was able to implement whole-of-society approach tackle the crisis.
- Prime-Minister created a COVID-19 task force of all ministries, local authorities to increase collaboration and coordination across different agencies.
- The government quickly put in place rigorous testing and tracing mechanisms to control the spread of COVID-19 and minimize the health and economic effects of the pandemic.



#### KEY INSIGHTS

- The multi-pronged strategy helped minimize the impact on employment, which has declined by a lower amount than witnessed in most advanced economies.
- Effective vertical coordination through institutional mechanisms with direct involvement of local response units in the national taskforce.
- Mobilization of resources and capabilities via engagement of private companies and industry representative with the national taskforce enabled by digital and open innovation platforms.
- Emphasis on transparency, extensive communication and participatory governance. Whole-of-country approach with active collaboration between civic actors and local authorities especially to assist vulnerable segments of the population.
- Government responsiveness to civil society's concerns and requests related to potential weakness areas such as the migrant issue.

#### APPROACH

- The Korean government has assembled the Central Disaster and Safety Countermeasure Headquarters headed by the Prime Minister. The response team included all government authorities at the national and regional level and cooperated closely with expert and scientific community. Within the task force regional and city governments can collaborate, learn from each other and share resources. For example, when one region ran out of hospital beds, it asks other provinces to open up beds in their hospitals, or it can ask doctors in other regions to help.
- In addition, national government and local service providers cooperate closely with NGOs cooperate to identify gaps in addressing healthcare services. NGOs monitor assisted-living facilities, homeless shelters and vulnerable individuals at home to ensure that these populations were receiving proper assistance. And community volunteers were involved as well to provide additional support where local governments lacked the capacity to do so.
- Finally, the task force reacted to civil society demands, in particular for migrants and refugees, which are often left from government's radar, such that they have equal access to testing and treatment.
- The government also contained infected individuals in health centres or in self-quarantine, while undertaking aggressive contact tracing with the help of technology.

#### MEASURES / OUTCOMES

- After MERS outbreak South Korea made huge reforms to enhance healthcare system.
- As the outbreak escalated, approximately 600 testing centres. By late March 300,000 tests were conducted. As at 23 July, there were 13,938 cases and 297 deaths..
- The Korean Ministry of Justice had announced that undocumented migrants could be tested for COVID-19 without risks of being deported.

Source: World Economic Forum, Central Disaster Management Headquarters

R.1

## KURZARBEIT: REDUCED WORK HOURS

Policies to sustain labour markets

### PROTECT JOBS THROUGH WAGE SUPPORT

Germany 

#### CONTEXT & OBJECTIVES

- Kurzarbeit is a social insurance program whereby the employers reduce the employees' working hours instead of laying them off.
- Introduced as a welfare-state scheme for Germany, the objective of Kurzarbeit is to reduce unemployment and keep people in the workforce.
- Necessary changes to the program in light of the particularities of the COVID19 crisis have ensured that Kurzarbeit remains a significant tool for Germany to weather the impacts.



#### KEY INSIGHTS

- Focus in the short-term on keeping workers in their jobs to protect their income, avoid impact on long-term employability, reduce precautionary savings and impact on aggregate demand and allow companies to retain human capital, while avoiding the costly process of separation, re-hiring and training.
- Germany's longstanding experience with the Kurzarbeit scheme shows that countries with existing safety net systems benefit from a comparative advantage in their crisis response
- Leveraging of existing scheme is complemented by an agile and flexible approach to adapt to the specificities of the current crisis

R.2

#### APPROACH

- A company can register short-time work if at least ten per cent of its workforce have their working hours cut by more than ten per cent. The normal threshold is one-third of the workforce.
- In that scenario, the workers are sent home and upto 60% (67% if they have kids) of their lost wages are paid for by the state.
- That is, a worker receives 60 percent of his or her pay for the hours not worked, while receiving full pay for the hours worked. So, for example, a worker would only experience a 10 percent salary loss for a 30 percent reduction in hours. The program usually runs for a maximum of 6 months consecutively.
- During the crisis, certain requirements have been relaxed to expand the eligibility of the system: inclusion of temporary workers, relaxation in social security contributions.
- Amount of assistance to be raised to 70% (77% with child) from the 4th month of commencement of support and 80% (87% with child) from the 7th month.

#### MEASURES / OUTCOMES

- For March-April, the number of applications exceeded 10 million, 20 percent of the labor force—much greater than peak applications during the global financial crisis—while unemployment has increased by less than 0.4 million.
- According to IMF, Kurzarbeit significantly contributed to Germany being the only G7 country that did not experience a fall in employment in 2009
- The agency responsible for issuing the benefit has built reserves of €26bn, much more than 2009 figures, which should help sustain the program until the recovery of the markets

Source: IMF, ILO, Whiteshield Partners







# SUSTAIN: BEST PRACTICE

## NEED-BASED DIRECT CASH TRANSFERS

Policies to sustain labour markets

### SUPPORT SCHEME FOR LOW-INCOME AND IMPACTED HOUSEHOLDS AND WORKERS

Vietnam



R.2

#### CONTEXT & OBJECTIVES

- o Vietnam has a strong reliance on global trade and slowdowns all over the world have highly impacted domestic businesses and employment.
- o Numerous enterprises, household businesses, self employed workers and workers in the informal economy are adversely affected and often do not fall under the purview of traditional unemployment insurance, and assistance is required to prevent them from falling through the cracks of the social security system.



#### KEY INSIGHTS

- o Focus on income support to avoid impact on domestic demand and partly offset the significant impact of external demand drop.
- o Direct targeting of most affected and vulnerable individuals to optimize resource allocation.
- o Direct support to workers allowing to reach informal employees as well who represent a high share of the workforce and who might otherwise be left behind in firm-based support.
- o Rapid health and economic response enabled by a strong fiscal position and fiscal prudence going into the crisis.
- o Collaboration with local governments to reach out to most vulnerable individuals and especially informal workers.
- o New regulations on the development of a new e-payment system, including through non-banking institutions to transfer cash benefits to the underbanked segments of the population.

#### APPROACH

- o The government of Vietnam has introduced a range of cash transfers to support households, including the poor and near-poor, along with measures for workers who lost their jobs but are not eligible for unemployment insurance and workers without employment contracts working in business establishments closed due to social distancing requirements.
- o Employees with suspended contract or forced unpaid leave to receive VND 1.8 million per month, with employees in the informal sector or who are ineligible for standard unemployment allowance will receive VND 1 million per month for three months.
- o The implementation of these scheme was done through collaboration with the local governments who helped compile the details of at-risk groups in a national database and reach out to members of the population who don't have access to basic banking services. The government is also using the pandemic to build long-term capabilities through a new e-payment system and new regulations.

#### MEASURES / OUTCOMES

- o Total employment declined to 51.8 million in 2<sup>nd</sup> quarter of 2020, a decrease of 4.8 per cent from the same quarter in the previous year. Informal employment also declined, while underemployment has increased.
- o Cash Transfers of almost VND 30 trillion have been extended to approximately 22 million beneficiaries, of which over 5 million are workers of the informal sector.

Source: IMF, ILO, World Bank, Whiteshield Partners

## REDEPLOYMENT FOR WORKERS IN HARD-HIT SECTORS

Policies to sustain labour markets

### SUPPORT MOBILITY THROUGH REDEPLOYMENT (CONNECT WORKERS WITH JOBS)

New Zealand



R.3

#### CONTEXT & OBJECTIVES

- o COVID-19 crisis lead to major imbalances in the labour market by rapidly decreasing the demand of jobs in some sectors, while others are facing a surge in demand and potential supply shortages.
- o In order to deal with these imbalances, New Zealand decided to focus on short-term workforce mobility and workers' redeployment.



#### KEY INSIGHTS

- o The redeployment scheme of New Zealand illustrates the high potential for synergies between the various areas of the crisis response.
- o On the employment front, the scheme helps workers in deeply affected sectors acquire new skills and find a new job quickly, thus minimizing the long-term impact on employability.
- o On the budgetary front, the scheme represents an efficient allocation of resources by minimizing direct income assistance needs and leveraging human capabilities.
- o On the supply chain fronts, the scheme support essential sectors such as the agri-business sector to ensure food security and avoid a shortage of workers.

#### APPROACH

- o A joint effort between Economic Development and Employment ministers (\$100 mln. fund to redeploy workers), the package includes training, transport, administration and assurance costs to move workers from affected sectors like tourism to sectors that are stressed for manpower such as agribusiness.
- o The announced package consist of various projects across different regions of the country.
- o Training will be provided for workers looking to be deployed, tailored to the specific requirements of the jobs available in their area. Training can be done pre-employment or on the job and can be delivered by providers or employers.

#### MEASURES / OUTCOMES

- o Redeployment programme in Gisborne District led many people move from hospitality sector to horticulture.

Source: New Zealand Government







# SUSTAIN: BEST PRACTICE

## TARGET PRIORITY SECTORS

Policies to sustain labour markets

### ENHANCED TRAINING SUPPORT PACKAGE – SKILLS FUTURE SINGAPORE

Singapore 

R.4

#### CONTEXT & OBJECTIVES

- The Government of Singapore has developed an Enhanced Training Support Package in order to upgrade skills of workers in most affected sectors.
- The program will cover different set skills, including deep domain skills and emerging digital skills.

### Enhanced Training Support Package



#### KEY INSIGHTS

- Singapore provides a targeted type of support focused on employees' upskilling to sectors such as tourism and aviation given the low potential for remote work in these sectors.
- The training programs focuses on priority skills (such as compliance with new health guidelines) and emerging skills (such as digitalization) to cover both short-term and longer-term demand for skills and enhance sectoral resilience.
- Singapore's well established lifelong learning system allowed to quickly respond to the COVID-19 crisis and mobilise a team of training partners to conduct various trainings.

#### APPROACH

- The Enhanced Training Support Package (ETSP) is part of the Stabilisation and Support Package announced by DPM of Singapore. The ETSP will be time-limited to cover eligible courses in selected sectors.
- Companies in selected sectors that are directly and critically impacted by COVID-19 are eligible for enhanced Absentee Payroll at 90% of hourly basic salary, capped at \$10 per hour, and enhanced Course Fee support at up to 90% of course fees. These sectors are: air transport, arts & culture, food services, point-to-point (taxi and private hire) and private bus companies, retail, tourism.
- The training program covers a variety of courses depending on the sector from productivity management and process innovation to emerging digital skills.

#### MEASURES / OUTCOMES

- It is expected that the Enhanced Training Support Package will benefit more than 1,000 companies and 10,000 employees.

Source: Singapore Government Agency Website

## ETHIOPIA'S PLAN FOR GROWTH

Policies to sustain labour markets

### SECTOR SPECIFIC GROWTH AND COVID-19 SUPPORT

Ethiopia 

R.4

#### CONTEXT & OBJECTIVES

- In the 2000s, the Government took a strong role in driving its development strategy, which focused on the contribution of agriculture and public investment in spurring growth and employment.
- Employment has evolved into a prominent policy objective with the creation of the Job Creation Commission, with a strong commitment to generating more and better jobs through a process of structural transformation.



#### KEY INSIGHTS

- Targeted support to manufacturing exporters to save most productive firms and jobs aligned with Pre-crisis strategy of focus on jobs and job quality.
- Support package includes non-monetary measures such as regulatory flexibility and help to repurpose factories to maximize assistance under constrained financial resources.
- Maximized coordination through tripartite forum which includes government, labour confederations and employers. Support packages designed following extensive dialogue with targeted firms.
- Leveraging of the current context to increase freight capacity to support both trade activities and the national airline.

#### APPROACH

- The strong focus on employment in the public sector has helped the government, through the Jobs Creation Commission, to respond quickly to the impact of the COVID-19 crisis.
- Major economic constraints and declining tax revenues mean that country-wide stimulus is unrealistic. Ethiopia has encouraged production and other economic activities to continue during the crisis thus considerably easing the pressure on vulnerable social groups and the informal sector.
- Support has targeted productive sectors such as manufacturing and exports. A support package targeting manufacturing exporters whose orders have plummeted due to cancellations by big buyers has been introduced and comprehensive COVID-19 action plan was implemented in industrial parks.
- To further support manufacturing exporters, a logistics subsidy was introduced including free rail transport and reduced dry-dock and air freight charges. Freight capacity has been doubled by improving productivity and converting 25 passenger aircrafts.

#### MEASURES / OUTCOMES

- GDP growth averaged 9 per cent between 2001–02 and 2017–18. Because of the COVID-19 crisis, growth is forecast to reach just 3.2 per cent in 2020.
- Quick action means COVID-19 cases remain low at present despite the population size.
- A tripartite protocol between labour confederations, employers, and the government was agreed.
- In a new initiative, factories and industrial parks have been repurposed to manufacture personal protective equipment (PPE) for the export market.

Sources: ILO, IMF, World Bank, ILO BetterWork, Whiteshield Partners





# SUSTAIN: BEST PRACTICE

## BUSINESS CREDIT AVAILABILITY PROGRAM (BCAP)

Policies to sustain labour markets

Canada



### EXTENDING ACCESS TO CREDIT FOR SMALL BUSINESSES THROUGH GUARANTEES

R.5

#### CONTEXT & OBJECTIVES

- Government launched the Canada Emergency Business Account (CEBA) for small businesses to get access to capital and position for recovery.
- The Business Credit Availability Program (BCAP) is a means of guaranteeing credit for mid and large firms from banks along with the Business Development Bank of Canada.



#### KEY INSIGHTS

- The initiative has proven to be especially effective thanks to the collaboration with the financial sector and the prioritization of speed of disbursement thereby enabling SMEs to avoid the death valley of cash.
- BCAP's working model allows to limit the exposure of governments to risk and rely on the due diligence expertise of financial institutions that reduces the risk of fraud while achieving the objectives of access to credit for SMEs.
- By offering to forgive parts of the loan upon early payment, the scheme also incentivizes rapid recovery and reduces the chances of companies taking the loan if not needed.

#### APPROACH

- CEBA is a \$55 billion program, implemented by eligible financial institutions in cooperation with Export Development Canada (EDC), provides interest-free loans of up to \$40,000 to small businesses and not-for-profits.
- Details about BCAP: Loan sizes will range between \$12.5 million and \$60 million, to be obtained before September 30, 2020; 90% of financing will be provided by BDC and 10% by the participating financial institution(s), for a Four-year term, after which principal is to be repaid as a balloon payment, and Interest payments for the first 12 months will be capitalized and due at maturity.
- Repaying the balance of the loan on or before December 31, 2022 will result in loan forgiveness of 25 percent (up to \$10,000).
- BCAP is specifically for new operating lines of credit or new term loans to sustain operations in response to COVID-19, and the size of the loan is determined by the respective financial institutions.

#### MEASURES / OUTCOMES

- Deployed more than \$1 billion in new financing to Canadian SMEs of all sizes
- Processed nearly 40,000 postponements for its clients representing \$771 million in postponed payments.

Source: Whiteshield Partners; Export Development Canada



## GOVERNMENT CONTINUITY: TRAINING PUBLIC EMPLOYEES TO GO DIGITAL

### EXAMPLES

### GENERAL INSIGHTS

#### TELEWORKING AND SAFETY TRAINING FOR PUBLIC SECTOR EMPLOYEES



Authorities rolled out teleworking systems for a large number of employees to safeguard their health while maintaining service delivery. Simultaneously, the staff has also been trained in COVID19 prevention protocols and health and safety measures.

Availability of non-automated public services can only be maintained when a reliable public workforce can be maintained and made available, especially for the duration of the crisis.

R.6

#### SKILLING AFFECTED PUBLIC SECTOR WORKERS TO MEET SURGE



Jobs and Skills Exchange program allows public employees in affected sectors such as sports to skill themselves in relevant capabilities and work in in-demand sectors such as healthcare or implementation of government support programs for the population.

This serves a two-fold objective of being able to support demand in public services through repurposing the public sector workforce, and also keeps the employees on the payroll, bundled with all the socio-economic benefits that arise out of resilient employment.

#### HELPING PUBLIC SECTOR EMPLOYEES' TRANSITION TO DIGITAL



Canada has setup a platform for public servants, which extends access to teleworking resources, mental health resources information on cyber and IT security and other government resources and platforms.

Focussing on the transition to digital mode of working has to be the first step for any government to continue working online, and with its focus on issues ranging from cybersecurity to mental health, the Canadian implementation suitably equips the public sector employees to effectively carry out their jobs.

Source: OECD Policy Responses to Coronavirus (COVID-19), Victorian Government, Australia, Public Services & Procurement, Canada







# ACTIVATING THE RECOVERY OF LABOUR MARKETS



# FIVE RECOMMENDATIONS FOR ACTIVATING THE RECOVERY OF LABOUR MARKETS

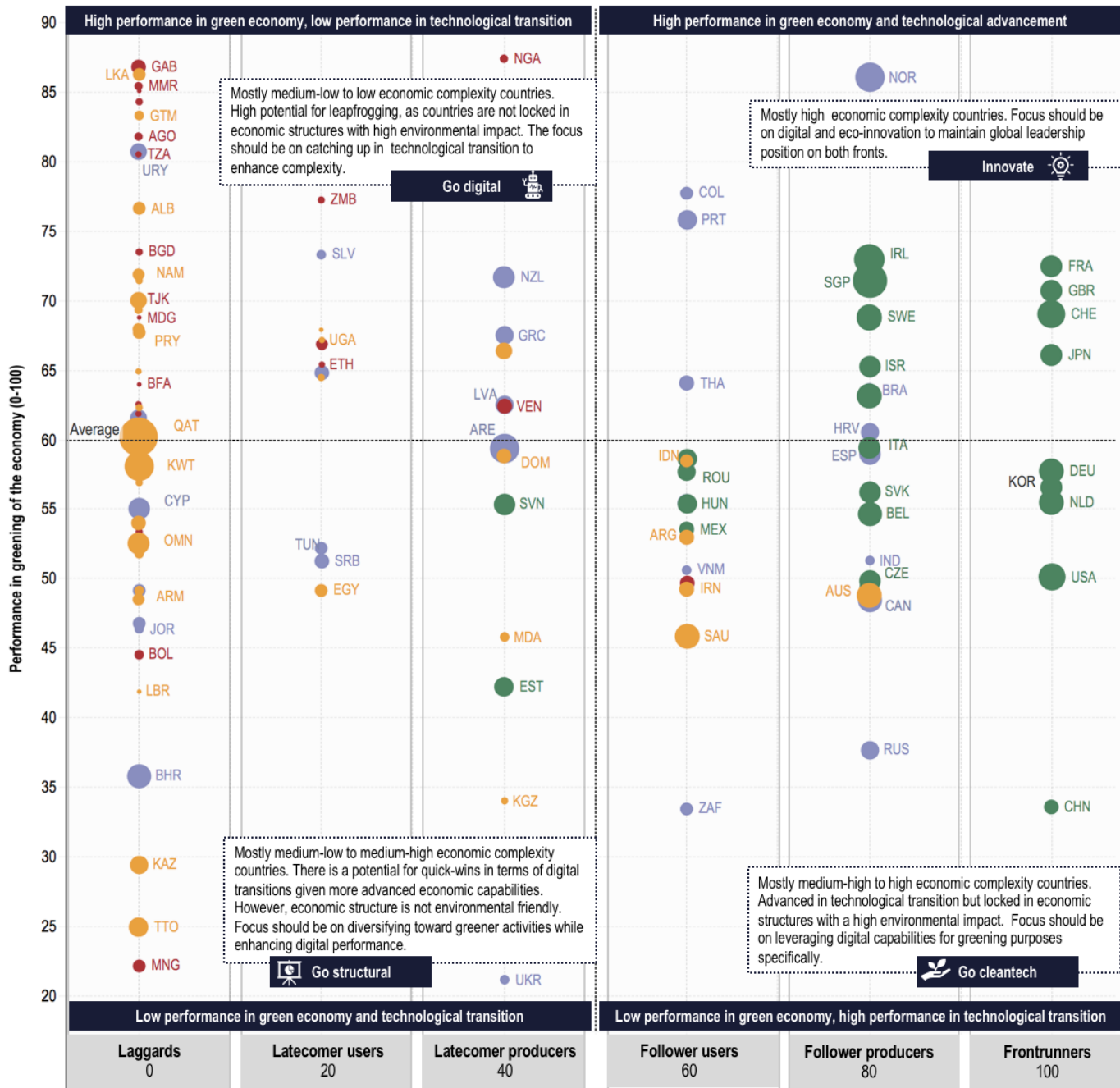


#	Recommendation	Key features	Country
1	Develop recovery plans according to country level/type of development	Policies cannot be “one-size-fits-all” and should be adapted to 1) Progress in digital transition and (2) green transition, (3) economic complexity and economic development.	
2	Provide targeted sector support to activate recovery of most impacted industries	<ul style="list-style-type: none"> <li>• Comprehensive sector turnaround plans</li> <li>• Focus on green/digital transitions</li> </ul>	
3	Support SMEs to enact their digital and green transitions	<ul style="list-style-type: none"> <li>• Transition from defensive to offensive SME support</li> <li>• Focus on skills and productivity</li> </ul>	
4	Fully leverage and strengthen effectiveness of active labour market policies	<ul style="list-style-type: none"> <li>• Shift focus to ALPM and mobility</li> <li>• Careful design of ALMP to enhance effectiveness</li> </ul>	
5	Leveraging infrastructure investment with a focus on digital and green	<ul style="list-style-type: none"> <li>• Focus on closing digital gap</li> <li>• Win-win: job creation and accelerated transitions</li> </ul>	

Source: Whiteshield Partners



# RECOVER: DEVELOP RECOVERY PLANS ACCORDING TO COUNTRY LEVEL/TYPE OF DEVELOPMENT



Source: Whiteshield Partners, UNIDO, UNSDG

R.1





# RECOVER: BEST PRACTICE

## SECTORIAL RECOVERY

Policies for labour markets recovery

### OIL AND GAS SECTOR EMISSIONS REDUCTION FUND

Canada



R.2

#### CONTEXT & OBJECTIVES

- The COVID-19 outbreak and the following lockdown measures to flatten the curve have had a significant impact on the oil and gas industry in Canada.
- The Government of Canada has introduced a targeted plan to help retain and create new jobs in the hard-hit oil and gas sector, which is facing unprecedented challenges due to fluctuating oil prices, a collapse in global oil demand and the COVID-19 pandemic.



#### KEY INSIGHTS

- The government of Canada recognizes the need to support the recovery of jobs in the hard-hit oil and gas industry but focuses on a green recovery to assist the sector in its sustainable transition and avoid negative consequences on environment targets.
- The emphasis on a green recovery of the sector will also help increase its competitiveness, notably with investments in R&D and emission reduction technologies.

#### APPROACH

- The new \$750 million Emissions Reduction Fund program is addressed to help retain employment and assist organisations that are preparing to take actions to reduce greenhouse gas emissions and conduct research and development in this area.
- Eligible conventional and offshore oil and gas companies will be able to apply to the new repayable contribution program.
- Of the \$750 million, up to \$675 million is available to conventional oil and gas companies, primarily to reduce methane emissions. The remaining amount, up to \$75 million, is for investments in emissions reduction and research and development in the offshore sector. Some of these contributions may be non-repayable.

#### MEASURES / OUTCOMES

- Compared with May 2019, oil and gas employment dropped by 14%, or 25,600 jobs.
- Methane emissions are one of the most potent greenhouse gases and oil and gas sector is the main source contributing to 43% total emissions.

Source: Government of Canada, Whiteshield Partners

## SUPPORT SMALL AND MEDIUM SIZED ENTREPRISES

Policies for labour markets recovery

### SUPPORTING SMEs FOR EMPLOYEE'S UPSKILLING AND GREEN TRANSITION

Ireland



R.3

#### CONTEXT & OBJECTIVES

- Skillnet Ireland and Enterprise Ireland offer good opportunities for Irish SMEs in upskilling and green transition.
- Skillnet Learning Networks offer a flexible approach suited to your business needs. They work with you to source and part-fund training partners to provide relevant upskilling.
- While Enterprise Ireland has a special program that helps to incorporate sustainable business practices into daily operations.



#### KEY INSIGHTS

- Effective leveraging of existing SME support programs and agencies to coordinate COVID-19 response and recovery actions aimed at SMEs.
- Adaptation of existing programs to the context of the current crisis with a strong focus on business continuity skills for instance.
- Strategic support to SMEs explicitly oriented toward digital and green transitions to prepare for longer-term transformations
- Support measures are adapted to the differentiated stages of advancement of SMEs in green and digital transitions.

#### APPROACH

- **1. Skillnet Ireland** is a national agency on promoting and facilitating skills upgrading programmes in Ireland. The primary objective of Skillnet Ireland is to increase participation of workforce in enterprise-led trainings. Enterprise groups engaged with Skillnet Ireland determine training needs in cooperation with Skillnet and coordinate the delivery of trainings. It operates under a joint investment model, partially funded by participating businesses in learning networks. Operation process includes: (1) funding; subsidies for groups of companies in the same industry or region that have the same training needs, (2) identifying skills: new innovative programmes addressing both current and future skill needs are developed in collaboration with enterprises and agencies, (3) scale: over 50,000 employed learners every year through 65 Skillnet Learning Networks.
- **2. Enterprise Ireland** is the governmental organisation responsible for the development and growth of enterprises, with particular emphasis on SMEs. The initiative comprises three programmes: (1) Green Start programme helps SMEs, at no cost to establish a simple environmental management system, (2) Green Plus - Business Process Improvement Grant, to assist companies to develop products and services to a level where they comply with specific green procurement requirements, (3) Green Transform is designed to further improve the competitiveness and market access of those companies who have maximised their energy.

#### MEASURES / OUTCOMES

- 18,000 Irish businesses are members of a Skillnet Learning Network, 94% of member companies are SMEs, 50,000 people trained every year
- 77% business members agreed that Skillnet training has enhanced the long-term performance of their business;
- Enterprise Ireland has supported companies of all sizes and in sectors ranging from Food, Construction, Manufacturing, Engineering to Services.

Source: Skillnet Ireland Official Portal, Enterprise Ireland, Whiteshield Partners














# RECOVER: BEST PRACTICE

R.4

## ACTIVE LABOUR MARKET POLICIES DURING THE RECOVERY STAGE OF COVID-19 RESPONSES

 <b>TYPE OF ALMP</b>	 <b>EMPIRICAL EVIDENCE AND POTENTIAL</b>	 <b>KEY DESIGN FEATURES TO CONSIDER</b>	 <b>COUNTRY EXAMPLES</b>
<p>Employment retaining programs</p>	<p>High cost, relevant for short-term support, prioritize in SUSTAIN stage</p>		
<p><b>Counselling and job-search guidance</b></p>	<ul style="list-style-type: none"> <li>Reduce short term unemployment</li> <li>Eliminate mismatch in the labour market</li> <li>Reduce long term unemployment by increasing tenure thereby reducing inflow into unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Customization &amp; individualized support to align with the specific needs of each worker.</li> <li>Eliminating “locking-in” – not reducing the job search efforts of participants by limiting them to the enrolled program</li> </ul>	<p><b>Scotland’s Making it Work</b> </p> <ul style="list-style-type: none"> <li>Effectively targets vulnerable parents whose challenges were not addressed by existing schemes.</li> <li>Relies on a co-management and co-governance framework within a partnership model increasing efficacy.</li> </ul>
<p><b>Hiring incentives and job subsidy</b></p>	<ul style="list-style-type: none"> <li>Can incentivize employers to find productive and innovative ways of job creation – driving economic activity and growth</li> <li>Protects jobs during crisis and also limits damaging impacts of unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the effectiveness of incentives across various target groups to avoid “deadweight risks”</li> <li>Making the programs sufficiently forward looking – ensuring longevity beyond the incentive period and allowing for growth via coaching and networking</li> </ul>	<p><b>Singapore’s Adapt and Grow</b> </p> <ul style="list-style-type: none"> <li>Provides a comprehensive suite of solutions to companies to encourage effective and well-planned recruitment wage subsidies, training incentives which boost productivity</li> <li>Specific targeting of long-term unemployed</li> </ul>
<p><b>Direct employment and job creation</b></p>	<ul style="list-style-type: none"> <li>Can incentivize employers to find productive and innovative ways of job creation – driving economic activity and growth</li> <li>Protects jobs during crisis and also limits damaging impacts of unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Eliminating “crowding out” – benefits to enrolled participants should not be at the cost of other unemployed job seekers</li> <li>Key to have medium to longer term outlook for sustained effectiveness</li> </ul>	<p><b>Germany Power Saving Check</b> </p> <ul style="list-style-type: none"> <li>Helps households be more energy efficient as a part of its green strategy.</li> <li>The scheme trained and staffed individuals who were previously long-term unemployed</li> <li>Provides mentoring to the workers via professional energy consultants.</li> </ul>
<p>Large scale training and upskilling</p>	<p>High productivity and employability gains, relevant for long-term support, prioritize in TRANSFORMATION stage</p>		

Source: Whiteshield Partners





R.5

## STRATEGIC INFRASTRUCTURE INVESTMENTS

*Policies for labour market recovery*



**South Korea**

### GENERAL CONTEXT

- Korea's past anti-crisis measures is a good illustration of how green and digital initiatives can foster economic recovery and ensure sustainable growth
- A special agency was created to focus on all aspects of development in the digital space, from education to businesses and even e-government
- During COVID-19 crisis, Korea resumed its practice by focusing on online learning, digital infrastructure and supporting teachers

### 1. LEVERAGING INFRASTRUCTURE INVESTMENTS FOR TECHNOLOGICAL DEVELOPMENT

- **KADO** which is now called National Information Society Agency (NIA) was created to focus on all aspects of development in the digital space
- **Role in e-Government and ICT infrastructure:** providing expertise in developing and implementing the National Framework Plan on Informatization Promotion, managing & operating information networks of public organizations, maintaining information systems for inter-agency information sharing, supporting information resource management in the public sector.
- **Role in reducing digital divide:** policies and programs to achieve a digitally inclusive society, encourage digital social innovation at the grassroots level and build policies and programs for a fair and safe digital society and culture.

- Specialized body in charge of both digital infrastructure and digitalization strategy allows to coordinate between all key stakeholders and put in place the right policies to increase return on digital infrastructure investments.
- Important for such agencies to adapt to change rapidly: KADO/NIA have been around for 30 years and the period is marked with timely changes in direction.

# 1<sup>st</sup>

UN e-government survey

# 2<sup>nd</sup>

Biggest spender on ICT in the world

### 2. LEVERAGING DIGITAL INFRASTRUCTURE FOR EDUCATION

- **Online Learning:** 3 types of online distance learning: (1) Interactive learning between teachers and students; (2) Content based learning; and (3) Task/Assignment based learning
- **Infrastructure:** students without digital devices can freely loan them from their school as the MoE secured 300,000 devices. Also, for students from low-income families without internet access, the government installs internet and provides a 17 US Dollar monthly stimulus payment to cover basic internet fees.
- **Support to teachers:** MoE and KERIS launched an online website called School-on – a platform where teachers can share useful information related distance learning

- The governments multi-pronged approach tackles each aspect of facilitating online learning: supporting students, assisting teachers transition online and access to infrastructure.
- The public institution KERIS also works with international organizations and countries to share Korea's ICT expertise, recent notable collaborations have been with Serbia and Uzbekistan.

# 250

USD million investment to online education

# 17

Regional education offices supporting online education

Source: Korea Education and Research Information services, Whiteshield Partners



# LONG-TERM POLICIES TO TRANSFORM LABOUR MARKETS

# FIVE RECOMMENDATIONS TO TRANSFORM LABOUR MARKET



#	Recommendation	Key features	Country
1	Adopt a “whole-of-country” approach to develop and monitor resilience policies	<ul style="list-style-type: none"> <li>• Strong horizontal coordination</li> <li>• Specialized and multi-stakeholder coordinating bodies</li> </ul>	
2	Build a national skills gap database in partnership with the major online recruiters	<ul style="list-style-type: none"> <li>• Continuous identification of skills shortages and surpluses</li> <li>• Systematic process to feed-in resilience policies</li> </ul>	
3	Design and implement an integrated skills strategy to align with future trends	<ul style="list-style-type: none"> <li>• Focus both on current and future workforce</li> <li>• Focus on access and alignment of trainings with future trends</li> </ul>	
4	Focus on green and digital innovation and entrepreneurship	Creating new technologies and enhancing the size of green goods and services in the economy	
5	Enhance governmental and institutional capabilities through structural reforms	<ul style="list-style-type: none"> <li>• Alignment between regulation and rising trends (e.g. gig work)</li> <li>• Streamlining of policy processes</li> <li>• Digital and policy capabilities</li> </ul>	

Source: Whiteshield Partners





# TRANSFORM: BEST PRACTICE

## WHOLE-OF-GOVERNMENT APPROACH TO LABOUR RESILIENCE

Policies to transform labour markets

### FUTURE SKILLS

Canada



#### CONTEXT & OBJECTIVES

- Employee skills are rapidly outdated with rapid advances in technology
- The objective of Future Skills is to help Canadians prepare for, acquire and maintain jobs as innovation and technology continue to place new demands on workers' skills and training



#### KEY INSIGHTS

- Measurement: emphasis on capturing major trends through data, analysis and measurement of outcomes
- Partnership: collaboration with firms, chamber of commerce, labour unions, and not-for-profits
- Co-financing: the program leverages project partnerships and co-financing opportunities to explore new and innovative approaches to skills development and outcome measurement

#### DESCRIPTION / APPROACH

- Future Skills includes the Future Skills Centre and the Future Skills Council
- The Future Skills Centre will work on:
  - Examining major trends that will have an impact on national and regional economies and workers
  - Identifying emerging skills that are in demand now and the future that may impact people's education and training decisions
  - Developing, testing and evaluating innovative approaches to help Canadians gain the skills they need to adapt and succeed in the workforce
  - Sharing results and best practices with governments, the private sector, labour, educational and training institutions, not-for-profit organizations, academics and subject matter experts to support broader adoption of innovative approaches across Canada
- The Future Skills Council (15 members) makes recommendations to the Minister on national priorities related to skills development and training for Canadians. The Council will also identify national priorities related to skills of the future that could inform the work of the Future Skills Centre

#### MEASURES / OUTCOMES

- The Future Skills program launched in May 2018 with a committed budget of \$225 million for the first 4 years and \$75 million thereafter

Source: Whiteshield Partners: Building A Highly Skilled And Resilient Canadian Workforce Through The Futureskills Lab, 2017; [www.canada.ca](http://www.canada.ca)

R.1

## WHOLE-OF-GOVERNMENT APPROACH TO LABOUR RESILIENCE

Policies to transform labour markets

### DISRUPTION COUNCIL

Denmark



#### CONTEXT & OBJECTIVES

- The government established the Disruption Council – a Partnership for Denmark's Future in May 2017 in order to address labour market resilience
- The council looks at future skills, free trade, international partnerships, new business models, tomorrow's technology and lifelong learning
- Denmark has a strongly resilient labour market supported by a combination of relatively flexible labour regulation, an active labour market policy and a generous benefit system



#### KEY INSIGHTS

- High levels of investment in active labour policy - 1.85% of GDP (highest in the OECD)
- Strong coordination between government, private sector and unions through formal institutions (e.g., Disruption Council – a Partnership for Denmark's Future)
- Vocational training subsidized for lifelong learning and constantly updated to ensure relevance

#### DESCRIPTION / APPROACH

- Disruption council brings together trade unions, employer organizations, entrepreneurs, experts, Danish youth, CEOs and ministers to reflect on future market trends and how they will impact work:
  - Recent initiatives include revising laws and regulations around the sharing economy (increased worker protection and measures to support the industry) and tripartite agreement with social partners on vocational training and education to improve flexibility and incentives for lifelong learning
- The Danish "flexicurity" system has three major foundations, ensuring relatively low rates of unemployment, high quality jobs and high levels of equality:
  - Flexible labour regulation – flexible rules for hiring and firing that incentivize companies to hire
  - Active labour market policies – compulsory activation programs for unemployed (with private sector employment subsidised by the government for up to 1 year), 6 weeks of free education for the unemployed
  - Generous unemployment benefits – up to 90% of pay for low wage employees for up to 2 out of every 3 years
- Government subsidised (covering ~85% of cost) lifelong vocational training (over 2 800 courses updated annually, ensuring focus on employer skill needs)

#### MEASURES / OUTCOMES

- 70 per cent of Danes think 'it is good for people to change jobs every few years' and 25% change jobs in any given year
- Unemployment rate consistently below EU average (June 2018 5.0% vs. EU average of 6.9%)

Source: Whiteshield Partners: WEF: The Disruption Council, Education and Training – Lessons from Denmark by Kinley Salmon, [www.star.dk](http://www.star.dk)

R.1





### DESCRIPTION

### GENERAL INSIGHTS



### APPROACH #1: INTEGRATING GREEN SKILLS ASSESSMENT INTO EXISTING SKILLS FORECASTING

The skills assessment and anticipation schemes in Spain rely on **3 processes** which have all witnessed **the integration of green skills needs assessment**.

- **Process 1: led by the Observatory of Occupations**
  - Annual selection of 200 fast-growing occupations
  - Analysis by regional networks of stakeholders to identify skills gaps.
  - Insights provided are used for the adjustment of continuous education and professional TVET.
  - In 2017, several green occupations (e.g. power plants technicians, prevention of labour and environment risk agents, etc.) were included in the list of 200 occupations.
- **Process 2: led by Fundae, state organization for lifelong learning**
  - Joint sectorial committees, including several related to green industries (e.g. water management activities, waste management and recycling, etc.).
- **Process 3: led by the National Qualifications Institute**
  - Updates educational TVET according to identified skills gaps
  - Since 2010 has pursued a greening of all 166 TVET diplomas.

- Countries which already have strong skills gap identifications schemes can simply rely on them for green skills gaps as well.
- Some key features of strong schemes include:
  - (1) **Strong collaboration** with all key stakeholders, including employers, HR advisors, employee associations, etc.
  - (2) **Effective regional assessment** relying on regional networks of experts
  - (3) **Coordination between different schemes** (if they exist), in particular between employment and education policymakers.

A strong **coordination between these 3 processes is insured by the General Council of Vocational Training.**

### APPROACH #2: CREATING A MECHANISM SPECIFIC TO THE GREEN SKILLS ASSESSMENT

In France, a different approach was followed with **the creation of a dedicated institution** “The French National Observatory for Jobs and Occupations of the Green Economy.”

- **Relies on two approaches:** an activity-based approach (eco-activities) and a job-occupation approach.
  - **Includes 2 groups:** one focused on data and statistics and one on policy actions, regarding training and education.
  - **Brings together all key stakeholders:** relevant national ministries, key PES organisations, VET associations, statistical and research institutes, and regional observatories.
- The creation of a new institution dedicated to skills assessment is relevant when processes are not comprehensive or rely on fragmented and ad-hoc schemes.
  - The new institution acts as a coordinating body and all relevant stakeholders from public and private sectors are represented
  - Dual focus on statistical assessment and policy actions to adopt evidence-based actions.

Source: ILO green jobs report, Whiteshield Partners







# TRANSFORM: BEST PRACTICE

## SKILLSFUTURE

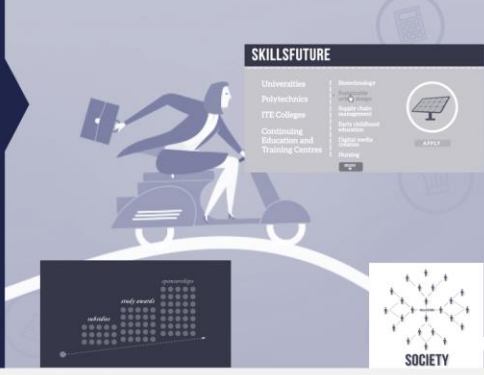
Policies for labour market transformation

### INSTITUTIONALISING LIFELONG LEARNING

Singapore

#### CONTEXT & OBJECTIVES

- o In a context of digital disruption and widening skills gaps, it is critical that individuals acquire the skills needed for future work.
- o To address the widening skill gap, Singapore Government's Future Economy Council (FEC) launched the SkillsFuture initiative to prepare Singaporeans for the future of work through knowledge, application and experience.



#### KEY INSIGHTS

- o SkillsFuture is an inclusive, participative national movement that targets all population segments no matter their age and skill level.
- o Unique credit system and rewards allow individuals 25+ to take ownership of their skills development and lifelong learning.
- o Programs and services offered are designed to serve the specific needs of the intended target segments (student, early career, mid career).

R.3

#### APPROACH

- o The SkillsFuture initiative targets all Singaporeans no matter where they are in life (schools, early career, mid career, silver years). The initiative is built on 4 dimensions:
  1. Help individuals make well-informed choices in education, training and careers
  2. Develop an integrated high-quality system of education and training that responds to constantly evolving needs
  3. Promote employer recognition and career development based on skills and mastery
  4. Foster a culture that supports and celebrates lifelong learning
- o SkillsFuture provides a set of digital services that enable individuals to foster a lifelong learning mindset.
- o All Singaporeans 25 or above receive a first credit of S\$500 to take initiative in managing their skills and lifelong learning.

#### MEASURES / OUTCOMES

- o In 2016, 126 000 Singaporeans used SkillsFuture credit to enhance their digital careers
- o More than 34% of applicants used the SkillsFuture programs and services more than once

Source: Whiteshield Partners; www.skillsfuture.sg; www.digitalmarketinginstitute.com

## 21<sup>ST</sup> CENTURY SKILLS

Policies for labour market transformation

### CURRICULUM REFORM TO PREPARE THE FUTURE WORKFORCE FOR NEW SKILLS

Finland

#### CONTEXT & OBJECTIVES

- o Although Finland has for many years had a high quality education system, reflected in high scores in the OECD's PISA program, the government has been worried about deterioration in educational outcomes since the 2008 financial crisis and is also anxious to prepare citizens for future labour force resilience
- o The government launched a radical overhaul of the K-12 education system through the 2016 National Curriculum Framework focused on building "21st Century Skills"



#### KEY INSIGHTS

- o The new curriculum is focused on "21st Century skills" that are hard to automate and focused on encouraging building an ability to learn
- o The new curriculum is supported by extensive teacher training to enable teachers to deliver it, but some have found the transition difficult
- o Although the national curriculum framework is set centrally, there is significant room for local interpretation, even down to the level of individual classrooms

R.3

#### DESCRIPTION / APPROACH

- o Focus of curriculum remains mathematics, language and sciences, but shift of teaching focus to develop "transversal competencies" – human skills that will equip pupils for future of work: thinking and learning to learn; taking care of oneself and others, managing daily activities, safety; cultural competence, interaction and expression; multiliteracy; ICT competence; working life competence and entrepreneurship; participation and influence, building the sustainable future
- o Pupils are encouraged to make connections across subjects through undertaking an interdisciplinary learning module every year using a Phenomenon-Based Learning approach with students having a say in what they want this to be focused on and being involved in group work to execute it
- o Active use of technology is embedded in the curriculum approach

#### MEASURES / OUTCOMES

- o Too early for results to filter through into PISA and other assessment scores
- o However, anecdotal evidence suggests most pupils and teachers highly engaged in the new form of learning

Source: Whiteshield Partners; BBC; WEF, 4th Industrial Revolution; Finnish National Agency for Education







# TRANSFORM: BEST PRACTICE

## DIGITAL & INDUSTRY 4.0: INTELLIGENT FACTORY CLUSTERS

Policies for labour markets transformation

Italy

### INVESTING IN HIGH-TECH INNOVATION TO FURTHER INDUSTRY CAPABILITY

R.4

#### CONTEXT & OBJECTIVES

- Objective: Creation of a single contact point for Italian manufacturing internationally and reinforcing research on the development of new technologies.
- Promote efficient integration between national and regional policies on research and innovation, enhancing inter-institutional aggregations in line with EU guidelines.



Digital Transformation Monitor

### Italy: Fabbrica Intelligente

January 2017

#### KEY INSIGHTS

- Leveraging specialised clusters to enhance synergies and collaboration between the various sectors involved in advanced technological development.
- Adoption of clear strategic objectives to align technological innovation with socio-economic needs and capitalize on most relevant technological trends.
- Multi-stakeholder collaboration including public and private but also national, supra-national and regional actors. approach in industrial policies.
- Leveraging of clusters for regional development.

#### APPROACH

- Creation of the technological clusters to use clusters as boosters for sustainable economic growth, in terms of new products, services and productive sectors.
- The initiative has also defined clear strategic lines of development: 1) Systems for personalized production; 2) Strategies, methods and tools for industrial sustainability; 3) Factories for humans; 4) High-efficiency production systems; 5) Innovative production processes; 6) Evolutionary and adaptive production systems 7) Strategies and management for next-generation production systems

#### MEASURES / OUTCOMES

- €45 million based on €34 million in public funding and €11 million in private funding
- Four research projects: sustainability, smart manufacturing, advanced manufacturing, and highly efficient manufacturing

Source: Whiteshield Partners; Europa

## STIMULATE GREEN ENTREPRENEURSHIP

Policies for labour market transformation

Spain

### GREEN ENTREPRENEURSHIP NETWORK - SPAIN

R.4

#### CONTEXT & OBJECTIVES

- Green entrepreneurship is one of the key drivers of sustainable development.
- The Red Empreverde (Green Entrepreneurship Network) is a platform created to support green entrepreneurship in Spain.
- The network aims to accelerate development of green economy. It collaborates with entities, different institutions in the public and private sector.



#### KEY INSIGHTS

- Leveraging of a strong network to connect entrepreneurs and investors in green economy.
- Network acts as a matching platforms to minimize market failures faced by entrepreneurs in areas such as access to finance and access to information.
- Effective communication to raise awareness on new opportunities offered by green transition.
- Combines both financial and technical support to green entrepreneurs.

#### APPROACH

- The Green Entrepreneurship Network provides support to entrepreneurs and business owners through:
  - Drafting or redefining their business plans;
  - Bringing investors and entrepreneurs together;
  - Providing trainings and technical assistance to entrepreneurs;
- The Network provides an access to a database of success stories to encourage idea sharing and exchange of knowledge.
- The Network also organizes contests among businesses to encourage quality projects and provide financial support to some of the most prominent ones.

#### MEASURES / OUTCOMES

- The Red Empreverde brought together over 400 investors and hundreds of potential entrepreneurs.
- Raised awareness of opportunities for businesses linked with the green economy.

Source: Whiteshield Partners, OECD Green Growth Studies





# TRANSFORM: BEST PRACTICE

## MOBILISATION PLAN FOR GREEN JOBS

Policies for labour market transformation

### INTEGRATING NATIONAL POLICY FRAMEWORK AND PARTNERSHIP FOR GREEN JOBS



R.5

#### CONTEXT & OBJECTIVES

- The mobilisation plan for green jobs initiative is an integrated national policy framework for supply of green jobs.
- It is aimed to address labour market issues by defining and measuring of green jobs, assessing and forecasting of green skills gaps, updating education content for green transitions, retraining the current workforce for the greening of jobs, leveraging the opportunities of green growth to face unemployment.



#### KEY INSIGHTS

- Adoption of a clear definition of green jobs to be used by statistical as well as policy-making institutions.
- Strong coordination is between statistical assessments of green jobs and skills and education/training adjustment mechanisms including creation of new educational content and monitoring of supply of jobs and skills.
- An effective sector-focused approach ensuring social dialogue, the inclusion of key stakeholders, and impact analysis beyond eco-industries exclusively.
- Cross-sector and transversal green skills need are also considered.

#### APPROACH

- The mobilisation plan for green jobs is a policy framework introduced by France in 2009 to enable the creation of 600,000 green jobs by 2020
- The plan was established to fulfil multiple objectives, including: (1) bringing together all key stakeholders, (2) analysing the impact of green transitions on jobs and skills, (3) sharing the assessment results for data-driven policies, and (4) initiating relevant policy responses at various levels (sector, regional, local, etc.).

#### Plan highlights:

- Assessing and anticipating impact - establishing a national framework to define and identify green and greening occupations, estimating the number of green and greening jobs, assessing existing and future green skills gaps;
- Updating education and training content - greening of existing state-certified diplomas following sectoral assessment, creation of new vocational and tertiary diplomas with revised qualifications, environmental labelling of training courses;
- Retraining the current workforce - identification of recruitment opportunities in emerging jobs (including green jobs), informative company-led workshops for job seekers on these sectors and occupations, training of unemployed workers accordingly.

#### MEASURES/ OUTCOMES

- 60,000 jobs added in green goods and services employment from 2008 to 2016.
- 2% share of green goods and services employment in total employment, one of the highest shares in the EU.
- 14% growth in green goods and services employment (2008-2016).

Source: Whiteshield Partners, ILO, Eurostat

## ANTICIPATORY REGULATION

Policies for labour market transformation

### SINGAPORE'S COMMITTEE ON THE FUTURE ECONOMY (CFE)



#### CONTEXT & OBJECTIVES

- Singapore's approach to economic development and regulation is based on its Committee on the Future Economy (CFE).
- CFE supports the creation of a regulatory environment that enables innovation and risk-taking by implementing a 'never say no' approach to new business models.



#### KEY INSIGHTS

- Proactive approach to regulation following the principles of anticipatory regulation to close the gap between new technologies and regulatory frameworks.
- Strong collaboration and coordination between the various stakeholders involved including direct collaboration with innovators..
- Implementation of new regulatory frameworks supervised by prime minister office to ensure whole-of-government coordination but also accelerate adoption.

R.5

#### APPROACH

- In 2016, the Government of Singapore created a Committee on Future Economy (CFE), that will be in charge of developing an institutional regulatory framework that allows to adopt and adjust smoothly through disruptive changes stemming from technological progress.
- Over 9,000 stakeholders, including trade associations and chambers (TACs), public agencies, unions, companies, executives, workers, academics, educators and students were consulted in this process.
- Implementation of the CFE's recommendations is overseen by the Future Economy Council (FEC), which is chaired by Deputy Prime Minister & Minister for Finance. the Council comprises members from government, industry, unions, and educational and training institutions.

#### MEASURES / OUTCOMES

- CFE reviews all economic strategies of Singapore.
- It consulted over 9,000 stakeholders, from trade associations and chambers, public agencies, unions, companies, executives, workers, academics, educators and students.

Source: Whiteshield Partners, Ministry of Trade and Industry Singapore





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