



PUBLIC-PRIVATE-PHILANTHROPIC PARTNERSHIPS **FOR WORKFORCE DEVELOPMENT IN EUROPE**

The case for public-private-philanthropic partnerships (4Ps) for skills development has never been stronger.

On 9 October 2025, Ursula von der Leyen, the President of the European Commission, announced a [€618 million Team Europe package](#) to accelerate Africa's clean energy transition. **The initiative aims to mobilise public and private investments** for clean energy generation and access across Africa. Earlier in the year, on 11 February 2025, she also announced the [InvestAI initiative](#), which aims to mobilise €200 billion in AI investments across the European Union (EU), **€150 billion of which is expected to come from the private sector**.

What do these announcements have in common? **Both announcements expect public-private partnerships to help achieve EU's key policy goals** of clean energy transition and AI leadership.

The same applies to skilling. Although the EU and its Member States are committed to spending significant amounts on skills development, they face numerous competing priorities and must make tough budgetary decisions. They recognise **the need for private and philanthropic capital to complement public funding** in order to achieve the goals of the [Union of Skills](#) initiative, which aims to develop the EU's human capital to make Europe more competitive.

The case for 4Ps is clear: no single actor can bear the full cost and risk of workforce development. There is sufficient shared interest among actors to justify joining forces. We can precisely measure the long-term impact of these investments, and these 4P partnerships can transform the way training ecosystems are financed.

At [Generation](#), we foster these 4P partnerships across Europe because we believe they are essential to our ability to grow and increase our impact.

In this document, we are sharing **five real-life case studies** that illustrate how the 4Ps work in practice, transforming promising pilots into Europe-wide solutions for employment and economic mobility.

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Five Generation Case Studies Showcase 4P Models That Work

Generation France

In response to the simultaneous challenges of France's green transition and persistent labour market demand, Generation France has partnered with private for-profit school La Solive and a network of employers and philanthropic funders to design and deliver inclusive, demand-driven training programmes (Heat Pump Installer and Solar Panel Installer) for the green economy. Through this 4P model, combining public, private, and philanthropic resources, Generation France and La Solive have trained over 100 learners since November 2023, with plans to double annually. This initiative connects unemployed and underrepresented talent to opportunity, meets employer needs, and supports France's climate and employment goals in tandem.

Generation Ireland

Generation Ireland is one of the pioneers of the 4P model in the country's skills landscape, addressing acute shortages in technology and green jobs. Through partnerships with key public skilling actors SOLAS, Education Training Boards, Pobal and a range of private funders including Bank of America and JPMorganChase, among others, Generation has launched tech and solar skills bootcamps since November 2020 that connect underrepresented groups to life-changing careers. With high placement rates, significant salary uplifts, and a growing network of funders, Generation Ireland is showing that a 4P approach can complement Ireland's largely public-funded training ecosystem and fill gaps where traditional provision falls short.

Generation Italy

To reduce Italy's digital divide and boost employment inclusion, Generation Italy partnered with the Fondo per la Repubblica Digitale (Digital Republic Fund), delivering intensive, job-focused training for unemployed and underemployed young adults. Through this public-private-philanthropic partnership, Generation Italy successfully delivered two high-impact programmes: Tech Your Future and DigitHer, targeting NEETs between 18 and 29 years old and young women, who face the highest barriers to entering the digital workforce. This 4P model is now being replicated with other skilling ecosystem actors.

Generation Spain

Generation Spain has built a powerful 4P model to address unemployment and skills shortages in green and tech sectors. Since 2015, the organization has trained over 6,600 people from vulnerable backgrounds, achieving a 79% job placement rate. This success is the result of a collaborative effort that brings together public institutions (most notably Escuela de Organización Industrial), private employers, and philanthropic supporters. The model combines the strategic backing of public entities, the innovation of philanthropy, and the demand-driven approach of employers to deliver impactful and sustainable employment solutions.

Generation United Kingdom

To support the UK's transition to net zero, Generation UK launched the Retrofit Advisor programme, a job-focused training model that prepares unemployed and underemployed adults for careers in housing decarbonisation. The initiative was made possible through a 4P partnership combining private philanthropy from Macquarie Group Foundation, public funding via the Department for Education's Skills Bootcamp programme, employer engagement, and Generation's inclusion-focused delivery model. A defining strength of the programme is its growth trajectory: private investment enabled early-stage programme design, which later helped Generation UK secure substantial public funding contracts, laying the groundwork for regional adaptation and scale across the country.



1. Background

France is in the midst of an ambitious energy transition, with a clear target: achieve 100 GW of installed solar photovoltaic capacity by 2050, up from just under 25 GW in mid-2025.

This shift requires a massive expansion of green infrastructure and a skilled workforce to install and maintain it. At the same time, over 2.4 million people in France remain jobseekers, many facing systemic barriers to employment, including limited formal qualifications, social isolation, financial instability, or long-term inactivity. The demand for skilled green professionals is rising fast, but the supply of inclusive, work-ready training pathways remains limited.

Generation France and **La Solive** stepped into this gap, designing training programmes that directly address both the green skills shortage and the social inequalities in access to employment. Their approach advances several key priorities: France's National Low-Carbon Strategy, the European Green Deal, the Youth Guarantee, and Sustainable Development Goals 4 (Quality Education), 8 (Decent Work), 10 (Reduced Inequalities), and 17 (Partnerships).

2. Partnership Model and Implementation

At the heart of Generation France's green programmes is a strong and evolving public-private-philanthropic partnership model that brings together mission alignment, shared goals, operational coordination, and sectoral expertise. This 4P model addresses a critical dual challenge: meeting the urgent demand for green economy talent, while providing access to sustainable employment for individuals facing systemic barriers.

The partnership is led by **Generation France** and **La Solive**, whose collaboration began with the Heat Pump Installer programme and is now expanding through the Solar Panel Installer programme, due to launch in early 2026. Each organization brings complementary strengths:

- **La Solive**, a fast-growing vocational training provider specialised in energy renovation programmes, offers technical expertise, employer networks, and industry credibility.
- **Generation France** contributes its seven-step methodology: outreach to underserved populations, behavioural skills development, mentorship, and job placement, along with robust data and impact measurement.

Together, the partners co-design and co-deliver every aspect of the programme, from curriculum design and employer engagement to pilot planning and learner mobilisation. Governance is shared, with regular coordination, feedback loops, and aligned incentives. Operational roles are clearly defined: La Solive leads the technical instruction and manages apprenticeship contracts; Generation France focuses on mentorship as well as on placement and post-placement support.

Crucially, learners are only accepted into the training once apprenticeship contracts with employers are secured, anchoring the model in real labour market demand and maximising job outcomes.

Beyond delivery and mobilisation, the project benefits from a blended funding model that reflects the collaborative nature of the project:

- On the public side, our joint programmes are financed by **France Travail, OPCO Constructys**, and the **European Social Fund**, complemented by employer contributions;
- On the philanthropic side, we secured co-funding through both international philanthropy (e.g., Macquarie Group Foundation, Admiral Group Plc) and **national foundations** (e.g., Fondation Caritas, Indeed).

In addition, a **coalition of employers**, including EDF, Engie, Voltalia, Solarwatt, Boralex, and Total, is actively involved in programme design and delivery, providing real-time input and apprenticeship placements. Their engagement ensures alignment with sector needs and enhances learner employability.



3. Impact

Although still early-stage, the results are already compelling. The Heat Pump Installer Programme has trained 109 graduates since November 2023, with a 96% job placement rate and strong learner satisfaction. The Solar Installer pilot aims for a similar 90% placement rate through apprenticeships.

The human stories behind the numbers are equally powerful. One learner, **Mouloud**, testifies: “The 8-week training is short, but we truly learned the job from A to Z. The further we got into it, the more we wanted to keep learning. I’ve never felt so motivated.” **Maria Bekkare**, Associate at Macquarie Group, underlines: “Participating in the mentoring with Generation France provided an incredible opportunity to empower individuals of all ages with the skills they need to thrive in the workplace. It was truly inspiring to support and motivate people as they embarked on their professional journeys.”



109 GRADUATES

since November 2023



96%

Job Placement Rate

4. Scalability and Sustainability

This model was built with scale in mind. La Solive has ambitious plans to train 5,000 green professionals per year across 10 campuses in France within the next three years. Generation France, with its track record in supporting jobseekers without diplomas or formal experience, is a natural partner to make this growth inclusive. Together, they plan to **double the number of learners year-on-year** in the heat pump and solar programmes under a new project funded by JPMorganChase in addition to **launching two new programmes in the next three years** in partnership with La Solive. This partnership enables Generation France to expand its impact in the green jobs sector by training and placing over 600 youth across four roles in the next three years. Beyond training, it pilots a collaborative model with La Solive that brings together public and private actors to **strengthen youth outreach, employer engagement**, and sector visibility, driving both immediate job placements and systemic change in the green economy.





1. Background

Ireland faces a paradox: while unemployment is low (4.5%), employers in the tech and green sectors are struggling to fill vacancies. The problem is compounded by the country's housing crisis, which makes it difficult to attract international workers to fill skill gaps. Upskilling those already in Ireland has therefore become a strategic necessity.

In most of Europe, public-private-philanthropic partnerships are a proven way to scale innovation, but in Ireland this model is still rare. Education and skills training are predominantly funded through the public sector (via the **National Training Fund** and public entities like **Skillnet Ireland**). By building bridges between public funding, private sector expertise, and philanthropic investment, **Generation Ireland** has become one of the first Irish skilling NGOs to operate at scale through a 4P model, complementing public provision while introducing innovation, inclusion, and employer focus.

2. Partnership Model and Implementation

The Generation Ireland partnership is a balanced 4P model, with public, private, philanthropic, and nonprofit actors each playing a distinct role. On the public side, **Skillnet Ireland** provides co-funding via the National Training Fund, working through its network of 70+ hubs nationwide. Generation has collaborated with three in particular: **Technology Ireland DIGITAL Skillnet** (digital programmes), **M1 Drogheda Chamber Skillnet** (IT and AWS cloud training), and **Greentech Skillnet** (solar panel installation). Additional public contributions have come from agencies such as the **Laois-Offaly Education and Training Board (LOETB)**, **SOLAS** and **Pobal**.

Private and philanthropic partners have supplied the majority of resources. Between 2020 and 2024, Generation Ireland secured nearly €3.5 million in funding, with 77% coming from corporates and foundations. Key contributors include the **Verizon Foundation**, **JPMorganChase**, and **Microsoft**, alongside support from **Bank of America**, **ORIT**, **Rethink Ireland**, **LinkedIn**, **Accenture**, **Cognizant**, **Coca-Cola Thank You Fund (via the Irish Youth Foundation)**, **Workday**, **ESB**, **Indeed**, and **KKR**. Public actors provided about 23%, including **LOETB** and **Skillnet Digital**.

This blended model has been central to success. Philanthropic and corporate capital enabled the delivery of early cohorts, proving that Generation's train-and-place approach is successful in the Irish context. With this evidence base, Generation Ireland successfully tendered for Skillnet co-funding, anchoring the model in the national skills system. Employers are also involved beyond financing: they help co-design curricula, ensure alignment with real labour market needs, and provide interviews and placements for graduates.

Together, this coalition demonstrates how a 4P partnership can deliver sustainable training pathways in a system historically dominated by public funding alone.

3. Impact

Since 2020, Generation Ireland's 4P-backed programmes in technology and green skills have supported more than 100 learners across multiple bootcamps. Despite sectoral differences and economic fluctuations, the results show consistent positive outcomes:

| | |
|--------------------------|--|
| ≈ 89% | participants were unemployed before joining, with nearly half unemployed for at least 6 months |
| 60-70% | of graduates secured employment within 6 months |
| 59% | of graduates report working in roles aligned with the programme |
| 94% | feel positive about their future |
| €28,250 - €30,000 | is the average starting salary, representing 2x to 2.4x income uplift compared to pre-programme earnings |
| ★★★★★ | high employer satisfaction, with feedback highlighting graduates' motivation, job readiness, and alignment with sector needs. |

These outcomes highlight not only the adaptability of the 4P model across sectors but also its effectiveness in connecting underrepresented groups to livable wages and life changing careers.

4. Scalability and Sustainability

The trajectory of Generation Ireland's partnership shows how **private and philanthropic capital can open the door to public co-funding and wider replication**. Starting with fully philanthropic pilots, Generation has since expanded through Skillnet Ireland, moving from central office collaboration to three regional networks.

Reflecting the strength of its outcomes, Generation Ireland also **expanded its private and philanthropic funder base** among leading corporations in the country matching its growing public funding support. Thanks to these investments, Generation Ireland can de-risk innovation, support new bootcamps, and ensure that inclusion remains at the core.

Replication is already underway. Generation's train-and-place model has been piloted in the Further Education and Training (FET) sector through direct funding from SOLAS, and adapted across multiple Skillnet networks and sectors. Looking ahead, the ambition is to expand both green and technology bootcamps while ensuring delivery adapts to regional labour market demand and realities.





1. Background

Italy faces one of the most significant digital skill gaps in Europe. According to DESI 2023 data, only 46% of Italians possess basic digital skills, ranking Italy 24th out of 28 countries considered and well below the EU average. This digital exclusion is particularly severe among NEETs, unemployed adults, women, and residents of southern regions.

With a NEET rate of 15.2% among 18- to 29-year-olds, Italy ranks third in Europe - behind only Romania and Turkey - in the proportion of young people not in employment, education, or training. The situation is even more concerning among young women (aged 18-34) in southern Italy, where the inactivity rate (those neither studying, working, nor seeking employment) can reach as high as 65.8%.

In response, the **Fondo per la Repubblica Digitale** was created through a public-private partnership between the **Italian Government** (Ministry of Economy and Finance and the Ministry of Digitalization and Technological Innovation) and **Acri**, the national association of banking foundations (a philanthropic organization).

The Fund has been bestowed with a 350 million endowment and it operates under the broader umbrella of Italy's National Recovery and Resilience Plan (NRRP) and aims to fund scalable, high-impact digital inclusion initiatives.

Generation Italy was selected through a competitive call for proposals to design and deliver two intensive, employment-focused training programmes. The partnership aims to equip 500 vulnerable learners (350 NEETs and 150 young women) with the skills and support needed to access digital jobs, contributing to national objectives on digital transition, social cohesion, and labour market inclusion.

2. Partnership Model and Implementation

The partnership between **Generation Italy** and the **Fondo per la Repubblica Digitale** is an example of a highly structured and performance-driven 4P collaboration. Established with an endowment of €350 million, the Fund is co-financed equally by the **Italian Government** and the **country's banking foundations**, managed by a **social enterprise** (Fondo per la Repubblica Digitale - Impresa Sociale S.r.l.), and co-steered by the **Italian Ministry of Finance and the Ministry of Digitization and Technological Innovation**. This structure blends public policy alignment, private sector rigour, and social impact goals. Generation Italy acts as the implementing non-profit, delivering the funded programmes in line with the Fund's objectives.

The partnership supported the implementation of two projects: **Tech Your Future**, which includes tracks in Data Engineering, Java and .Net Development, CRM-Salesforce Development, and System and Cybersecurity, all for youth aged 18-29; and **DigitHer**, which targets training women aged 18-34 in Data Engineering and Java Development.

The funding model reflects a performance-first mindset:

40%

based upon completion of at least 25% of training for 100% of target volume of learners

40%

upon completion of 100% of training for 100% of target volume of learners

20%

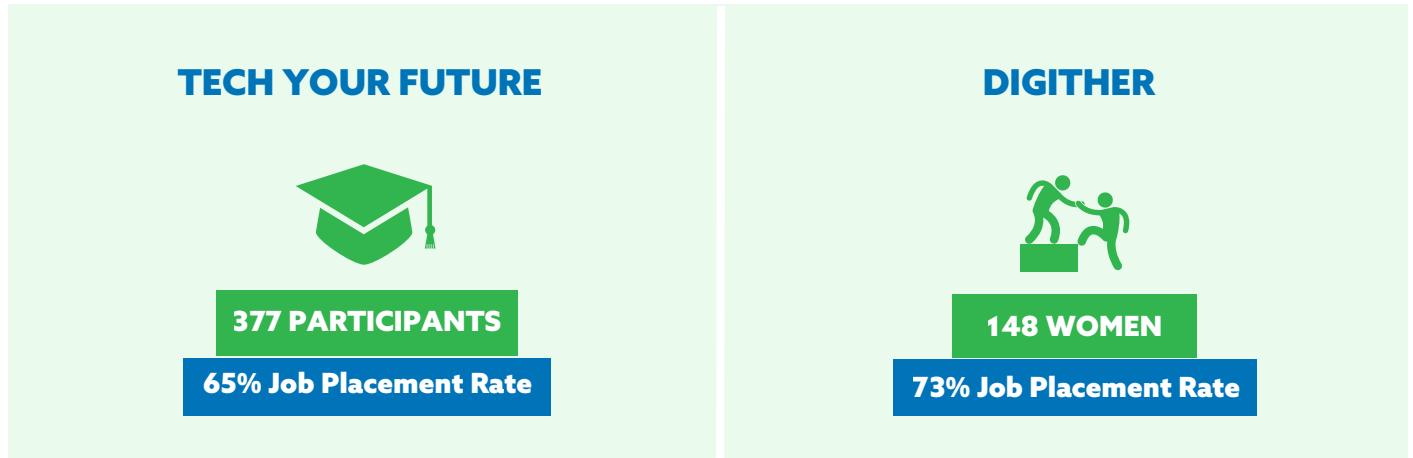
upon at least 60% job placement of enrolled learners

Throughout delivery, Generation Italy works closely with employers to ensure curriculum relevance and to facilitate job placement. Regular reporting to the Fund, participation in a structured learning community, and third-party evaluation mechanisms all contribute to transparency and continuous improvement.

3. Impact

In its first wave of calls, the Fondo per la Repubblica Digitale supported 5,000 learners nationwide through 23 projects selected under the “Futura” and “OnLife” initiatives, backed by a total investment of about €13 million.

Within this portfolio, Generation Italy’s programmes stand out as among the most successful. As of July 2025, the two projects - **Tech Your Future** and **DigitHer** - have trained 525 learners. Tech Your Future graduated 377 participants, achieving a 65% job placement rate, while DigitHer supported 148 women, with 73% placed into jobs, significantly exceeding the 60% target.



These results underscore both the strength of Generation’s model and the Fund’s innovative approach to digital inclusion. In particular, DigitHer has proven effective in reducing gender disparity, enabling women from diverse backgrounds, including caregivers and the long-term unemployed, to access stable careers in high-demand tech roles.

4. Scalability and Sustainability

The Fondo per la Repubblica Digitale was designed with scalability at its core. Its structure follows a staged approach:

- First bids are launched to **test innovative projects**, funding a portfolio of initiatives that address digital inclusion from multiple angles.
- Second bids are dedicated to **scaling successful pilots**, providing additional investment to expand programmes that have demonstrated strong results (size of the project supported will be 3x the original one).
- The most impactful models are then **presented to the public sector**, with the ambition of embedding them into systemic policies and funding frameworks for long-term sustainability.

Within this mechanism, Generation Italy’s **Tech Your Future** and **DigitHer** projects are strong candidates for further scale. Having exceeded placement targets and demonstrated particular success in promoting women’s access to digital careers, they showcase how outcome-based funding can unlock both inclusion and employment impact.

By combining rigorous performance criteria with phased growth and government alignment, the Fund’s experience offers policymakers a **sustainable pathway for testing and de-risking innovative ways** to tackle the youth and women employment and challenge as well as to **develop scaling mechanism** to cope with a challenge too large to be tackled by a single component of the society. For Generation, we can count on a reliable partner and a multi-year funding commitment allowing long term planning and growth.



1. Background

Spain continues to face one of the highest unemployment rates in the EU - 10.6% in late 2024 - with youth unemployment exceeding 26%. At the same time, more than 500,000 vacancies remain unfilled, particularly in green energy and technology. By 2030, an estimated 2.3 million adults will need reskilling to avoid labour market exclusion.

To bridge this gap, **Generation Spain** developed a model aligned with national strategies like the Active Employment Support Strategy (2025–2028) and the National Energy and Climate Plan (PNIEC) 2021-2030, while also advancing global goals on decent work, reduced inequalities, and sustainable partnerships.

2. Partnership Model and Implementation

The partnership exemplifies the 4P approach, with each actor playing a distinct yet complementary role. **Escuela de Organización Industrial (EOI)**, as a leading public training institution, provides funding, defines quality standards and ensures large-scale delivery capacity. **Generation Spain** brings employer networks, inclusive learner outreach, and a strong focus on job placement.

The partnership is further strengthened by **collaborating with third-sector actors** (e.g. Spanish Red Cross, ACCEM, Fundación ONCE and municipal public employment services), who help to mobilise underrepresented groups into training. **Employers** help co-design curricula and guarantee interviews, ensuring that graduates have access to real pathways to employment.

Funding reflects a blended approach:

- Initial pilots were financed by **private and philanthropic capital**, enabling the proof of concept and unlocking public funding through EOI;
- Ongoing programmes are co-financed by the **European Social Fund Plus (ESF+)** via EOI under Spain's Youth Guarantee scheme. Depending on the region, Generation covers between 15–60% of programme costs through private and philanthropic co-funding from global and local donors;
- Employers** contribute by shaping training curriculum and recruiting graduates.

As **Fernando Garrido**, Director of Public Projects at EOI, explains:

“

EOI's system enables the delivery of large-scale programmes, while Generation brings the business connections and learner support that drive job outcomes.

”

3. Impact

Since 2015, Generation Spain has delivered more than 267 training cohorts, supporting 6,660 learners with a 79% job placement rate (within six months). Longitudinal data shows that 83% of graduates remain satisfied with their career trajectory two to five years after completing training.

- **Learner outcomes:** significant boosts in confidence, employability, and access to stable jobs.
- **Employer feedback:** graduates are job-ready, motivated, and aligned with sector needs.
- **Transparency and governance:** annual plans submitted to the Ministry of Justice's Protectorado de Fundaciones, external audits by ISL Silver, and ISO 9001/14001 certifications.

As **Milena**, a Digital Marketing graduate, shared:

“

“This programme gave me knowledge, motivation, and direction. It changed my perspective and helped me land a job at IES Abroad.”

”

Carmen, a Cloud Computing graduate, reflected:

“

“I never imagined I'd work in tech. This course helped me find my true calling – now I'm a consultant at SEIDOR.”

”

4. Scalability and Sustainability

Since 2015, the 4P partnership model has enabled Generation Spain to expand from two cities and one sector to five regions and ten cities across three priority sectors: tech, retail and green. New programmes focusing on aerothermal energy, sustainable mobility, and cybersecurity are currently being explored in order to **anticipate the evolving needs of the labour market**.

The scaling pathway mirrors that of other Generation affiliates: **philanthropic capital** initially funded innovation and early pilots, which later **attracted substantial public and private co-funding**. This cycle of blended financing ensures that programmes are sustainable and scalable.

Looking ahead, Generation Spain and its partners intend to streamline operational processes, diversify funding, and secure long-term public commitments. By combining institutional scale with employer engagement and inclusive outreach, the partnership is well-positioned to increase its impact while continuing to support the most vulnerable members of society.





1. Background

The UK's net zero ambition requires a workforce transformation. In particular, large-scale housing retrofits are needed to decarbonise homes and reduce energy costs, creating tens of thousands of new roles in customer engagement, energy advice, and retrofit coordination. At the same time, many adults across the UK remain locked out of green jobs due to a lack of qualifications, confidence, or recent work experience. Mainstream training routes often fail to support these groups.

In response, **Generation UK** developed the Retrofit Advisor programme with support from the **Macquarie Group Foundation** and input from sector stakeholders. The training model provides learners with relevant technical knowledge, hands-on experience, soft skills development, and employer access - linking jobseekers to real opportunities in the green economy.

2. Partnership Model and Implementation

The Retrofit Advisor programme exemplifies a well-integrated 4P partnership, in which private, public, philanthropic, and nonprofit actors each play a distinct role.

Generation UK designed and delivered the training using its evidence-based approach: recruiting learners from underserved backgrounds, delivering practical and behavioural training, and supporting transitions into sustainable employment. The programme was first brought to life through philanthropic investment from **Macquarie Group Foundation**, whose support enabled curriculum development, employer engagement, and early pilots.

Indeed, this philanthropic funding proved to be foundational: by building a track record of results and learner success, Generation UK was well-positioned to apply for and win **Skills Bootcamp contracts** from the **Department for Education**, a milestone that formalised the programme's national relevance and unlocked further scale. These public funding contracts are match-funded by private sources, reinforcing the blended nature of the financing model.

Local public actors also play a vital role. **Jobcentre Plus and local councils** support learner mobilisation through referrals and outreach campaigns. In some cases, local councils also contribute to programme delivery costs. These partnerships ensure that training reaches those furthest from the labour market, aligning with national inclusion and employment goals.

On the private sector side, Generation UK has engaged employers throughout in two ways:

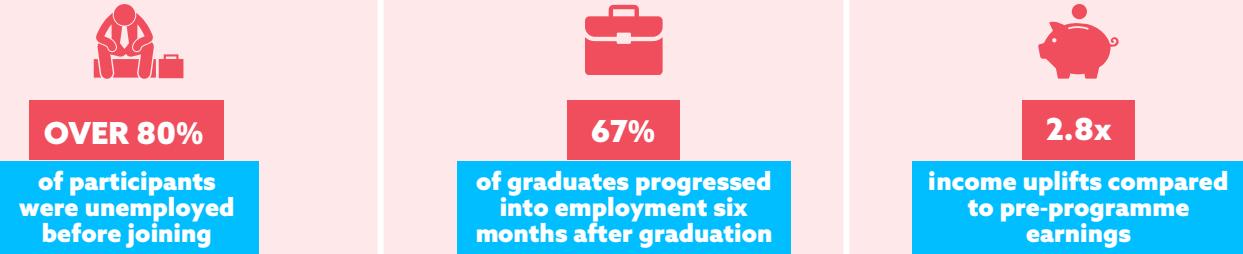
1
They contribute to curriculum design, identifying the real-world skills and certifications needed.

2
They offer guaranteed interviews and placements for learners upon graduation.

Further validation and learning has come through collaboration with the **Department for Work and Pensions' DataLab**, which partnered with Generation UK to assess programme impact using administrative datasets. The DataLabs evaluation showed that learners who participated in Generation's programmes were significantly more likely to move into employment than comparable jobseekers - clear evidence that our model works.

3. Impact

The programme has reached over 225 graduates across the UK, with a 76% graduation rate. Evaluation data shows that:



Learners reported significant boosts in confidence, knowledge, and job readiness (according to alumni survey)

Employers express strong satisfaction with the programme, noting that learners are well-prepared, motivated, and aligned with retrofit sector needs.

As our graduate **Barbara** shared:

“Before the programme, I was losing hope in the employment system. But, it all changed, when I joined the Generation bootcamp training programme - it can only add positive to a person’s life!”

Rachel Engel, Regional Head EMEA at the Macquarie Group Foundation, added:

“We recognised there was a skills and market gap around green jobs and we’d heard about the work of Generation in terms of training and placing people into jobs. So it was a really obvious opportunity to collaborate and partner.”

4. Scalability and Sustainability

One of the most innovative aspects of this 4P partnership is its scaling pathway: Generation UK began with **privately funded pilots**, then used proven results to **unlock public contracts** under the Skills Bootcamp programme. This trajectory is a model of how social innovation can enter and influence national systems.

Today, Generation UK is seen as a charity of national scope with a proven capacity to deliver inclusive, sector-relevant training. But the future scale will depend on **evolving public policy**. The government is shifting towards greater regional flexibility in skills funding, encouraging local authorities to design and commission solutions tailored to their communities.

This presents both a challenge and an opportunity. The national rollout of the Retrofit Advisor programme (now rebranded as Sustainability Project Officer programme) has validated its effectiveness, and now regions can adapt it to local labour market needs, using the 4P model as a sustainable foundation for future green job pathways backed by diverse sources of funding.



At Generation, we believe that 4Ps are among the most powerful tools to address workforce development's challenges.

These partnerships enable innovation and scale by combining the strengths of each actor:

PUBLIC INSTITUTIONS

provide the policy framework, legitimacy, and long-term funding mechanisms;

PRIVATE COMPANIES

contribute industry expertise, market need/demand validation, job opportunities, insights into market trends, and additional funding streams that build synergies with public funding;

PHILANTHROPY

de-risks experimentation, enabling innovation and inclusive approaches that might not yet qualify for public investment;

GENERATION

as a non-profit intermediary, connects all parts of the ecosystem, designing evidence-based, employer-led training that leads directly to employment for those furthest from opportunity.

Looking ahead, **Generation** aims to deepen and expand its 4P collaborations across Europe by:

- **Scaling proven models** in the green and digital economy through new regional, national and pan-European partnerships;
- **Strengthening system integration** by embedding our data-driven and evidence-based approach in public funding streams and active labour market policies;
- **Mobilising blended finance** by encouraging more philanthropic and corporate actors to co-invest alongside the public sector;
- **Expanding cross-country learning** by creating a European community of practice on 4Ps to share evidence, methods and results.

The strength of the 4Ps lies in their ability to combine innovation with sustainability, and competitiveness with inclusion.

At Generation, we don't just see them as partnerships, we see them as a blueprint for the future of workforce development in Europe - one that ensures that no one is left behind in the digital, green and demographic transitions.

Generation

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