



PROGRESS REPORT ON THE **PACT FOR SKILLS** SKILLS PARTNERSHIP FOR TEXTILES, CLOTHING, LEATHER AND FOOTWEAR INDUSTRIES

2025

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Skills Partnership for the TCLF Ecosystem

Established in 2021, the Skills Partnership for the Textiles, clothing, leather and footwear Ecosystem (TCLF LSP) seeks to scale up skills cooperation across Europe by strengthening partnerships, improving skills intelligence, and attracting a more diverse workforce into the sector. The TCLF LSP is coordinated by the European Apparel and Textile Confederation (EURATEX), the Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE) and the European Confederation of the Footwear Industry (CEC).

In support of the objectives of the [Union of Skills](#), the [European Pillar of Social Rights Action Plan](#) and the [Digital Decade](#) targets, the TCLF LSP has pledged to train approximately **300,000** adults annually by 2030, representing **20% of the workforce** within the ecosystem.

Results and outcomes

Since the establishment of the TCLF LSP, between 2021 and 2025, members' activities have contributed to a total of:



232,213 people benefiting from up- and re-skilling



€514 million invested into up- and re-skilling activities



2,744 stakeholders joining forces in skills networks



4,779 training courses updated or developed

Key highlights in terms of activities and outputs include:

- The delivery of large-scale, EU-funded skills actions under the METASKILLS4TCLF, AEQUALIS4TCLF and TCLF SkillBridge projects, **translating skills intelligence into concrete outcomes** such as an EU TCLF Skills Strategy, new curricula, academia networks, awareness-raising actions, and measures to support inclusiveness and lifelong learning.
- The coordinated rollout of **Regional Skills Partnerships** across the TCLF ecosystem, engaging with more than 26 regions, supporting regions with practical tools and guidance, and marking tangible progress through the launch of the first TCLF RSP in Auvergne-Rhône-Alpes.
- The strengthening of **ecosystem-wide collaboration and impact** through active community mobilisation, the establishment of the ECOSYSTEX Skills & Education Working Group and preparatory work towards a TCLF Skills Observatory.

Value for members

The TLF LSP has grown from **118 members** in 2022 to **216 members** in 2025

An annual average of **69%** of the LSP's members considered involvement to be somewhat or very useful for their upskilling and reskilling activities

Introduction

This report presents the progress made by the TCLF Large Scale-skills Partnership (LSP) in 2025. Using data from the Pact for Skills membership and coordinators surveys, it provides LSP-specific insights that complement the Pact's [Annual Report 2025](#). The report aims to enable coordinators and stakeholders to monitor progress and support the ongoing development of the TCLF LSP.

Overview of the Pact for Skills LSPs

The Pact for Skills was launched in November 2020 as a flagship action of the [European Skills Agenda](#). It brings together an estimated 4,000 public and private organisations to enhance the skills of the European workforce and support Europe's adjustment to a rapidly evolving labour market. All Pact members agree to uphold the four key principles of its Charter:

1. Promoting a culture of lifelong learning for all;
2. Building strong skills partnerships;
3. Monitoring skills supply/demand and anticipating skills needs;
4. Working against discrimination and for gender equality and equal opportunities.

The Pact is anchored in the [European Pillar of Social Rights Action Plan](#) contributing to achieving its target of at least 60% of adults participating in training annually by 2030. The launch of the [Union of Skills](#) in March 2025 further reinforced the crucial role of the Pact in upskilling and reskilling workers in strategic sectors to support European competitiveness, resilience and social cohesion.

The Pact's Large-scale Skills Partnerships (LSPs) have a key role to play in this. LSPs operate as sector-driven stakeholder networks supporting upskilling and reskilling activities across 14 industrial ecosystems. These partnerships bring together employers, education and training providers, and public stakeholders and sectoral organisations. LSPs involve approximately 42%¹ of all Pact members. Each LSP establishes a set of shared commitments, which all partnership members commit to upholding and supporting. These commitments, defined by key stakeholders, address sector-specific skills challenges and reflect the characteristics and needs of each sector.

Collectively, the LSPs have pledged to train over **30 million adults by 2030**, or an average of **27% of the workforce** within each LSP's sector.

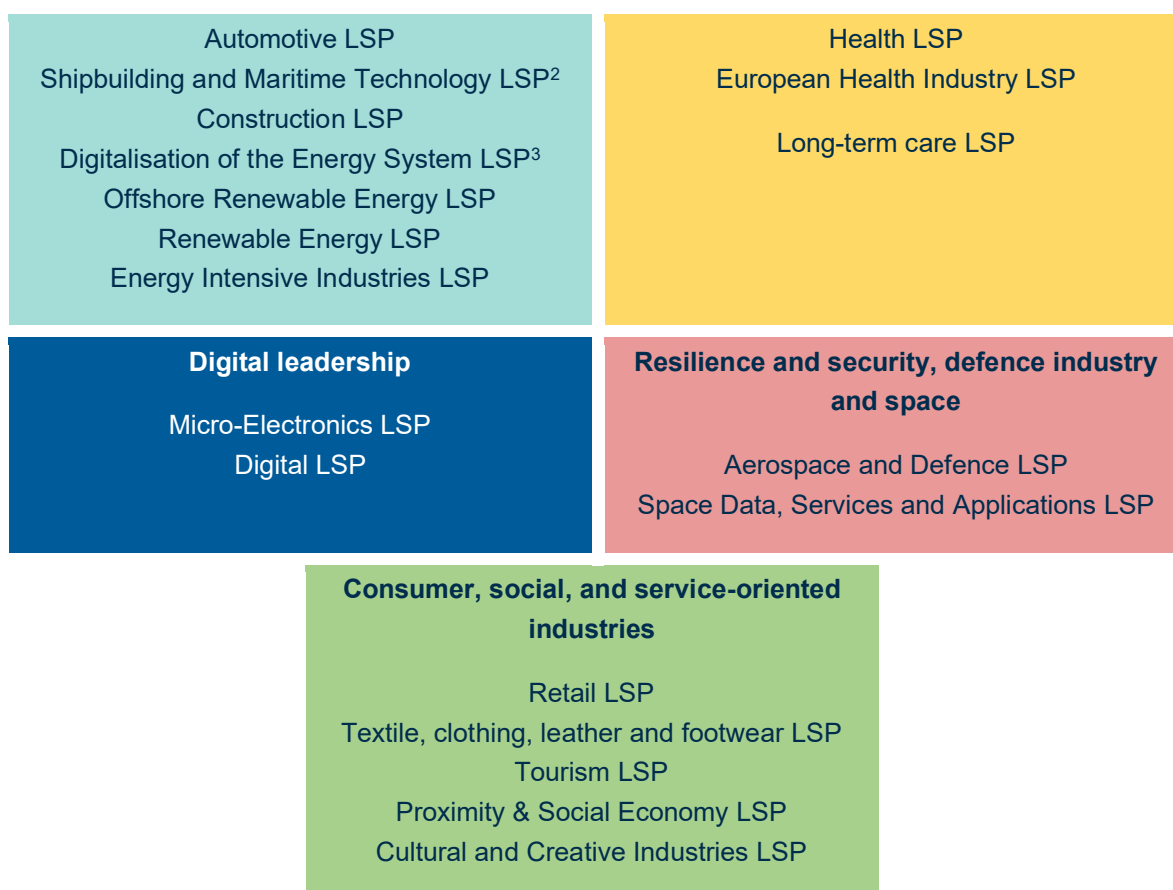
The TCLF LSP is one of 20 established LSPs. The full list of LSPs by sectoral category is below:

Clean Transition and industrial
decarbonisation

Health, biotech, agriculture and bioeconomy

Agri-Food LSP

¹ This is based on a total of 1,682 individual members who are associated with an LSP out of the approximate estimate of 4,000 Pact members by March 2026. 42% is used as a conservative estimate.



2025 Monitoring Exercise

The Pact for Skills annual monitoring exercise captures actions and progress made by Pact members through two surveys:

- ▶ A survey of all registered Pact members, (“membership survey”);
- ▶ A survey of the LSP coordinators (“coordinator survey”).

The 2025 surveys were open from 7 January 2026 to 4 February 2026. A total of 1,534 members responded to the membership survey, of whom 502 (33%) were LSP members. Only those registered to the Pact for Skills database received the survey. All 20 LSPs responded to the coordinators survey. Table 1 indicates total responses to the membership and coordinators surveys for each LSP.

Table 1. Number of survey responses by LSP

LSP	Membership Survey Responses	Number of members ⁴	Number registered	Response rate
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² The Shipbuilding and Maritime Technology LSP is also relevant for the ‘Resilience and security, defence industry and space’ cluster.

³ The Digitalisation of the Energy System LSP also operates within the ‘Digital leadership’ cluster.

⁴ The numbers reported here are the totals as of February 2026 and therefore may not reflect the current number of members of each LSP.

	to the Pact database			
Aerospace and Defence	3	32	14	9%
Agri-food	44	94	92	47%
Automotive Skills Alliance	14	123	36	11%
Construction	20	62	46	32%
Cultural and Creative Industries	68	234	139	29%
Digital	59	166	143	36%
Digitalisation of the Energy System	12	31	28	39%
Energy Intensive Industries	22	42	41	52%
European Health Industry	20	48	43	42%
Health	26	57	56	46%
Long-term Care	19	38	27	50%
Microelectronics	4	36	12	11%
Offshore Renewable Energy	5	23	12	22%
Proximity & Social Economy	79	212	201	37%
Renewable Energy Ecosystem	12	27	22	44%
Retail	14	28	27	50%
Shipbuilding and Maritime Technology	8	32	11	25%
Space Data, Services and Applications	38	78	68	49%
Textile, clothing, leather and footwear industries	51	216	105	24%
Tourism	43	105	75	41%

Source: Ecorys, 2026.

All **membership survey** respondents answered a core set of questions, with LSP members also responding to additional questions on the outcomes of their LSP involvement. The survey covered the following areas:

- Progress against commitments and KPIs;
- Outcomes of LSP involvement;
- Challenges, opportunities and good practices;
- Feedback and suggestions on the Pact for Skills (including feedback on the Support Services).

The **coordinators survey** covered the following areas:

- LSP membership and activities;
- Outcomes of LSP coordination;
- Challenges and good practices;
- Feedback on Pact for Skills Support Services.

Further information on the monitoring exercise can be found in Annex A.

Overview of the TCLF LSP

Table 2. TCLF LSP - At a glance

Coordinators	European Apparel and Textile Confederation (EURATEX) Confederation of National Associations of Tanners and Dressers of the European Community (COTANCE) European Confederation of the Footwear Industry (CEC)
Launch date	December 2021
Membership at the end of 2025	216
Members registered to the Pact for Skills database⁵	105
Survey responses (and response rate)	51 responses (49%) ⁶
2030 Commitment	20% of the ecosystem workforce, equivalent to approximately 300,000 workers, participating in upskilling or reskilling annually by 2030

LSP structure

The TCLF LSP is governed by three entities, each representing a different sector within the ecosystem: EURATEX (textile & clothing), CEC (footwear) and COTANCE (leather). These three coordinating organisations are represented by the Executive Secretariat, whose chair is EURATEX. The three coordinating organisations bring their respective networks to the partnership. In 2023, coordinators renamed their LSP the “TCLF Skills Alliance” and established a Steering Committee to oversee and facilitate the implementation of the partnership’s activities. The Steering Committee met twice in 2025. The Executive Secretariat catches up regularly to discuss the partnership’s development. The LSP’s Partnership Agreement was drafted in December 2021 but the partnership officially launched following rebranding in 2023. The TCLF LSP’s work is partly driven by a number of EU-funded projects which provide a focus for the activities of the partnership. These are:

- [Skills4SmartTCLF](#), the first Blueprint for sectoral cooperation on skills in the TCLF industries, which ended in 2022,
- [METASKILLS4TCLF](#), which consolidates and updates part of the Skills4SmartTCLF project,
- [AEQUALIS4TCLF](#), which focuses on developing tailored national skills strategies in seven countries to address specific regional needs,
- [TCLF SkillBridge](#), a DG GROW-funded project that aims to facilitate regional skills partnerships in at least eight Member States.

⁵ Not all members of an LSP are registered to the main Pact for Skills database. The analysis below on the LSP’s membership only includes organisations that have registered to the Pact for Skills database, so may not reflect the full diversity of the LSP’s members.

⁶ This response rate is calculated from the number of LSP members registered to the Pact. The response rate among all TCLF LSP members is 24%.

- [Skills4Circularity](#), an Erasmus+ project launched to bridge critical skills gaps on circularity in the textile, clothing, and footwear sectors.

These projects work in close synergy, aligning their efforts to achieve the KPIs set by the partnership. EURATEX, representatives from the European Commission (DG EMPL and DG GROW), and members of the LSP Support Team convene every two months to review progress and identify areas for further support.

LSP membership

The partnership's membership is primarily made up of micro, small or medium employers (17), training providers (16), and research institutions (14). Table 3 below shows the number of the LSP's members by organisation type. Of the LSP's 105 members that have registered to the Pact for Skills database, 24 are umbrella organisations that represent additional companies and organisations.

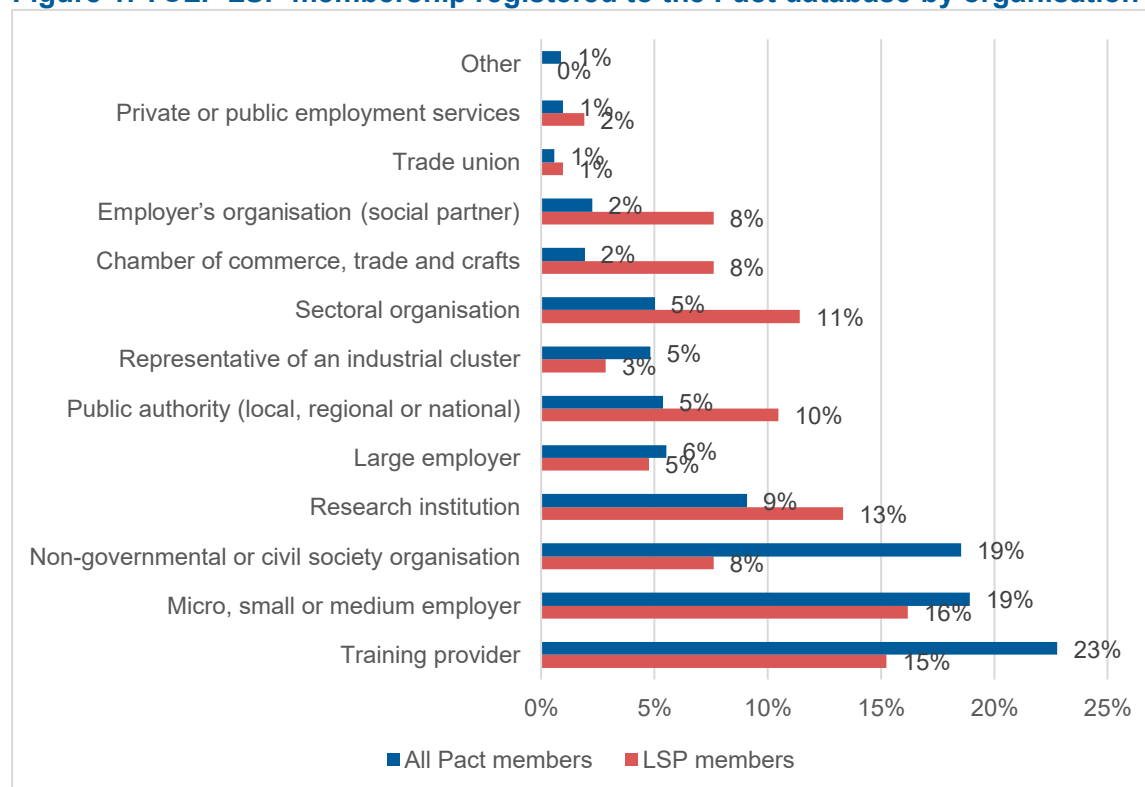
This information includes members who registered to the Pact database in time to complete the annual survey (early February 2026), so it may not match exact membership confirmed at the end of 2025.

Table 3. Number of TCLF LSP members registered to the Pact per organisation type

Organisation type	Number of members
Micro, small or medium employer	17
Training provider	16
Non-governmental or civil society organisation	8
Large employer (more than 250 employees)	5
Research institution	14
Representative of an industrial cluster	3
Employer's organisation (social partner)	8
Sectoral organisation	12
Public authority (local, regional or national)	11
Trade union (social partner)	1
Chamber of commerce, trade and crafts	8
Private or public employment services	2
Other	0

Source: Ecorys, Pact for Skills database, 2026.

Figure 1 breaks down the TCLF LSP's membership by organisation type compared with all Pact members. Compared with the wider Pact membership, the TCLF LSP shows particularly high shares of sectoral organisations, chambers of commerce, trade and crafts and employer's organisations. There is also a significant share of micro, small or medium employers, which is in line with the wider Pact membership. While these results closely reflect those in 2024, the LSP has increased its share of micro, small or medium employers, private or public employment services and research institutions in its registered membership over the last year.

Figure 1. TCLF LSP membership registered to the Pact database by organisation type,

compared with the general Pact membership

Source: Ecorys, Pact for Skills database, 2026.

Table 4 presents the geographic distribution of TCLF LSP members, which is relatively consistent with the overall Pact for Skills membership. The main exception is Northern Europe, which is notably under-represented among TCLF LSP members (7%) compared with the total membership. This is consistent with the results from one year ago, where the LSP also had a majority of members active in Southern Europe and the lowest share of members in Northern Europe.

Table 4. Comparison between the geographic distribution of TCLF LSP members and general Pact members⁷

Region ⁸	Distribution of all Pact members	Distribution of TCLF LSP members
Northern Europe: Finland, Denmark, Sweden, Estonia, Latvia, Lithuania	12%	7%
Southern Europe: Greece, Italy, Malta, Portugal, Cyprus, Spain	42%	44%
Western Europe: France, Germany, Ireland, Luxembourg, Netherlands, Austria, Belgium	26%	27%
Central and Eastern Europe: Hungary, Poland, Romania, Bulgaria, Croatia, Slovakia, Czechia, Slovenia	20%	22%

⁷ Most LSP members are active in more than one country, so the sum of these shares will be greater than 100%.

⁸ Based on the categorisation of EuroVoc, available at: <https://eur-lex.europa.eu/browse/eurovoc.html>.

Source: Ecorys, Pact for Skills database, 2026.

Figure 2 illustrates the number of registered TCLF LSP members active across EU Member States. Members are present throughout the EU, with the largest concentrations of active members in Italy (28), Spain (19) and Belgium (17).

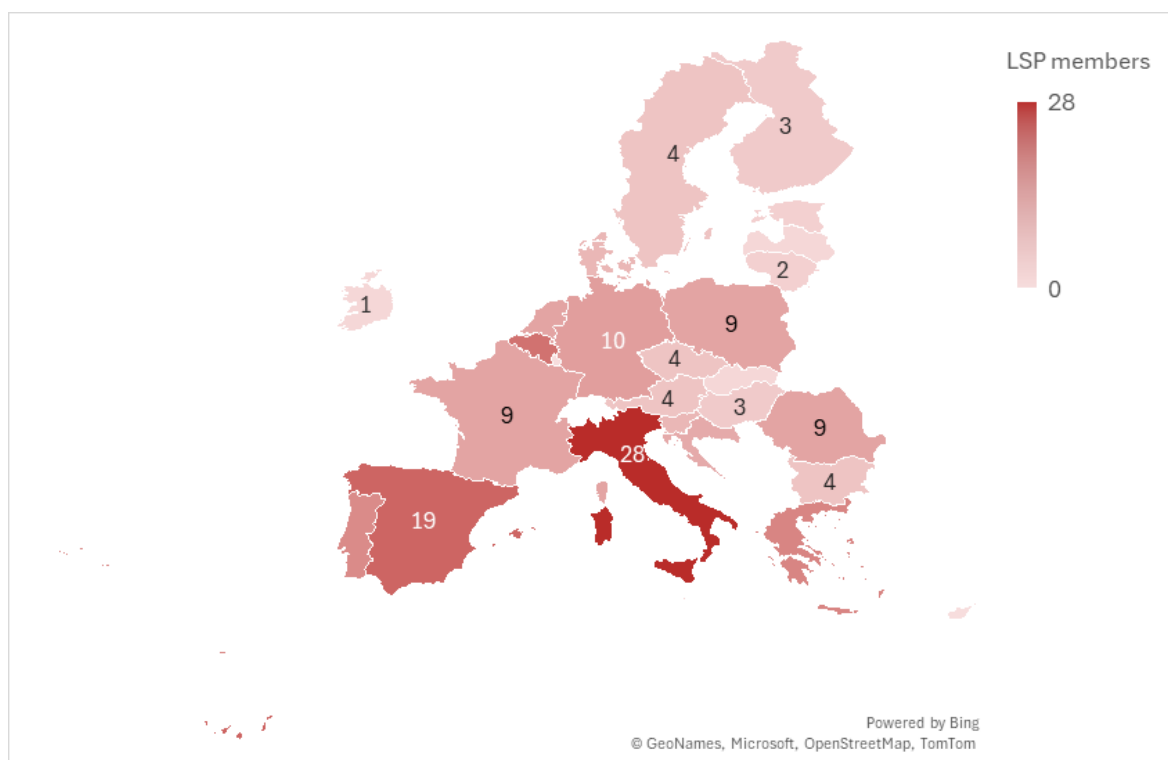


Figure 2. TCLF LSP's membership registered to the Pact database by location(s) organisations are active in⁹

Source: Ecorys, Pact for Skills database, 2026.

Since its establishment in 2021 the TCLF LSP has grown to 216 members, with its fastest growth between 2024 and 2025. The number of members registered to the Pact for Skills database has also shown consistent growth, as illustrated in Figure 3 below. At the end of 2025, there were 111 members of the TCLF LSP not yet registered to the Pact for Skills.

⁹ Most LSP members are active in more than one country, so the sum of the members across this map will be greater than the total members of an LSP.

Figure 3. TCLF LSP membership growth over time

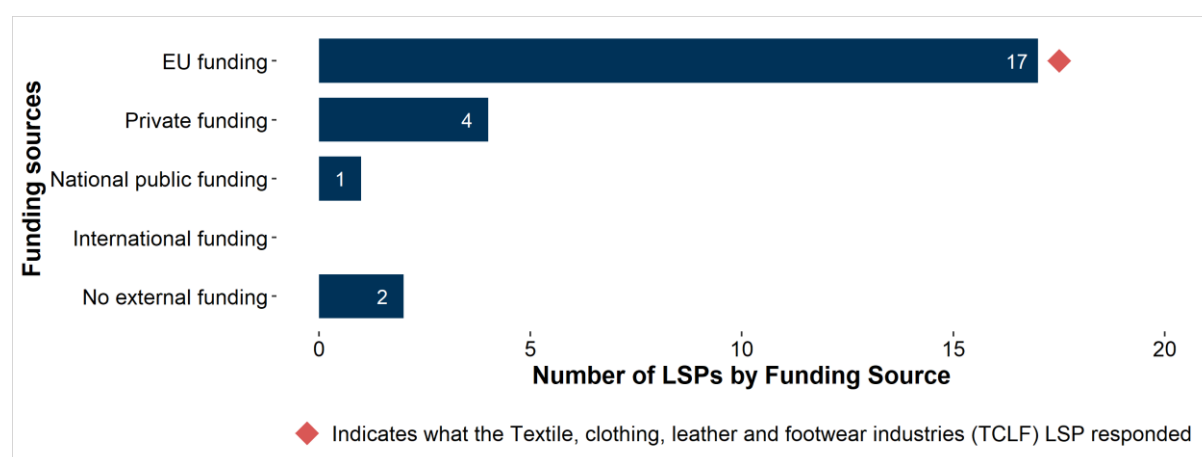


Source: Ecorys, Pact for Skills database, 2026.

Funding and synergies with other EU skills initiatives

The Union of Skills emphasises the importance of strong linkages between LSPs and other EU policies and initiatives supporting skills anticipation and development. In 2025, LSPs supported this objective through coordinated use of EU funding and strengthened synergies with other EU skills initiatives. Figure 4 indicates that the TCLF LSP coordinators, along with a majority of other LSP coordinators (17), reported using EU funding, with private funding and national public funding identified as other less frequently used sources.

Figure 4. Funding sources that supported the activities of LSPs



Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

Synergies with cross-cutting funding programmes and initiatives

The TCLF LSP uses funding available via the Erasmus+ funding programme, namely through Erasmus+ supported Blueprint projects and Centres for Vocational Excellence (CoVEs):

Table 5. Overview of Erasmus+ funded projects with links to the TCLF LSP

Category	Projects
Ongoing Blueprint projects	• METASKILLS4TCLF is a follow-up project of the Blueprint project Skills4SmartTCLF2030 which aims to strengthen skills intelligence and cooperation in the Textile, Clothing, Leather, and Footwear (TCLF) sectors. It brings together 30 partners to anticipate and address emerging skills needs through innovative, modular training curricula, VR-based learning tools, and a European Virtual Reality Campus. The project also supports the development of national and regional skills partnerships, enhances teacher and trainer capacities, and promotes inclusion and attractiveness of TCLF careers through a robust awareness campaign. • The AEQUALIS4TCLF Blueprint project launched in 2024 expands the reach of previous Blueprints (Skills4SmartTCLF2030 and METASKILLS4TCLF) by engaging stakeholders from seven additional countries to address skills gaps in the TCLF sector. The project promotes national and regional partnerships, develops new curricula for a more sustainable and digital industry, and supports social inclusion and compliance. It aims to position participating countries as leaders in innovative and sustainable TCLF production models across Europe. • Skills4Circularity, an Erasmus+ project that aims to address critical skills shortages in the European textile sector by integrating circular economy principles, digital transformation and sustainability into vocational and higher education. It brings together higher education institutions, VET providers, industry clusters and research centres to align training with evolving industry needs. The project develops a comprehensive training ecosystem, including MOOCs, interregional bootcamps and hackathons, as well as a Textile Skills Observatory to monitor skills demand and anticipate future trends. By supporting the development of green, digital and entrepreneurial competences, the project will contribute to a more competitive, resilient and circular textile industry across Europe.
Finished Blueprint projects	• Skills4SmartTCLF aimed to tackle current and future skills gaps in the TCLF sectors by fostering collaboration between industry, education providers, and regional authorities. It developed eight new qualification profiles, launched MOOCs with nearly 2,000 participants, and supported regional skills strategies - most notably in Prato - to promote digital and green transitions. The project also enhanced sector attractiveness through outreach initiatives like the "Inside Fashion" documentary and School Orientation Days.
Centres for Vocational Excellence (CoVEs)	• FEA-VEE - FASHION EARTH ALLIANCE - Vocational Excellence and Enterprise United for Training, Policy Reform and Sustainability in the Fashion, Textiles and Apparel Industries:

	CoVEs for the Tourism Industry. This CoVE has joined the ECOSYSTEMEX for Skills, which is an initiative launched by the TCLF Skills Alliance in 2025. • TEACH4SD, whose coordinating organisation Via University joined the Pact for Skills as part of the TCLF Skills Alliance. • ReMode aims to enhance the quality of VET curricula in the circular and sustainable fashion sector, ensuring alignment with the rapidly evolving demands of the green, digital, and sustainable economy.
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In addition to these funding opportunities, the TCLF LSP received a direct grant from DG GROW under the Single Market Programme for the TCLF SkillBridge project. Some members of the TCLF LSP (including one of the coordinating organisations, EURATEX) have also made a pledge in relation to the European Alliance for Apprenticeships (EAfA). **Synergies with sectoral funding programmes and initiatives**

The TCLF LSP coordinators are [EU Textile Ecosystem Platform](#) Ambassadors, actively contributing to stakeholder engagement and knowledge-sharing across the ecosystem. In this role, EURATEX, CEC and COTANCE populate the platform with relevant materials, including reports, best practices, project results and training resources related to skills development and the twin transition, while facilitating discussions among stakeholders. As part of these activities, EURATEX facilitated three discussion groups during the Challenge Campaign Workshop “*Developing Skills in TCLF for the Twin Transition*” held in November 2025. Contributions will be made to upcoming workshops expected in 2026.

The TCLF LSP is also contributing to [ECOSYSTEMEX](#), a platform developed by Textile ETP that brings together EU funded projects to foster collaboration and knowledge sharing across the TCLF ecosystem. Within ECOSYSTEMEX, the Skills and Education Working Group brings together 17 Erasmus + projects working on skills, where knowledge sharing and best practices are disseminated across webinars presenting project findings.

Synergies across LSPs

The TCLF LSP has several links with other LSPs operating under the Pact for Skills. Notably, the TCLF LSP is part of a project proposal consortium with 10 other LSPs for the Erasmus+ call *Adult Education: Motivation in Motion: Empowering Adults to Up⁷ and Reskilling*. The initiative, led by the Tourism LSP, will develop curricula and toolkits to support adult learning.

Regional work

The TCLF LSP has been making progress towards establishing a total of up to 28 Regional Skills Partnerships as part of their Erasmus+ funded projects. The [Auvergne Rhône Alpes RSP](#), launched in July 2025, was the first to be established under the TCLF LSP. Two additional RSPs have also been launched in the [Northern Portugal](#) and [Boras](#) regions in April 2026, followed by the [Central Slovenia](#) RSP in June 2026. At least eight RSPs will further be launched by the end of June 2026 in Attica, . A further five have submitted draft partnership agreements for review.

Opportunities for further synergies

To build on these existing synergies, Support Services have mapped skills initiatives and funding programmes from across the European Commission with the aim of supporting LSPs to identify potentially relevant European skills initiatives based on their sectoral focus. Areas that the TCLF LSP could explore creating further synergies include:

- **Cross-cutting initiatives:** DG EMPL's [ESCO](#) and [EQAVET](#) frameworks, DG EMPL / DG EAC's [EPALE Communities of Practice](#), DG GROW's [InvestEU](#) programme, and DG REGIO's [Harnessing Talent Platform](#), [Just Transition Fund](#), [Just Transition Platform](#) and [Talent Booster Mechanism](#);
- **Regional Skills Partnerships:** The TCLF LSP has established a number of RSPs within its sector, which operate under the partnership's umbrella; however, opportunities could exist to strengthen collaboration with RSPs in related ecosystems, such as those in the Cultural and Creative Industries (e.g. [Skåne Region](#) and [Southern Italy](#)).

Partnership commitments and KPIs

The TCLF LSP is founded on a common set of commitments that support the principles of the Pact for Skills Charter. These commitments set out the partnership's long-term aims and objectives for addressing skills challenges within their ecosystem, including the core commitments of upholding the Charter's principles and promoting sectoral collaboration on skills. In addition, LSPs define further sector-specific commitments, some of which are linked to KPIs to support progress monitoring.

In 2025, the TCLF LSP renewed its **headline commitment** in support of the objectives of the Union of Skills, the European Pillar of Social Rights Action Plan, and the Digital Decade targets:

The TCLF LSP supports the objective that by 2030 **20% of the ecosystem's workforce** will participate in upskilling or reskilling actions each year, equivalent to approximately **300,000** workers each year.

The annual monitoring exercise found that the members of the TCLF LSP involved an average of **25% of their workforce** in upskilling and reskilling activities in 2025.

More information about this commitment is presented in Annex A.

The TCLF LSP has also set out the following specific commitments and actions in support of this high-level commitment and the aims of the Partnership:

- Increase the use and accessibility of mentoring and apprenticeships schemes in EU-27 countries through a dedicated support programme for the TCLF industry (vouchers for upskilling, supporting companies in upskilling of their workers) and development of guidelines and case studies;
- Support and promote the use of digital applications within TCLF SME production (digitisation of offline knowledge to digital data, digitalisation of workflow and manufacturing processes);
- Participation in new digital-related initiatives;

- Design and roll out courses promoting latest technologies and digital tools such as VR and AI (digital skills) and promoting durability, repair and waste management activities (green skills), in particular circular design skills.
- Support the education and training providers (VET, HE) in upgrading and modernising, so they can be responsive to the needs of the market. This includes appropriately training the trainers.
- Establish a national/regional Pact4Skills committee, coordinated by social partners, public authorities responsible for RIS3 and education, research and education centres to discuss needs, required actions and available resources.
- Develop of a map of the TCLF education providers of different EQF level across the EU.
- Establish cross-sectoral skills and best practice exchange with e.g. machine manufacturing, chemicals, automotive, electronics, textile services, etc.; and all those technology providers most closely linked to the TCLF sectors.
- Build on the results of the Skills4Smart TCLF project, in particular the Network of VET providers and the Network of TCLF regions and clusters as well as achievements obtained on EU TCLF Skills Campus by enlarging further their scope and membership. Building on these results, establish permanent networks that would promote skills and cooperation between regions, and support cooperation and dialogue at regional level through a dedicated demand driven grant scheme (bottom-up initiative).
- Provide more tailored mentorship to TCLF SMEs to enable them an easier access to EU and national/regional public funding.
- Cooperate with the Skills4Circularity project working on the development of a TCLF Skills Observatory with industry, policy and education stakeholders.
- Establish close cooperation of the TCLF Skills Observatory with EU bodies, national observatories of employment and training and international organisations, and set close cooperation with EU bodies, national observatories and international organisations.
- Organise a detailed mapping of workforce gender and social inclusion across the TCLF industry by the TCLF Observatory.
- Launch a TCLF manifesto of diversity together with supporting campaign with promotional materials, events and activities (target audience 20,000 TCLF companies)
- Launch a series of training courses and workshops for TCLF managers and employers on how to increase the diversity in their companies, create safe places for reporting of abuses, etc. (target audience 1,000 participants).
- Apply due diligence guidelines, such as OECD Due Diligence Guidelines for Footwear and Garment Value Chains.
- Ensure that all workers have equal access to training by, for example, provision of governmental economic support to those companies whose employees are absent while following a training.
- Develop adapted skills and qualification recognition frameworks for migrants and facilitate their integration in regular European TCLF training programmes to upgrade their knowledge and increase their employability in their host country.
- Launch a marketing campaign promoting the TCLF industries, with key focus on transparency and value of the workforce (target 200,000 viewers).

- Increase visibility, innovativeness and achievements of the European TCLF SMEs.
- Launch of an annual school orientation event for 14 – 18 years old students in the main TCLF production countries, based on the example set in the Skills4Smart TCLF project (target 20,000 students); engage high—end brands in these activities to increase visibility and attractiveness.
- Encourage the development of mentorship programmes through guidelines and case studies.
- Develop a TCLF students/workers' exchange programme or a set of international partnerships that enable students to carry out apprenticeships in foreign EU TCLF countries.

The partnership agreement also outlines the KPIs the partnership intends to develop. These include:

- Increase the offer of apprenticeships in the TCLF industry by 20%;
- Support 10,000 SMEs in their digitalisation efforts;
- Design 20 new educational processes and tools responding to green and digital skills;
- Increase the 'training of trainer' offer by 10% across the EU.
- Increase diversification (gender, age, background) in TCLF company management by up to 5% each year, in particular access to higher positions by women;
- Increase diversification of TCLF workforce (inclusion of migrant workers and increase of female workers in technical jobs) by up to 5% each year.
- Increase enrolment of students and workers from other sectors in TCLF VET/HE programmes by 5% each year.
- Create a European pool of companies that are willing to partner with foreign EU VET/HE providers for TCLF exchange apprenticeship programmes.

LSP activities in 2025

The TCLF LSP undertook a range of activities with its members in 2025.

Highlights of the LSP's activities in 2025 include:

- **2** meetings with the LSP membership, with the average level of attendance estimated by the coordinators at **60%**;
- The implementation of key EU-funded projects (METASKILLS4TCLF, AEQUALIS and TCLFSkillBridge), supporting lifelong learning by identifying skills needs and translating them into training-oriented actions;
- Strengthening the regional dimension by engaging with around 23 regions and supporting the development of Regional Skills Partnerships, including the launch of the Auvergne-Rhône-Alpes RSP and the preparation of additional regional work programmes;
- Progress on skills intelligence and anticipation through surveys, focus groups and the development of the EU TCLF Skills Strategy, alongside preparatory work towards a future TCLF Skills Observatory;
- Awareness-raising, stakeholder engagement and inclusiveness activities, including Diversity Workshops across several countries, contributing to the development of a Diversity Manifesto.

Across all LSPs there was a rise in the overall engagement level of members, with LSP coordinators reporting that **52%** of their members were very active in contributing to reaching the partnerships' objectives (e.g. through providing data for skills forecasting, presenting their work, etc.) in 2025, compared with 47% in 2024. 29% of members across all LSPs were deemed inactive, which was slightly higher than last year's value of 27%.

The TCLF LSP coordinators indicated **20%** of their members were very active, a level consistent with the previous year. They estimated 80% were inactive, which was higher than in 2024 when 60% were considered inactive. To stimulate member engagement, coordinators maintained regular communication through channels such as LinkedIn, newsletters and the Steering Committee, complemented by targeted outreach inviting members to share their work, and by encouraging participation in initiatives including METASKILLS4TCLF, AEQUALIS4TCLF, TCLF SkillBridge, as well as platforms such as ECOSYSTEM and the EU Textile Ecosystem Platform.

Examples of TCLF LSP members' activities

The Pact for Skills membership survey asked all members to report activities undertaken in 2025 to support the Pact principles and their partnership's commitments. This section highlights activities reported by members of the TCLF LSP.

Promoting a culture of lifelong learning for all

- **CITEVE** through Academia CITEVA has developed and delivered flexible, industry-oriented training programmes covering technical, digital and transversal skills, engaging diverse learner groups (young professionals, experienced workers, career changers) and strengthening links between training, research and industry to support lifelong learning across all career stages.
- **Lasco** has implemented large-scale upskilling and reskilling initiatives through EU-funded projects, reaching over 500 learners with blended learning pathways (formal, non-formal and informal), including digital and gamified formats to improve accessibility and inclusiveness for adult learners.

Monitoring skills supply & demand and anticipating skills needs

- **Fundacion Estatal para la Formacion en el Empleo Fundae** anticipates training needs annually through Joint Sectoral Committees bringing together representatives of workers and employers across 91 sectors, which identify priority training needs and guide the allocation of public funding. This approach is being further strengthened through the development of an EU-funded tool integrating multiple data sources, including job advertisements, to support more dynamic and evidence-based skills forecasting.
- **Carité Calçados** has developed a strong evidence-based approach to skills anticipation in the footwear sector through labour market data, close engagement with employers and value-chain stakeholders, and regular consultations, enabling the early identification of emerging skills needs (e.g. digital design, sustainability) and their alignment with future training and workforce development initiatives.
- **Gheorghe Asachi Technical University of Iași** ensures alignment between education and labour market needs by regularly reviewing and updating study programmes to address emerging technological skills and evolving workforce demands.

Building strong skills partnerships

- **Unioncamere del Veneto** has strengthened skills partnerships by acting as a bridge between education and industry, establishing Memorandums of Understanding (MoUs) with technical institutes to co-design curricula aligned with technological developments, and promoting cross-border entrepreneurial exchange through the Erasmus for Young Entrepreneurs programme.
- **Fundación Estatal para la Formación en el Empleo Fundae** has built a large-scale public–private partnership through the Digitalízate platform, enabling over 60 organisations to provide free access to high-quality training resources in digital and other key skills areas, significantly expanding opportunities for collaboration and shared learning across sectors.
- **PIOT – Federation of Apparel and Textiles Industry Employers** strengthened skills partnerships by establishing structured engagement mechanisms (such as steering groups, sector forums and co-design workshops) enabling partners to contribute actively to skills planning, curriculum development and delivery, while fostering greater trust and collaboration across stakeholders.

Working against discrimination and for gender equality and equal opportunities

- **COBOT** promoted diversity and inclusion by recognising 15 companies for their efforts in this area, complemented by the organisation of webinars and training sessions to raise awareness and support inclusive practices across the sector.
- **Lasco** promoted inclusion and equal opportunities by delivering inclusive upskilling activities targeting diverse groups, including SMEs, youth, NEETs, migrants and senior learners, and by using accessible, multilingual and learner-centred training approaches to reduce barriers and ensure participation across different backgrounds.
- **VDMD – Association of German Fashion and Textile Designers** promoted inclusion and equal opportunities by organising dedicated workshops that bring together participants of different age groups, including individuals with health impairments, fostering interaction and participation through accessible and creative activities.

Please see **Annex C** for examples of actions taken by members of other LSPs.

Further information on the TCLF LSP's activities and outcomes is presented in the following section of the report.

LSP outcomes

This section draws on data from the 2025 membership and coordinators surveys to examine LSP and member activities, as well as progress towards the Pact for Skills principles. Results for the TCLF LSP are shown in red alongside aggregated findings for all LSPs, which are displayed in blue.

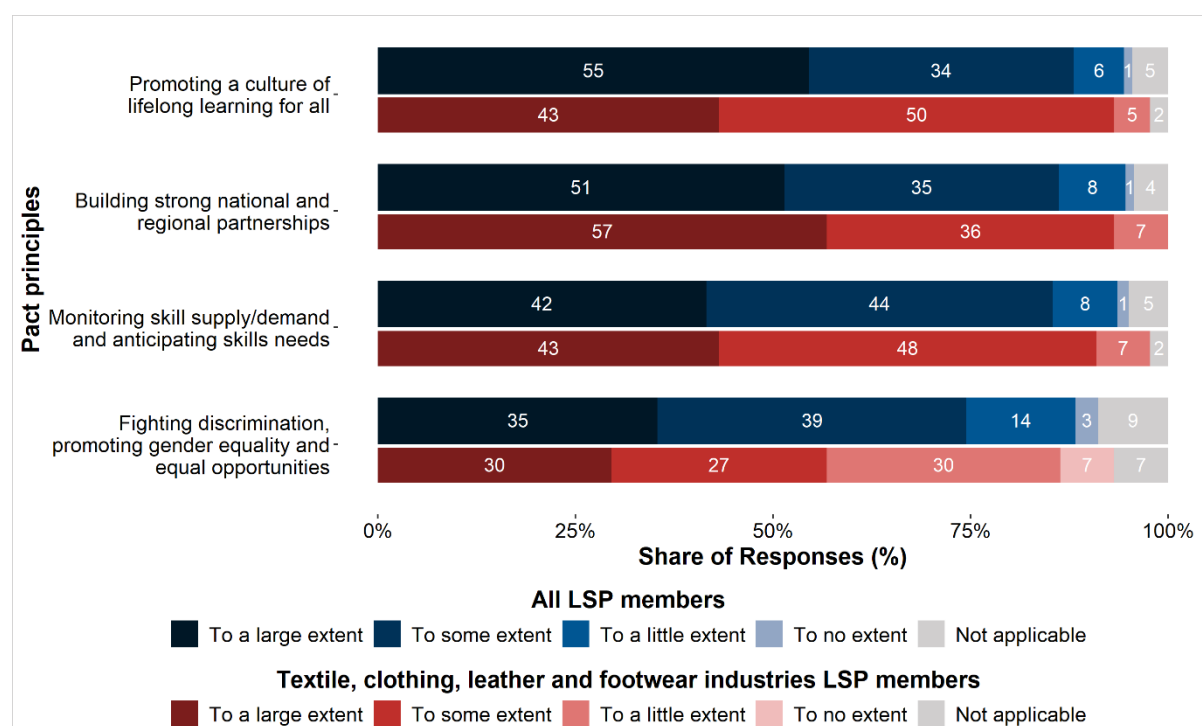
Progress on Pact for Skills principles

Pact for Skills members were asked to assess their progress against the core Pact principles. Within the **TCLF LSP**, the largest share of respondents reported contributions to *promoting a culture of lifelong learning for all* and *building strong national and regional partnerships*, with 93% of members contributing

to these principles to either a large extent or some extent. This is closely followed by progress towards *monitoring skill supply/demand and anticipating skills needs*, with 91% of TCLF LSP members reporting a contribution to this principle to a large or some extent.

Across the wider Pact, **LSP members** contributed most to *promoting a culture of lifelong learning for all*, with 89% of all LSP members indicating their activities contributed to this principle to a large or some extent. This was closely followed by *building strong national and regional partnerships*, with 86% contributing to a large or some extent. The blue values in Figure 5 below show the results for all LSP members, while the red values indicate the results for the TCLF LSP.

Figure 5. LSP members' assessment of contribution towards Pact principles

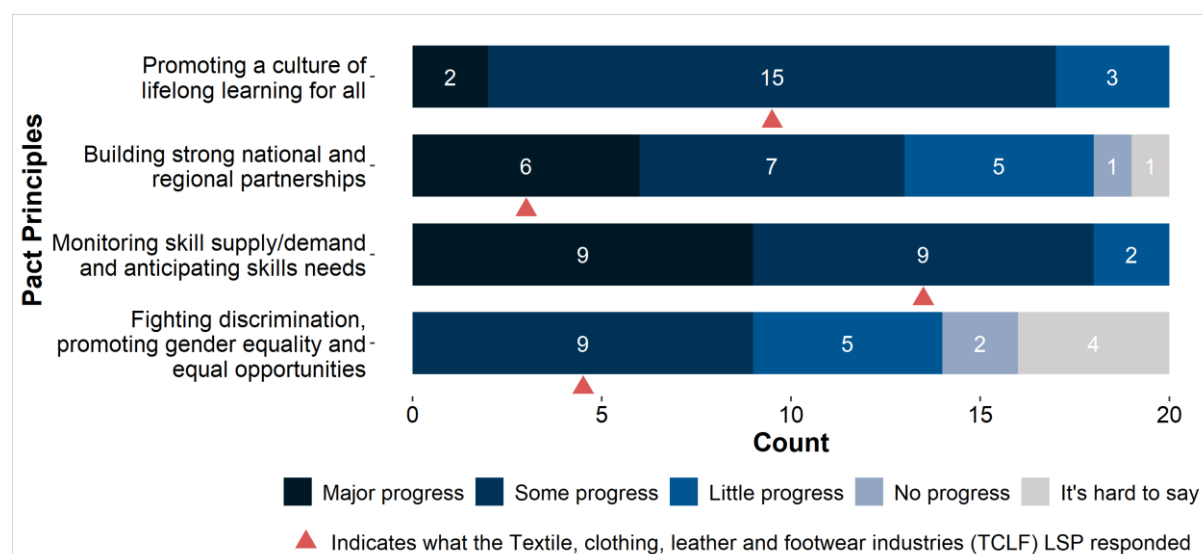


Source: Ecorys, Pact for Skills Membership Survey, 2026.

The same question was addressed to LSP coordinators through the coordinators survey. For the **TCLF LSP**, the coordinators reported major progress towards *building strong national and regional skills partnerships* and some progress towards all three other principles.

As a whole, **LSP coordinators** reported the greatest contributions to *monitoring skill supply/demand and anticipating skills needs*, with 18 coordinators reporting some or major progress. This was followed by *promoting a culture of lifelong learning for all* (17), *building strong skills partnerships* (13) and *fighting discrimination, promoting gender equality and equal opportunities* (9). The blue values in Figure 6 below show the results across all LSP coordinators, while the red triangles indicate the results for the TCLF LSP.

Figure 6. LSP coordinators' perception of progress towards Pact principles



Source: Ecorys, *Pact for Skills Coordinators Survey*, 2026.

Key Performance Indicators

Each year, the membership survey gathers self-reported KPI data from Pact members on their upskilling and reskilling activities. Table 6 below presents the KPIs reported by TCLF LSP members alongside corresponding figures for all LSP members and the wider Pact membership, as well as the number of respondents reporting these results. The KPIs are not independently validated and may therefore be subject to inaccuracies. Further details on the analytical methodology for these KPIs are provided in Annex A.

Table 6. KPIs for Pact members and LSP members achieved in 2025

Activity type	Value reached by all Pact members	Number of Pact members reporting (N)	Value achieved by LSP members	Number of LSP members reporting (N)	Value achieved by TCLF LSP members	Number of TCLF LSP members reporting (N)
Number of people who took part in upskilling or reskilling activities	3,927,688	975	1,483,839	315	34,117	34
Percentage of employees that took part in upskilling or reskilling activities	24%	896	26%	283	25%	31
Number of training programmes developed	30,049	1,025	11,027	318	692	32
Number of training programmes updated	16,542	723	5,202	229	241	23
Number of individuals who participated in events dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	2,088,801	865	240,980	294	9,711	27
Number of individuals reached by social media posts dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	117,685,917	832	21,685,550	281	227,641	25
Number of people reached by other communication outputs (i.e., reports, insight papers, newsletters, etc.) dedicated to skills needs, skills anticipation, or upskilling and reskilling efforts	37,983,764	803	5,374,742	276	118,256	25
Number of stakeholders joining a skills partnership or network	277,647	689	36,530	239	1,255	32
Amount of financial investment into upskilling/reskilling (EUR)	1,015,736,605	199	341,548,236	71	197,618,000	9

Source: Ecorys, Membership Survey, 2026.

Skills priorities for Pact members

Pact members were asked to identify the main skill challenges affecting their organisations.

Outstanding skill needs by LSP

The membership survey asked respondents to assess the skills needs of their workforce and wider sector by ranking skills from most to least pressing. Members of the **TCLF LSP** identified *technical skills* as the most critical need, follow by *advanced digital skills* and *green skills*. *Technical skills* were also ranked highest by the Agri-food, Automotive, Construction, European Health Industry, Renewable Energy and Space data, Services and Applications LSPs. Compared with some other LSPs, TCLF LSP members placed less emphasis on *transversal skills*. Table 7 presents the full ranking of skills needs by LSP¹⁰.

Table 7. Ranking of skills needs by LSP members

Average rating	Basic skills	Advanced digital skills	Green skills	Technical skills	Entrepreneurial skills	Interpersonal skills	Transversal skills
Agri-food (n=33)							
Automotive (n=10)							
Construction (n=17)							
Creative and Cultural Industries (n=46)							
Digital (n=48)							
Digitalisation of the Energy System (n=9)							
Energy Intensive Industries (n=14)							
European Health Industry (n=16)							
Health (n=19)							
Long-term Care (n=18)							
Proximity and Social Economy (n=57)							
Renewable Energy (n=9)							

¹⁰ This analysis excludes members of more than one LSP to ensure the results are relevant to a specific ecosystem.

PROGRESS REPORT ON THE PACT FOR SKILLS TCLF SKILLS PARTNERSHIP

Retail (n=11)							
Space data, Services and Applications (n=28)							
Textiles (n=41)							
Tourism (n=35)							



High skills need

Low skills need

Source: Ecorys, Membership Survey, 2026.

Contribution of LSPs

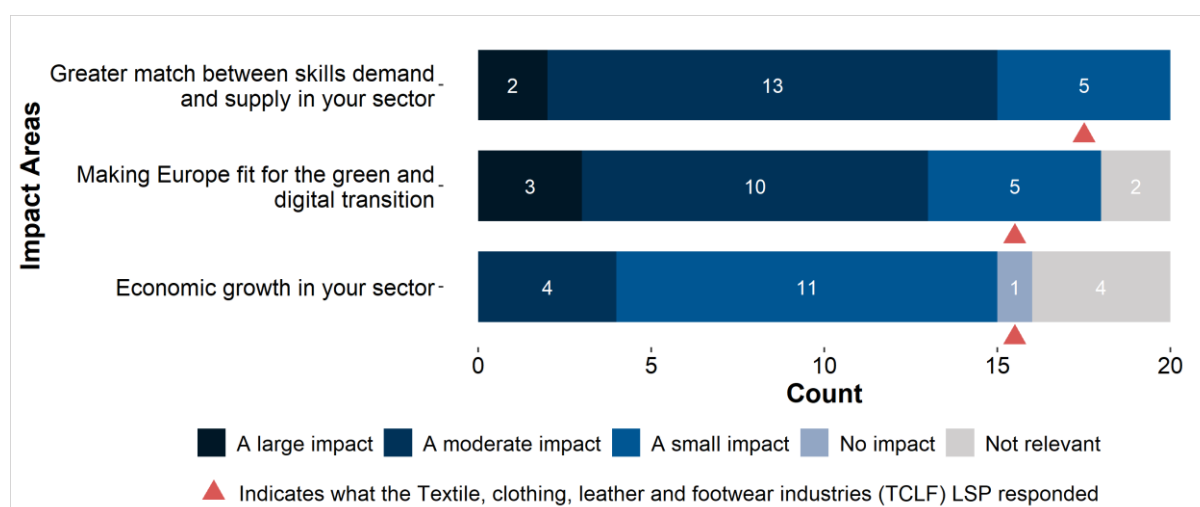
This section examines how participation in LSPs has supported LSP members' upskilling and reskilling activities. It explores the perceived impact and added value of LSP involvement, as well as the usefulness of specific activities and outputs for LSP members. The section draws on responses from both the coordinators and membership surveys, with TCLF LSP results shown in red and aggregate results across LSPs shown in blue.

Coordinators views on LSP impact

The coordinators of the **TCLF LSP** reported that the LSP's activities had a small impact *on creating a greater match between skills demand supply in their sector and making Europe fit for the green and digital transition*.

LSP coordinators generally reported the greatest impact on *creating a greater match between skills demand and supply in their sector*, with 15 coordinators indicating a large or moderate impact in this area. This was followed by contributions to *making Europe fit for the green and digital transition*, with 13 coordinators reporting a large or moderate impact in this area. The blue values in Figure 7 below show the results across all LSP coordinators, while the red triangles indicate the responses from the TCLF LSP.

Figure 7. LSP coordinators' perception of impact on sector

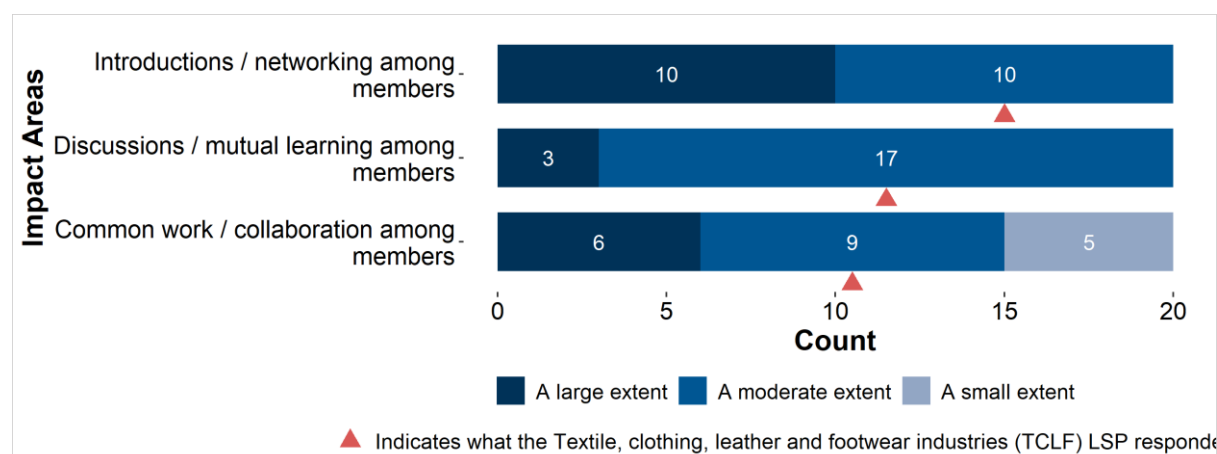


Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

LSP coordinators were also asked to assess the extent to which their LSP supported specific activities among members. The coordinators of the **TCLF LSP** reported a moderate contribution towards *introductions and networking among members, discussions and mutual learning among members* and *common work and collaboration among members*.

The areas in which **LSP coordinators** reported the highest levels of contribution overall were *introductions and networking among members* and *discussions or mutual learning among members*, with 20 coordinators reporting a large or moderate contribution in these areas. 15 coordinators reported a large or moderate contribution to *common work or collaboration among members*. Figure 8 below shows the results across all LSP coordinators, including the TCLF LSP.

Figure 8. LSP coordinator perception of impact on members

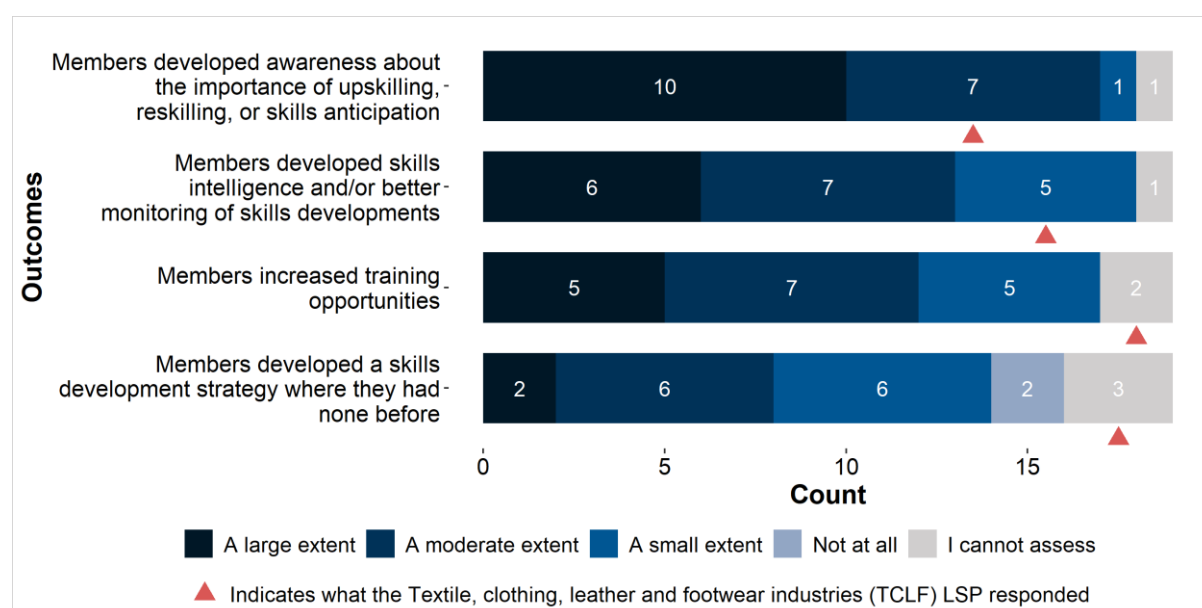


Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

LSP coordinators were asked to assess the extent to which participation in the Pact for Skills more broadly supported outcomes achieved by their members. For the **TCLF LSP**, the coordinators reported that the Pact had a moderate impact on *developing members' awareness about the importance of upskilling, reskilling or skills anticipation* and a small impact on *helping members develop skills intelligence and/or better monitoring of skills developments*.

Across all **LSP coordinators**, the area with the highest perceived contribution was *developing members' awareness of the importance of upskilling, reskilling or skills anticipation*, with 17 coordinators reporting a large or moderate contribution in this area. This was followed by *members' development of skills intelligence or monitoring* (13) and *increased training opportunities among members* (12). Figure 9 below shows the results across all LSP coordinators, including the TCLF LSP.

Figure 9. LSP coordinators' responses on the perceived outcomes of Pact membership



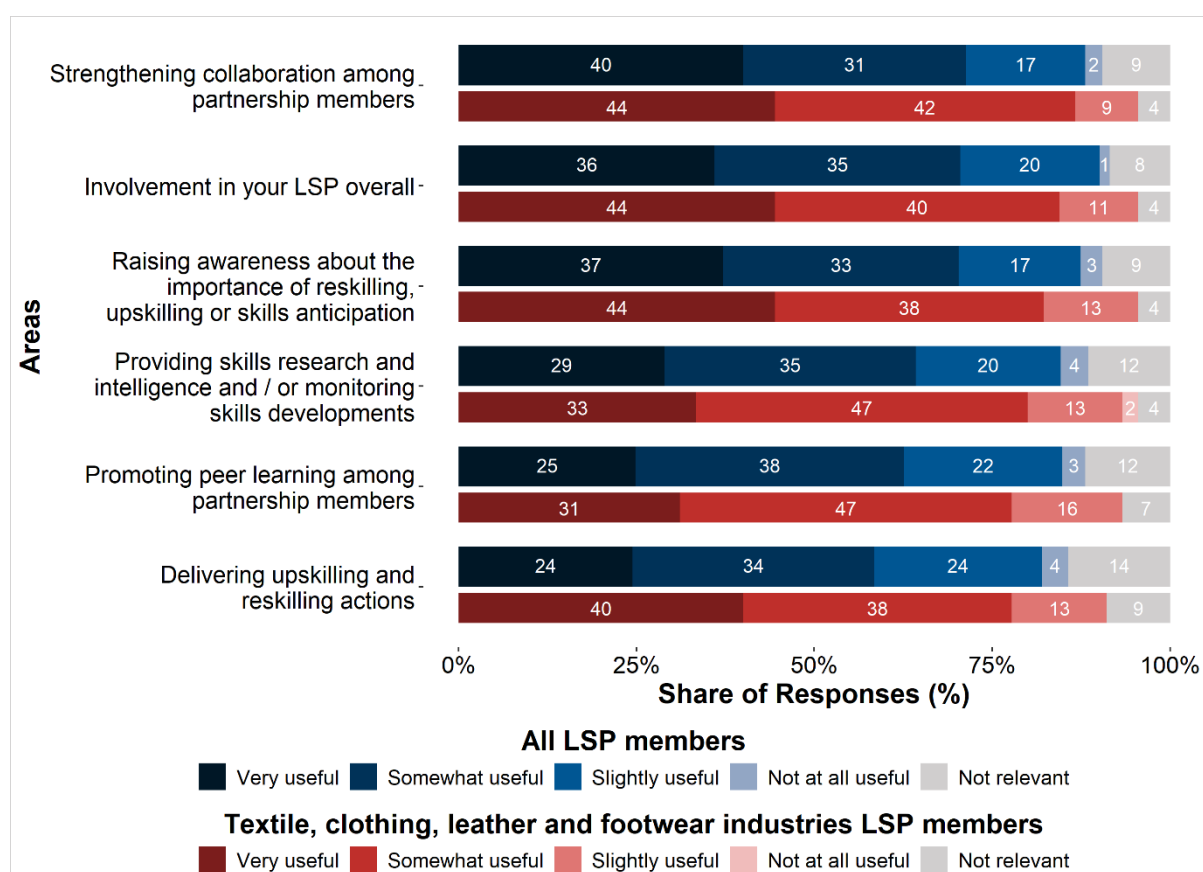
Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

Members' views on LSP involvement

For the **TCLF LSP**, 84% of LSP members indicated that *involvement in the LSP* was very or somewhat useful overall. In terms of activity areas, 86% found their involvement in the LSP very or somewhat useful for *strengthening collaboration among partnership members*, closely followed by 82% who reported that involvement was very or somewhat useful for *raising awareness about the importance of re- and up-skilling or skills anticipation*.

Across all LSPs, 71% of **LSP members** found *involvement with their LSP* to be very or somewhat useful overall. In terms of specific activity areas, the largest share of LSP members felt that LSP involvement was useful for *strengthening collaboration among partnership members*, with 71% reporting their LSP involvement as very or somewhat useful for this. This was closely followed by *raising awareness about the importance of reskilling, upskilling or skills anticipation* (70%). Figure 10 below shows the responses for members across all LSPs, with results for the TCLF LSP in red.

Figure 10. LSP member views on usefulness of LSP involvement



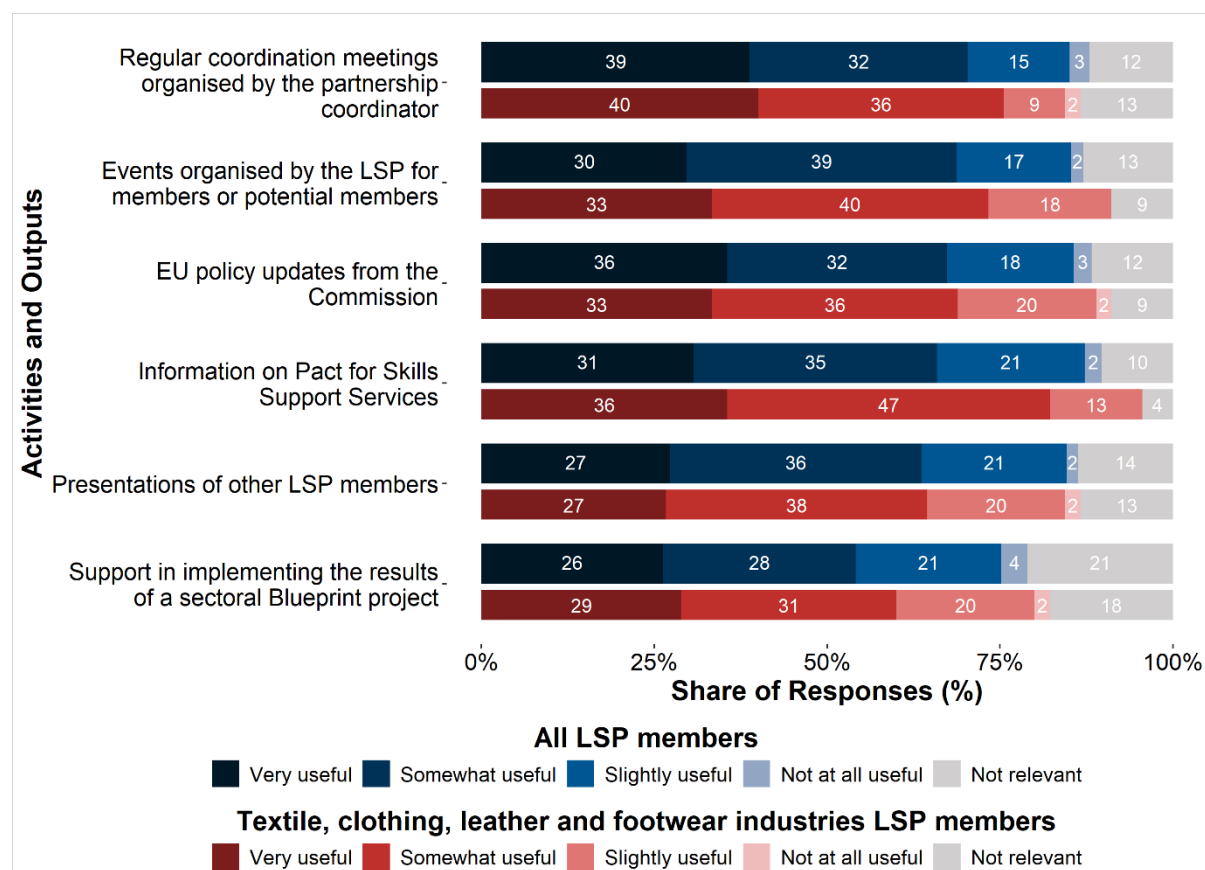
Source: Ecorys, Pact for Skills Membership Survey, 2026.

In terms of the usefulness of specific LSP activities and outputs, for the **TCLF LSP**, 83% of members found *information on Pact for Skills Support Services* to be very or somewhat useful. This was followed by *regular coordination meetings organised by the partnership coordinator* (76%) and *events organised by the LSP for members or potential members* (73%).

Across all LSPs, the activity with the highest share of **LSP members** finding it very or somewhat useful was *regular coordination meetings organised by the coordinator* (71%). This was followed by *events*

organised by the LSP for members or potential members (69%) and EU policy updates from the Commission (68%). Figure 11 below shows the full results for all LSP members alongside those for the TCLF LSP.

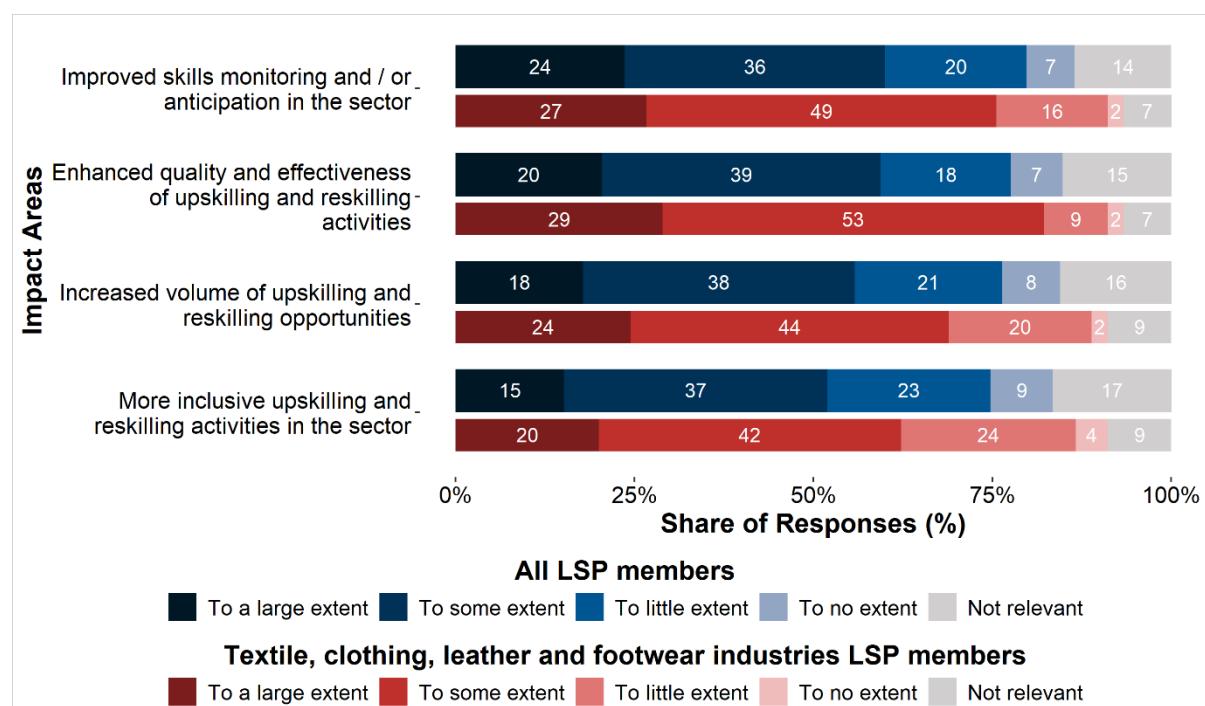
Figure 11. LSP member views on usefulness of LSP activities and outputs



Source: Ecorys, Pact for Skills Membership Survey, 2026.

LSP members were also asked to assess the impact of LSP involvement on their organisation. For the **TCLF LSP**, the largest share of members (82%) indicated that the LSP had some or a large impact on *enhanced quality and effectiveness of upskilling and reskilling activities*. This was followed by *improved skills monitoring and / or anticipation in the sector* (76%) and *increased volume of upskilling and reskilling activities* (68%).

Across all **LSP members**, the largest share of respondents (60%) indicated that their LSP had some or a large impact on *improved skills monitoring and / or anticipation in the sector*. This was followed by *enhanced quality and effectiveness of upskilling and reskilling activities* (59%) and *increased volume of upskilling and reskilling activities* (56%). Figure 12 below shows the full results for all LSP members, including the TCLF LSP.

Figure 12. LSP member views on impact of LSP involvement within their organisation

Source: Ecorys, Pact for Skills Membership Survey, 2026.

In terms of how LSP involvement contributed to members organisations' upskilling and reskilling activities, **TCLF LSP** members provided examples of *opportunities for collaboration* most often, followed by the *development and delivery of training activities* and *knowledge sharing*.

Across members of all LSPs, *opportunities for collaboration* was most frequently mentioned (115 responses), with LSP members providing multiple examples of shared initiatives, cross-country and cross-sector collaboration, strengthened partnerships, and closer cooperation with industry, education and public authorities as a result of engagement with other organisations in their LSP. *Knowledge sharing* was also frequently mentioned (104 responses), with members highlighting in particular the value of sharing best practices and joint efforts towards the generation of skills intelligence across the ecosystem. *Better informed and newly developed training programmes* (101 responses), *strengthened skills monitoring and anticipation* (71 responses), *access to funding* that supports the implementation of upskilling and reskilling activities and *increased visibility of member activities* (both 70 responses) were also mentioned as key benefits of LSP involvement.

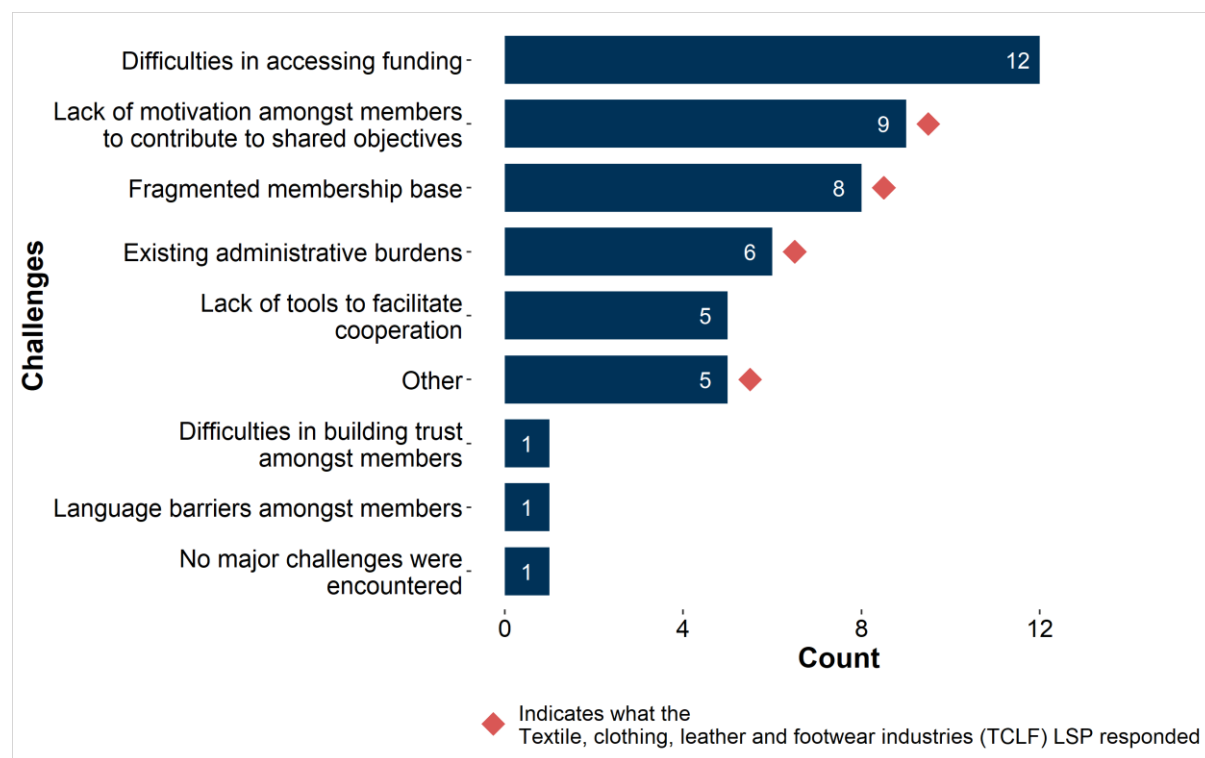
Challenges and good practices in LSP coordination

LSP coordinators were asked to assess the challenges encountered in progressing towards their LSP's commitments or expected outcomes. For the **TCLF LSP**, coordinators identified *a lack of motivation amongst members to contribute to shared objectives*, *a fragmented membership base* and *the existence of administrative burdens* as key challenges in progressing towards their commitments.

Among all **LSP coordinators**, the most frequently encountered challenges were *difficulties in accessing funding* (12), *a lack of motivation amongst members to contribute to shared objectives* (9), and a

fragmented membership base (8). Coordinators indicating *Other* reported challenges related to limited expertise or capacity in some organisations and regions, difficulties engaging members, sector-specific constraints, unrealistic expectations among members of immediate results, and limited time available for LSP promotion. Figure 13 below shows the full results reported by coordinators across LSPs, as well as the TCLF LSP.

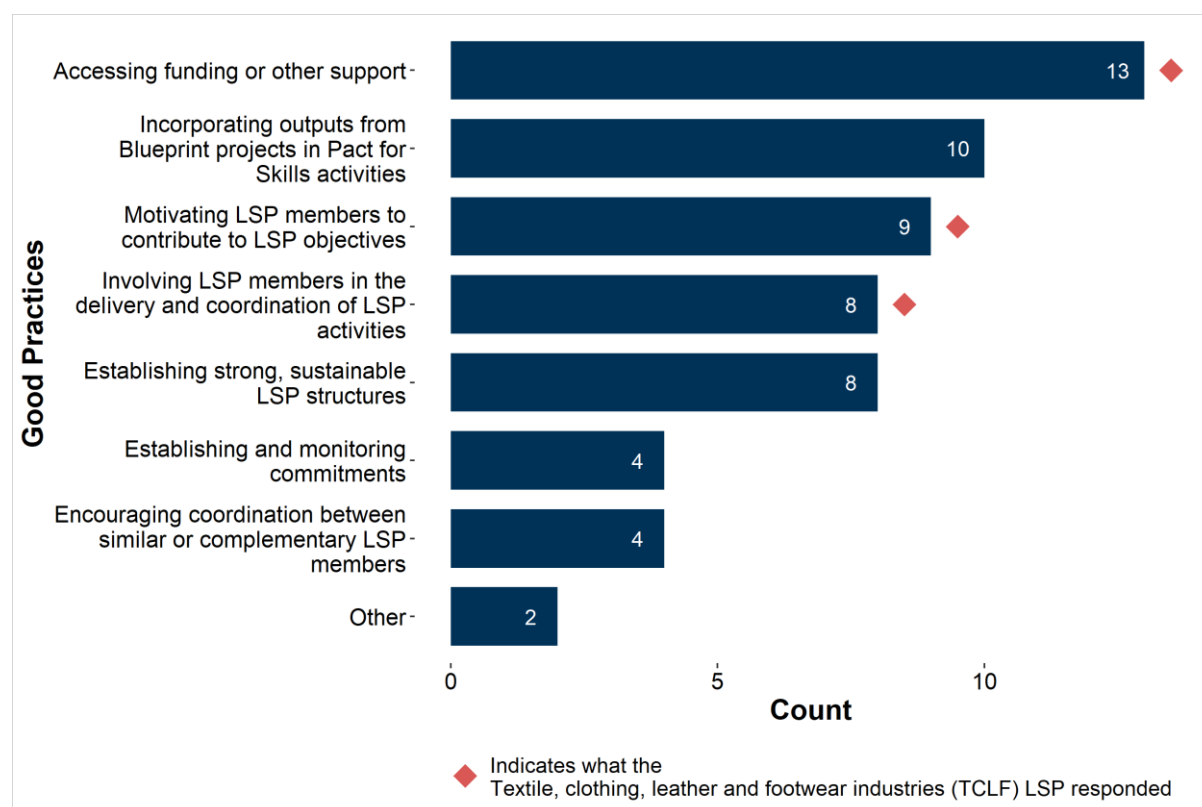
Figure 13. Challenges for LSP coordinators in progressing towards their commitments



Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

In terms of areas where good practice examples from other LSPs could be most beneficial, **TCLF LSP** coordinators highlighted areas related to *accessing funding or other support*, *motivating LSP members to contribute to LSP objectives* and *involving LSP members in the delivery and coordination of LSP activities*.

Across all **LSP coordinators**, the most frequently identified area where good practice examples would be beneficial was *accessing funding or other support*, cited by 13 coordinators. This was followed by *incorporating outputs from Blueprint projects in Pact activities* (10) and *motivating LSP members to contribute to LSP objectives* (9). Figure 14 below presents the full results reported by coordinators across LSPs, alongside results specific to the TCLF LSP.

Figure 14. Areas where coordinators felt they could benefit from positive examples

Source: Ecorys, *Pact for Skills Coordinators Survey*, 2026.

LSP coordinators were also asked to provide **good practices** that they felt may be beneficial to other coordinators. Coordinators shared several examples related to funded projects supporting LSP activities, working groups, events, strategies to increase the visibility of the Pact and wider EU-level initiatives, efforts to improve member engagement, effective governance structures, and the production of resources.

Several coordinators mentioned the value of **funded projects** that support the aims of their LSP. For example, the Textiles, Clothing, Leather and Footwear Industries LSP mentioned their Erasmus+ funded Blueprint projects METASKILLS4TCLF and AEQUALIS4TCLF, which aim to establish and strengthen networks of VET and higher education providers, while the Cultural and Creative Industries LSP noted the value of their Erasmus+ funded project SACCORD.

Some coordinators also highlighted the benefits of **working groups**. The Textiles, Clothing, Leather and Footwear Industries LSP referred to its ECOSYSTEM Skills and Education working group, which supports visibility across partners' activities, facilitates knowledge exchange, and helps identify potential synergies between projects. In addition, the Tourism LSP reported positive experiences with four thematic working groups focused on skills partnerships, industry–education cooperation, special groups and their needs, and training implementation, all of which have seen strong member participation.

Coordinators also mentioned several good practice examples of **events**. The Health LSP highlighted their annual workshop, which uses an open engagement format with discussion tables and is followed by a post-workshop report. The Cultural and Creative Industries LSP pointed to its Creative Skills Week,

which serves as a central sectoral platform and provides a key opportunity for knowledge sharing among LSP members and wider stakeholders. The Digital LSP identified its matchmaking events as a further example of good practice.

Coordinators also highlighted good practices aimed at increasing the **visibility of the Pact for Skills and wider EU-level initiatives** among members. The Shipbuilding and Maritime Technology LSP noted that their active dissemination of Pact-related information and activities helped to raise awareness among SME members, with Pact commitments used as a reference framework for partner activities. In addition, the Automotive LSP reported the systematic integration of outputs from relevant EU-level projects into its LSP activities.

To strengthen **member engagement**, Health LSP coordinators highlighted their newsletter as a good practice, which brings together updates from the Pact for Skills and the European Commission and includes an open call for contributions from LSP members. This has helped sustain higher levels of engagement between LSP meetings.

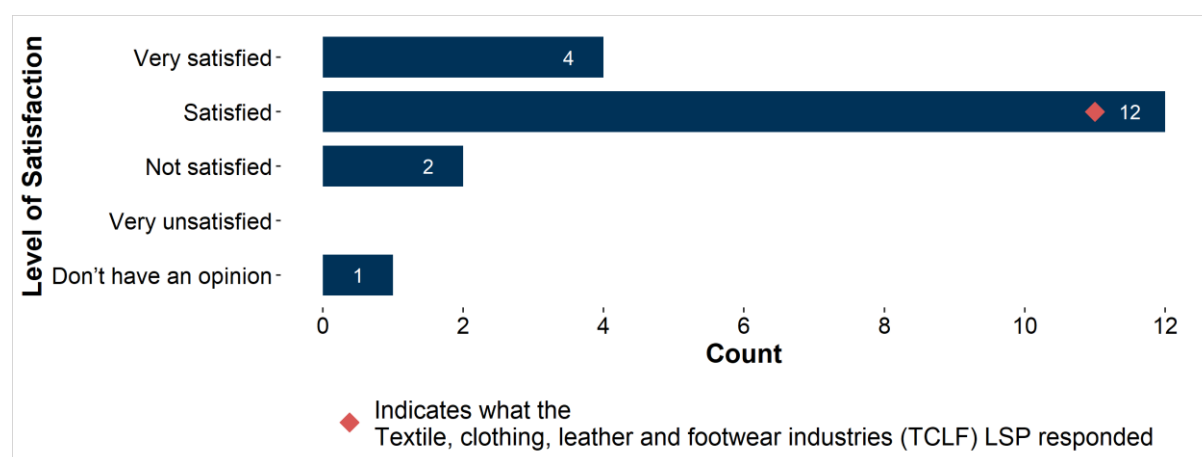
Several LSPs also emphasised the importance of **effective governance arrangements**. The Automotive LSP highlighted the establishment and operation of structured governance and coordination mechanisms, which support the alignment of multiple initiatives under a shared strategic framework. The Digitalisation of the Energy System LSP underlined the value of a core group of partners to support the LSP and facilitate collaboration across projects, emphasising the importance of clear roles and responsibilities to enable effective coordination. In addition, the Aerospace and Defence LSP noted that some of their members developed Memoranda of Understanding with partners to support the development of new training opportunities.

Feedback on Support Services

Satisfaction with existing services

The **TCLF LSP** reported that they were satisfied with the support services provided to their partnership. This is in line with a large majority of other **LSP coordinators** (12). The blue values in Figure 15 below show the results across all LSP coordinators alongside the response from the TCLF LSP.

Figure 15. LSP coordinator satisfaction with the support services provided to their partnership

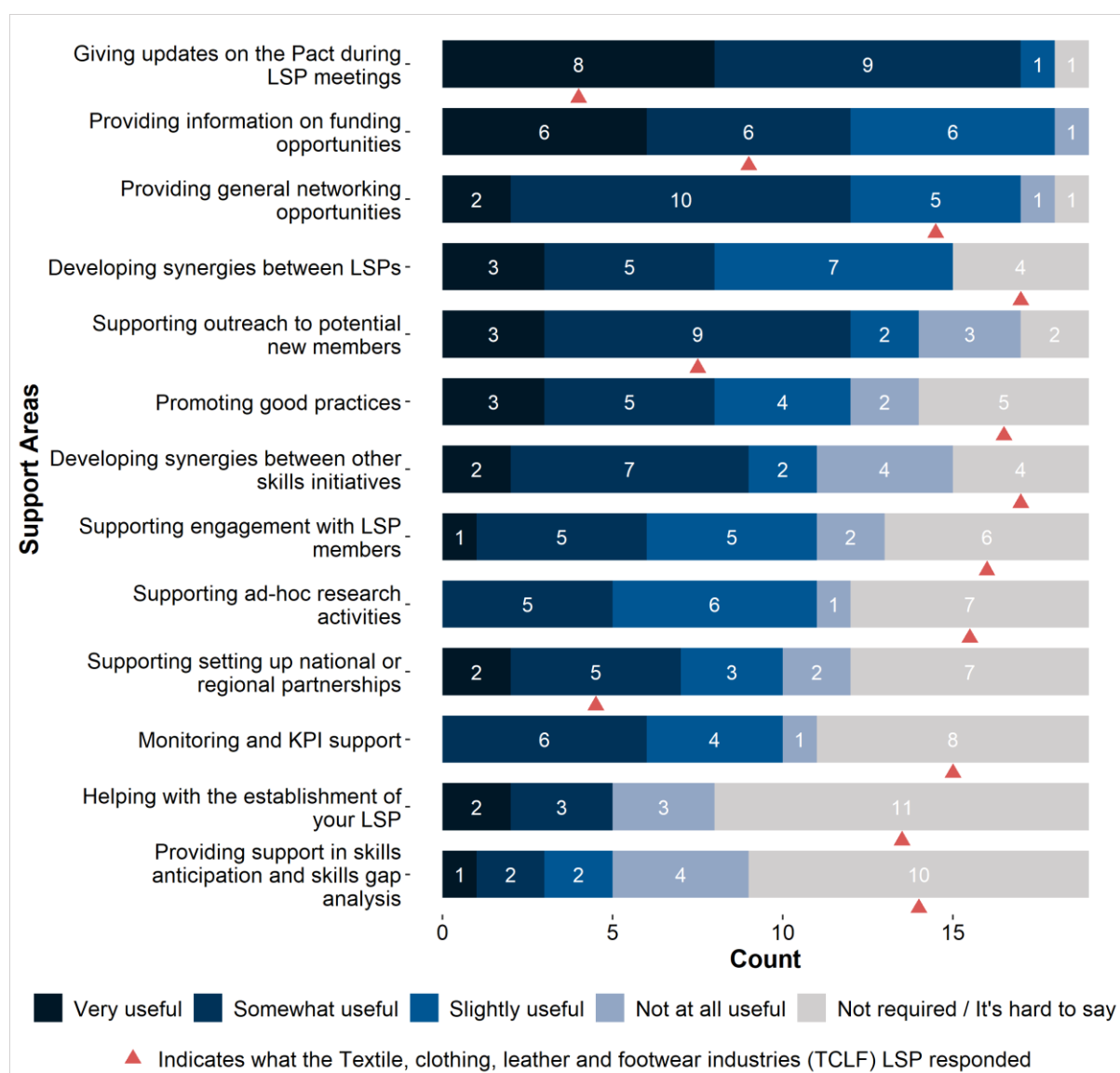


Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

LSP coordinators were asked to assess the usefulness of several areas of support provided by support services. The **TCLF LSP** coordinators indicated that *receiving updates on the Pact* during LSP meetings was very useful and that *receiving information on funding opportunities*, *support with outreach to potential new members* and *supporting setting up national or regional partnerships* were somewhat useful.

The high share of responses under ‘Not required / It’s hard to say’ are due to the tailored nature of support provided to LSPs, meaning not all support areas are relevant or necessary. Nevertheless, *giving updates on the Pact during LSP meetings* was considered most useful across all **LSP coordinators**, with 17 coordinators indicating that this was very or somewhat useful. This was followed by *providing information on funding opportunities* and *providing general networking opportunities* (both 12). The full results across all LSPs are shown in Figure 16.

Figure 16. LSP coordinator responses on the usefulness of specific support areas



Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

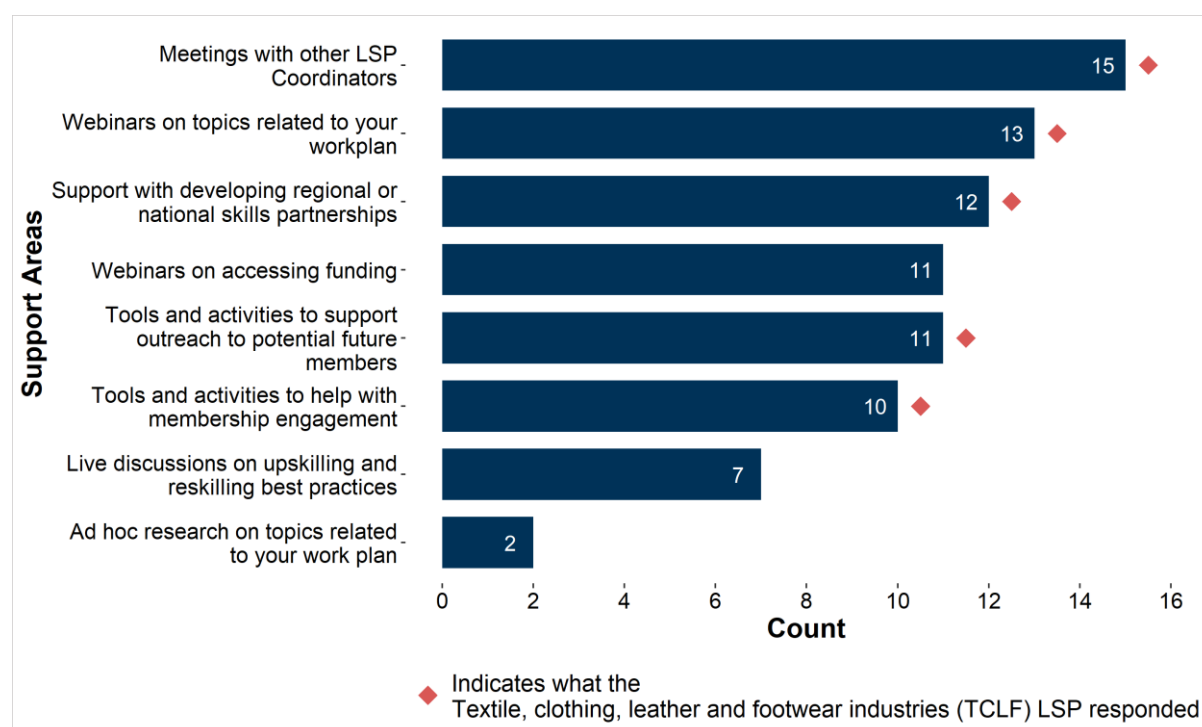
Suggestions for future services

When asked how Support Services could better support LSPs, coordinators suggested increased **support with member outreach and engagement**, noting limited capacity and resources to engage individually with large memberships. Suggestions included Support Services taking a more proactive role in initiating engagement activities, supporting communication, dissemination and mapping efforts, and more regular **identification of potential members**. Coordinators also emphasised the need to **simplify and streamline the registration process**, particularly by reducing administrative requirements, and to provide clearer and more accessible **information on available support opportunities**. Additional suggestions focused on enhanced **guidance and support for accessing funding**, developing **regional and national skills partnerships** and increasing **opportunities for networking and exchange** across LSPs. **Targeted events** aligned with LSP workplans were also highlighted as a way to strengthen coordination and participation.

When asked to indicate potentially helpful areas for future support, the **TCLF LSP** mentioned *meetings with other LSP Coordinators*, *webinars on topics related to their workplans*, *support with developing regional or national skills partnerships*, *tools and activities to support outreach to potential future members* and *tools and activities to help with membership engagement*.

Overall, the largest number of **LSP coordinators** (15) indicated that *meetings with other LSP coordinators* (15) would be helpful. This was followed by *webinars on topics related to their workplan* (13), *support with developing regional or national skills partnerships* (12), *webinars on accessing funding* and *tools and activities to support outreach to potential future members* (both 11). The full results across all LSPs alongside those for the TCLF LSP are shown in Figure 17.

Figure 17. Activities and resources coordinators would like to see more of in 2026



Source: Ecorys, Pact for Skills Coordinators Survey, 2026.

A few LSPs gave comments and suggestions regarding the Pact for Skills more broadly. The Proximity and Social Economy LSP highlighted the need for greater support for coordination, either through dedicated funding or enhanced support services, particularly for large and heterogeneous partnerships where coordination demands are significant. The Textiles, Clothing, Leather and Footwear Industries LSP noted the importance of shifting from commitment-setting towards stronger implementation and follow-up, supported by better alignment with EU and national funding instruments, more diversified funding opportunities, and stronger engagement at regional public authority level. The Tourism LSP raised concerns about imbalances in stakeholder engagement, with declining involvement from public authorities and social partners potentially undermining the demand-driven nature of the Pact, while the Aerospace and Defence LSP noted their desire for closer dialogue with the European Commission to better understand how to contribute to the Union of Skills and related initiatives.

Annex A. Methodological Note

This report presents the results of the third Pact for Skills Annual Monitoring Exercise conducted between 7 January and 4 February 2026, among registered Pact for Skills members and LSP coordinators. The findings presented are based on analysis of answers to both quantitative and qualitative survey questions. The survey and analysis were conducted by Ecorys, on behalf of the European Commission.

To ensure the data included in the LSP progress reports are relevant and reliable, respondents to the survey that indicated being involved in a given LSP were independently verified based on members' registrations to the Pact database and the membership lists approved by LSP coordinators¹¹.

As there are a limited number of respondents per LSP, further disaggregating responses, such as by organisation type or ecosystem, would not provide representative insights and are thus not included in this report. Where possible, relevant findings from analysis of organisation type or ecosystem across all Pact members has been incorporated to provide additional insights.

The KPI figures presented in the 'LSP Outcomes' section of this report are based on analysis of a set of eight key performance indicators (KPIs) for which values were collected through the survey. Respondents were invited to report values primarily in relation to their activities as an employer, or through work in collaborative projects or as education and training providers. However, there are limitations for this data that should be considered when interpreting the figures presented in this report:

- Type and quality of data reported: The annual monitoring survey is based on respondents' self-reporting. Thus, results reported in the survey cannot be individually verified, and the types and quality of data reported for each value may vary.
- Representativeness of reported values: Pact for Skills members consist of individual organisations, partnerships, LSPs, RSPs as well as representative / umbrella organisations which may represent other organisations in their sector. Thus, reported values may go beyond the number of respondents, and represent regional, national, or European networks of organisations.

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

- The research team verified the highest values reported for the 'Number of people who took part in upskilling or reskilling activities' and the 'Amount of financial investment into upskilling/reskilling (EUR)' KPIs with respondents, to ensure the data reported was reliable and consistent with the research objectives.
- Any anomalous values were scrutinised by reviewing respondents' responses to other survey questions (e.g. cross-checking the value of the KPI 'number of your employees who took part in upskilling or reskilling activities' with the answer to the question 'how many individuals are currently employed by your organisation').
- The research team excluded reported KPI values if deemed irrelevant to the scope of the survey, the objectives of the Pact (e.g. activities targeting young people) or the specific KPI for

¹¹ Available on the Industrial Ecosystems and Partnerships page of the Pact for Skills website: https://pact-for-skills.ec.europa.eu/about/industrial-ecosystems-and-partnerships_en.

which the value was reported (i.e. for this decision, the 'comment' section of each KPI was individually verified).

Headline commitments

In 2025, a number of LSPs engaged in the exercise of defining headline commitments on the number and share of their workforce to be involved in upskilling and reskilling activities by 2030. The LSP progress reports support the monitoring of these commitments through an indicator on the percentage of an LSP's workforce that participated in upskilling and reskilling activities, as well as the total number of individuals upskilled or reskilled by LSP's members. The commitment may be used as an informative benchmark for the upskilling and reskilling activities of an LSP's members but does not represent a binding target. Furthermore, the use of the monitoring data presented in this report relation to this commitment should be limited by the survey's size and representativeness. While the headline LSP commitments are ecosystem-level targets, the annual survey only measures the activities of organisations that are members of the Pact and have responded to this survey, so does not capture the full scale of upskilling and reskilling activities across the ecosystem.

Annex B. TCLF LSP Respondents

Organisation
ASOCIACION DE CENTROS DE FORMACION PROFESIONAL FPEMPRESA
ASOCIACION VALENCIANA DE EMPRESARIOS DEL CALZADO
ATP-Associação Textil e Vestuário de Portugal
CAMARA DE COMERCIO ITALIANA - BARCELONA
Carite Calçados Lda
CCDR-NORTEIP
Centro Tecnológico do Calçado de Portugal
Chamber of Commerce and Industry of Serbia
CITEVE
COBOT
Confindustria Accessori Moda
COTANCE
CREATIVE THINKING DEVELOPMENT
Croatian Chamber of Economy
CTCR
DIESIS NETWORK
Fedustria
FILK
Fundación Estatal para la Formación en el Empleo Fundae
Gheorghe Asachi Technical University of Iasi- Faculty of Industrial Design and Business Management
HOGENT University of Applied Sciences Arts FTILab
INESCOP
Inticom SpA - Yamamay
IVGT
Lasco
MODATEX - Centro de Formação Profissional da Indústria Textil Vestuário Confecção e Lanifícios
Modint
NETFAS
OECON GROUP
PIN - Servizi didattici e scientifici per l'Università di Firenze
PIOT Federation of Apparel and Textiles Industry Employers
PIRIN-TEX EOOD
Pruf- und Forschungsinstitut Pirmasens eV
Regione Emilia-Romagna
Regione Toscana
Saxion University of Applied Sciences
Siec Badawcza Luksiewicz - Łódzki Instytut Technologiczny

Solski centre Celje
Spin360 Srl
Tampere University of Applied Sciences
TEXFOR
Textile ETP
Time Vision Societa Cooperativa
Tomas Bata University in Zlin
Unioncamere del Veneto - Unione Regionale delle Camere di Commercio del Veneto
University of West Attica - Department of Industrial Design and Production Engineering
University of Zagreb Faculty of Textile Technology
VDMD - Association of German Fashion and Textile Designers
Veleuciliste u Sibeniku
VIA University College
Zveza tekstilcev Slovenije Slovene Textile Association

Annex C. Additional examples of LSP member activities

This section presents examples of activities or actions that individual members have taken to support the work and aims of their LSP and the Pact more broadly.

Table 8. Additional examples of LSP member activities

Pact principle	Organisation	LSP	Description of activity
Promoting a culture of lifelong learning for all	NCSR Demokritos	Digital	The member led supply-side analysis within the SMARCO project by mapping smart community training offers at national and EU levels, directly supporting lifelong learning. This work resulted in a publicly accessible database of over 200 training programmes to help learners, trainers, and policymakers identify upskilling opportunities and skills gaps.
Promoting a culture of lifelong learning for all	UNESID - Union of Steel Companies	Energy Intensive Industries	In 2025, UNESID launched the second edition of SteelChallenge Spain, an online, game-based programme developed with steeluniversity and PLATEA. Using a realistic digital steelmaking simulator, participants receive practical training, one year's access to specialised courses, and expert masterclasses, strengthening skills and engagement with the steel sector.
Promoting a culture of lifelong learning for all	ART-ER Joint Stock Consortium Company	European Health Industry	ART-ER established the Skills Intelligence Emilia-Romagna system, combining labour-market data tools, stakeholder focus groups, and a Talent Observatory. This was complemented by the it-ER talent programme and the implementation of Regional Law 2/2023, coordinating 58 organisations to align lifelong learning, talent attraction, and labour-market integration.

Pact principle	Organisation	LSP	Description of activity
Monitoring skills supply & demand and anticipating skills needs	Generation Spain Foundation	Retail	The member implemented the Generation's 7-step methodology, applied across 17 countries, with systematic employer engagement to identify high-demand occupations and pre-confirm job vacancies. This approach has been reinforced by a robust impact-measurement framework, including follow-ups up to five years, recognised in 2025 by the EU under the ESF+ Social Innovation Match initiative.
Monitoring skills supply & demand and anticipating skills needs	University of Minho	Automotive Skills Alliance	This organisation, through the UMinho Education Alliance – Skills for a Better Future project (PRR/NextGenerationEU), strengthened lifelong learning by embedding continuing education into a university-wide ecosystem. Key results include the development of 100+ short courses, micro-credentials and postgraduate programmes, flexible learning pathways, and consolidated governance and quality assurance mechanisms targeting adult and non-traditional learners.
Monitoring skills supply & demand and anticipating skills needs	Centro Tecnológico do Calçado de Portugal	Textile, clothing, leather and footwear	Centro Tecnológico do Calçado de Portugal strengthened skills anticipation through the coordination of the METASKILLS4TCLF Blueprint project, involving 25 partners and a skills intelligence survey with 400+ responses across 11 countries, updated annually. This was complemented by annual national skills intelligence surveys and a permanent panel of observatories working with companies to monitor evolving skills needs and assess impact within the TCLF cluster.
Building strong skills partnerships	European Network of Social Integration Enterprises	Proximity & Social Economy	The organisation strengthened skills development in the WISE sector by consolidating the European WISE Alliance as a permanent partnership involving WISE networks, VET providers, social economy actors and public authorities. This alliance enhanced cross-project synergies, alignment between European and national levels, and integration with the Pact for Skills and Large-Scale Partnerships.
Building strong skills partnerships	Generation Europe	Health and Long-term Care	The member has developed 4P partnerships that bring together public authorities, employers, training providers and philanthropies to address pressing skills shortages,

Pact principle	Organisation	LSP	Description of activity
			including through the organisation of two high-level roundtables in Brussels that took place in June and December 2025.
Building strong skills partnerships	Institut de Formation Sectoriel du Batiment IFSB	Construction	IFSB consolidated its role as a sectoral skills hub by coordinating structured governance frameworks bringing together employers and federations (e.g. Fédérations des Artisans, FEDIL), public authorities (including ADEM and line ministries), training providers (CNFPC), and social inclusion actors. Partnerships became increasingly demand-driven and anticipatory, with companies actively identifying skills gaps linked to decarbonisation, energy efficiency, digitalisation and sustainable construction, contributing to a more resilient and integrated skills ecosystem.
Working against discrimination and for gender equality	ARC Research Consultancy	Cultural and Creative Industries	The member addressed discrimination and promoted inclusion by embedding equity, accessibility and diversity requirements into cultural strategies, skills initiatives and partnership governance. Concrete actions included designing skills and cultural programmes targeting participation barriers, implementing participatory and peer-based learning formats, and supporting public authorities and cultural organisations in adopting inclusive governance and capacity-building approaches aligned with EU values.
Working against discrimination and for gender equality	Construction Industries Global3CCS	Agri-food	The organisation promoted inclusion by integrating accessibility, gender equality and fair opportunity principles across its learning and partnership activities, including a women-led approach to skills visibility and recognition. Bridging the digital divide through guided and self-learning pathways, combined with zero-tolerance standards on discrimination, supported inclusive participation in technology-driven transitions.
Working against discrimination	Universitat Jaume I	Space Data, Services and Applications	Universitat Jaume I promoted inclusion by ensuring accessible higher education across age, disability and socio-economic dimensions, notably through targeted support for students with special needs (including EDUC BRIDGE actions on inclusive

Pact principle	Organisation	LSP	Description of activity
and for gender equality			mobility) and dedicated access pathways for learners aged 25, 40 and 45+. These efforts were complemented by institutional scholarships and grants, community-oriented health and cultural initiatives, and inclusive digital and cultural projects, strengthening social participation and reducing structural barriers to education.