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Background

Day 1 - Vision and solutions for a massive skills upgrade of the European workforce

The rise of new advanced technologies such as robotics, artificial intelligence are heavily transforming the nature of jobs. According to the OECD’s Future of Work 2018, 46% of jobs are facing high risk of automation or substantial change. Routine tasks are increasingly becoming automated, while newly created jobs require different competences. High-tech skills are lacking.

Businesses are increasingly struggling to find the right profiles to fill their job vacancies. According to the 2019 PwC CEOs Survey, 79% of CEOs are worried about finding and hiring employees with the right skills they require to succeed.

This leads to an ever-growing skills gap that risks slowing down future growth, and exasperating social disparities. It calls for a large-scale effort to upskill and reskill the workforce. According to the WEF’s Future of Jobs Report, 54% of employees will require significant upskilling and/or reskilling by 2022. A skills paradigm must be developed to meet the demands of industry by having skills at the heart of the industrial policy strategy.

Following the EU Industry Days and the Future of Work high-level events, this new conference will convene business executives, policy makers, academics and education and training stakeholders to foster dialogue as well as to agree on priorities and concrete measures, in order to facilitate the implementation of upskilling/reskilling strategies.

Day 2 – Mobilising Funding Programmes and Incentives to Scale-up Best Practices

The Member States and EU policies need to develop and adapt their programmes and incentives to better anticipate and cope with change and allow individuals and organisations to acquire high-tech skills and provide the economy with a larger talent pool. Education and training systems in Europe need also to react on these new demands and develop appropriate training offers.

The situation at national level and EU level has been analysed as well as the potential synergies between the different instruments with a view to identify successful ones, i.e. best practices. These should be scaled up to become even more successful. They should also serve as a guide for better focusing and improving funding programmes and incentives.

Objectives

- Skills are at the heart of the EU industrial policy;
- EU skills for industry strategy 2030 vision: turning Europe into a centre of excellence for skills;
- The transformation of EU industries and the growing skills gap: speed of change, major opportunities, challenges and policy issues;
- Bridging the skills gap: education & training responding to the needs of the labour market and upskilling the workforce;
- Concrete actionable recommendations and policy measures.
Vision for the strategy

The Skills for Industry Strategy 2030 intends to foster the development of skills for excellence, prosperity and personal development. It aims to mobilise resources at the local, regional, national and EU level collectively to make skills an opportunity for everyone. It further aspires to raise widespread momentum by inspiring all key players to take part in collectively designing and implementing powerful skills strategies and thus turn the potential challenges brought by digital transformation and industrial modernisation into opportunities.

The Skills for Industry Strategy 2030 wants to introduce a paradigm shift to the entire ecosystem of workforce planning, education and training provision for skills development; to revolutionise the way education and trainings have been provided. One of its main goals is therefore to encourage a switch from the ‘Life Long Employment’ towards the ‘Life Long Employability’ concept by making individuals responsible for their own skills development.

To operationalise the Skills for Industry Strategy 2030, new upskilling solutions need to be developed and implemented. All individuals should benefit from lifelong learning opportunities, as well as from agile and modern education methods using tech-based tools and modern teaching methods. The key characteristics of the Strategy are illustrated below.

Figure 1. Key Characteristics of the Skills for Industry Strategy 2030 Vision
Modules – policy recommendations

To facilitate the operationalisation of the Skills for Industry Strategy 2030, a set of policy recommendations regrouped by modules are under developments. These modules serve to guide different stakeholder groups on developing and implementing their own skill strategies aligned with their Industrial, RD&I and Education, and RIS3 Strategies.

At its core, the policy recommendations encourage the development of forward-looking, dynamic, interactive, multi-stakeholder driven and agile upskilling initiatives that leverage on real-time AI-based labour market assessments and foresight tools for evidence-based decision-making.

The nine modules below have been envisioned. Each module and potential related policy recommendation will be discussed during the Conference.

**Leadership & Governance** – Provide an overarching vision and governance tools including measurable objectives on the horizon of 2030.

**Skills Strategy** – Support private and public authorities at different levels to design their own Skills Strategy linked to Industrial, RD&I and Education, Economic Development Strategies.

**Quality-led EU-wide VET** – Adult learning needs to be increasingly encouraged/facilitated and over-skilling limited.

**Communication** – mobilise all key stakeholders through an effective communication campaign that will highlight the ‘Return-on-Engagement’ for their involvement and investment.

**Incentives** – Encourage different stakeholder groups to join the efforts described in line with each of the modules defined in the Toolbox and to assume specific roles and responsibilities with regard to the implementation of an effective skill strategy at the territorial level.

**Accelerated world-class curriculum** – To make youth fit for the labour market and successfully secure employment, the traditional education and training systems need to be reviewed.

**Industry-led training infrastructures** – Promote and develop state-of-the-art training infrastructures which provide innovative training methodologies and systems, supported by and aligned with private entities needs.

**Funding (EU/ national/ regional/ private)** – mobilise significant amounts of public and private funding that would serve the development of new skills for industry in the short, medium and long term.

**Talent Detection and Nurturing** – To ensure the development of a strong talent pool in Europe, talent needs to be nurtured and encouraged once detected. Flexible and tailored education/training programmes are necessary to allow advanced talents to progress at a faster pace and to ensure their continued growth.
The global economy and society, including the European industry, are undergoing a digital transformation, with AI and other advanced technologies being the main drivers of this change.

The changing workplace

As a consequence of these transformations, the labour market is also expected to change. Although some jobs will become obsolete due to automation, the inclusion of these technologies will also create new jobs as well as augment current ones. It is estimated that 14% of jobs in the OECD countries are highly automatable.

- Human-performed information and data processing:
  - in 2018: 53%
  - in 2022: 38%

- Human-performed complex and technical activities:
  - in 2018: 66%
  - in 2022: 54%

- Human-performed physical and manual work:
  - in 2018: 69%
  - in 2022: 56%
In general, strategies and policies that strengthen human capital will boost the EU’s competitiveness across industries and geographies. This will be materialised through:

58 Million
Net jobs created globally

Created jobs in the EU between 2011 and 2017 were in ICT-intensive occupations. This trend will likely accelerate.

4 out of 10

30% increase in labour productivity compared to 2015 levels

71% of EU workers need some level of digital skills

35% Of Europeans don’t have basic digital skills

53% Of EU enterprises that tried to recruit ICT specialists had hard-to-fill vacancies

40% of low-skilled workers participate in company trainings, compared to 75% for highly-skilled employees

As a consequence of the skills gap, the future prospects of companies and their investments are also negatively affected. The graph below shows the perceived impact of availability of key skills on growth prospects.

55% We are not able to innovate effectively

52% Our people costs are rising more than expected

47% Our quality standards and/or customer experience are impacted

44% We are unable to pursue a market opportunity

44% We are missing our growth targets

EU firms find that the limited availability of adequately-skilled staff impedes investment.

8 out of 10

EUR 110 bn

Of annual revenue generated by digitalising the industry in the next 5 years

As the nature of work changes, there is an urgent need to reskill the workforce that is becoming redundant. Moreover, adequate upskilling is needed for jobs that will be augmented by technology.

42% of EU firms report lack of skilled workers as the main challenge to face in 2019

79% of EU manufacturing firms report lacking workers with the right skills

A digital divide is present – lower-skilled occupations require minimal digital skills, which stagnates skills development as well as wage growth.


Source: CEDEFOP, Insights into skill shortages and skill mismatch.


Source: European Commission, Digitising European Industry.

Source: CEDEFOP, Insights into skill shortages and skill mismatch.


Source: European Commission, Digitising European Industry.


## Agenda – Day 1

**Moderator – John Higgins, Chairman, Global Digital Foundation**

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<td>8.30 – 9.00</td>
<td>Registration and welcome coffee</td>
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<td>9.00 – 9.10</td>
<td>Towards a skills policy for industry</td>
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<td>Keynote speaker:</td>
<td>Elżbieta Bieńkowska, European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs</td>
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<td>9.10 – 9.45</td>
<td>Key technology trends and their impact on high-tech skills</td>
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<td>Keynote speakers:</td>
<td>Gregor Petri, Vice-President Analyst, Gartner: Technology disruption and companies’ answers</td>
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<td>Laurent Probst, Partner, PwC: Economic and financial impact of the skills gap</td>
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<td>9.45 – 10.45</td>
<td>Skills matter: trends, smart industrial specialisation and main challenges</td>
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<td>Keynote speaker:</td>
<td>Thierry Baril, Chief Human Resources Officer, Airbus</td>
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<td>Panellists:</td>
<td>Montserrat Gomendio, Head of the OECD Centre for Skills, Organisation for Economic Co-operation and Development</td>
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<td>Rolf Tarrach, President, European University Association</td>
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<td>Ludovic Voet, Confederal Secretary, European Trade Union Confederation</td>
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<td>Petri Kuivala, Chief Information Security Officer, NXP Semiconductors</td>
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<td>10.45 – 11.15</td>
<td>Coffee Break</td>
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<td>11.15 – 12.15</td>
<td>Addressing the skills gap: public and private efforts to encourage skills development and lifelong learning</td>
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<td>Keynote speaker:</td>
<td>Nicolas Schmit, Former Minister for Labour, Employment, and Social Economy, Luxembourg</td>
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<td>Panellists:</td>
<td>Maxime Cerutti, Director Social Affairs, BusinessEurope</td>
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<td>Gian Luigi Cattaneo, Vice President for Human Resources, IBM Europe</td>
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<td>Laura Piovesan, Director Innovation and Competitiveness Department, European Investment Bank</td>
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<td>Dr. Christoph Peylo, Global Head, Bosch Centre for Artificial Intelligence</td>
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<td>12.15 – 13.15</td>
<td>Lunch Break</td>
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<td>13.15 – 14.30</td>
<td><strong>Vision for a skills policy for industry</strong></td>
<td>Solveigh Hieronimus, Partner, McKinsey &amp; Company, Christian Hoffmann, Senior Director Government Affairs, Siemens AG, Piotr Pluta, Director, Corporate Affairs EMEAR &amp; APJC, Cisco Systems, Antonio Ranieri, Head of Department for Learning and Employability, European Centre for the Development of Vocational Training</td>
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<td>14.30 – 15.15</td>
<td><strong>Accelerated world class curriculum, leadership and talent</strong></td>
<td>Peter Nielsen, PhD, Associate Professor, Department of Materials and Production, Aalborg University, Stephane Pallage, Rector, University of Luxembourg, Sophia Eriksson Waterschoot, Director, Youth, Education and Erasmus+, European Commission, Yvan Rooseleer, Managing Director, Belgian IT Academy Support Center</td>
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<td>15.15 -15.45</td>
<td><strong>Coffee break</strong></td>
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<td>15.45 -16.30</td>
<td><strong>Industry and vocational education and training of the future</strong></td>
<td>Dr. Stefan Baron, Managing Director, AgenturQ, Giovanni Brugnoli, Vice President for Human Capital, Confindustria, Pr. Joachim James Calleja, President, European Forum of Technical and Vocational Education and Training, Sara Elnusairi, Global Public Affairs Senior Manager, Google</td>
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<td>16.30 – 17.15</td>
<td><strong>The views of experts at national, regional, cities and clusters levels</strong></td>
<td>Bianca Dragomir, CEO, AVAESEN Cluster, Claus Lønborg, CEO, Copenhagen Capacity, Markku Markkula, First Vice-President, European Committee of the Regions, Yves Magnan, General Manager Products and Services, Le Forem – Public employment service for Wallonia</td>
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<td>17.15 – 17.30</td>
<td><strong>Concluding remarks</strong></td>
<td>Julien Guerrier, Director, Executive Agency for Small and Medium-sized Enterprises</td>
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<td>17.30 – 18.15</td>
<td><strong>Networking cocktail</strong></td>
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Thierry Baril

*Chief Human Resources Officer, Airbus*

Thierry Baril joined Airbus Commercial Aircraft in 2007 as Executive Vice President, Human Resources, and Member of the Airbus Commercial Aircraft Executive Committee, with responsibility for defining and implementing a company-wide Human Resources strategy, enhancing integration and employee engagement. He oversaw the development of key skills and competences to support business growth and greater internal mobility. One of his main achievements was the transformation of the company in the areas of leadership culture and diversity, having played a key role in the implementation of "Power8" and Airbus' internationalisation strategy. Prior to this, Thierry Baril was Executive Vice President Human Resources at Eurocopter – now Airbus Helicopters – and member of the Eurocopter Executive Committee from January 2003. In this position, Baril managed the company’s Human Resources activities globally, including the implementation of Human Resources policies across Eurocopter’s European sites and its 15 subsidiaries worldwide. He was instrumental in the implementation of “Vital”, a programme which transformed Eurocopter as a business. Thierry Baril started his career in 1988 as Deputy Human Resources Director at Boccard SA, and transferred to Laborde & Kupfer-Repelec, a subsidiary of GEC ALSTHOM, as Human Resources Manager in 1991. From 1995, Thierry Baril held roles as Human Resources Director of the Alstom Energy Belfort site and Vice President of Human Resources of the Alstom Energy Group.

Dr. Stefan Baron

*Managing director, AgenturQ*

Dr. Stefan Baron, born in 1978, holds a Master of Arts (M.A.) in Politics and Management (Dipl. Verw.-Wiss) from University of Konstanz and a PhD from Jacobs University Bremen. From 2007 to 2011, he worked as a research associate at the Jacobs Center on Lifelong Learning and Institutional Development in Bremen. He was the head of department for education and labour market politics of the Confederation of Skilled Crafts Baden-Württemberg (Baden-Württembergischer Handwerkstag) in Stuttgart, before he started in his current position as managing director of AgenturQ in October 2017. He’s the author of the book ‘Workplace Learning. Subjective Motives and Supervisor Support Matter’.
Elżbieta Bieńkowska

*European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs*

Mrs Bieńkowska has been Commissioner for Internal Market, Industry, Entrepreneurship and SMEs since 2014. Prior to this, she served as Deputy Prime Minister and Minister of Infrastructure and Development in Poland between 2013 and 2014, and was Minister of Regional Development between 2007 and 2013. Mrs Bieńkowska holds a Master's degree in oriental philology from Jagiellonian University and a Post-graduate diploma from the Polish National School of Public Administration.

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Giovanni Brugnoli

*Vice President for Human Capital, Confindustria*

Giovanni Brugnoli is Vice President for Human Capital of the General Confederation of Italian Industry – Confindustria. In 2004 he became Chairman of the Board of Directors of Tiba Tricot Srl (Castellanza, Varese, Italy), a leader company specialized in warp-knitted, 3D and Circular knitting fabrics. Always engaged in entrepreneurial associations, he was President of the Employers’ Association of the Province of Varese from 2001 to 2015 and in 2016 became Vice President of Human Capital in Confindustria. He has been member of the General Council of Confindustria since 2009. Among others, Giovanni Brugnoli is Member of the Board of Directors of the Carlo Cattaneo University - LIUC since 2010 and of the Board of Directors of the Association for LIUC since 2009. He recently became specialist consultant of the CNEL (National Council for Economics and Labour) and President of Unimpiego Confindustria, a company in charge of matching supply and demand of jobs for the Italian labour market.

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Prof. Joachim James Calleja

*President, EfVET - European Forum of Technical and Vocational Education and Training*

Professor James Calleja has been involved in vocational education and training since 2001. Before his appointment as Principal and CEO of the Malta College of Arts, Science and Technology in June 2018, Mr Calleja was Director of European Centre for the Development of Vocational Training (Cedefop) from 2013 to May 2018. Before joining Cedefop, he served as Permanent Secretary of the Ministry of Education and Employment in his native Malta from 2011 to 2013. In 2005 he was entrusted with the setting up of the Malta Qualifications Council where he served as Chief Executive up to December 2010. He is an Associate Professor and served as Council member of the University of Malta. Prof Calleja is a graduate of the Universities of Malta, Padua (Italy) and Bradford (UK) from where he obtained his PhD in International Relations. Since 2001, he is an accredited commercial mediator with CEDR (London).
Gian Luigi Cattaneo  
**Vice President Human Resources, IBM Europe**

Gian Luigi Cattaneo is Vice President, Human Resources at IBM Europe. With over 20 years of diverse experience in HR Management at worldwide level, he is an expert on HR Strategy, Employee and Labour Relations, Compensation & Benefits, Leadership Development. Currently based in Madrid Spain where IBM EP HQ is located, he has been on assignment twice in US, where, on his last assignment, was responsible of leading the Talent function for the GBS Unit at Global level. Before, he served as HR Director of IBM Italy and he lived two years in Sao Paolo Brazil where he had the responsibility of the IBM Latin America HR team. Gian Luigi holds a Juris Doctor Degree from Milan University.

Maxime Cerutti  
**Director Social Affairs, BusinessEurope**

Maxime Cerutti was appointed Director of BusinessEurope’s Social Affairs department in January 2012. He is responsible for a diverse portfolio of social affairs and labour market policy issues as well as the day-to-day management of the department. He also coordinates BusinessEurope’s engagement as a social partner in the context of the European social dialogue. Maxime joined BusinessEurope in November 2007 as social affairs adviser. Prior to this, he worked between 2005 and 2007 as a policy officer at the European Youth Forum in Brussels. He started his professional career with a six-month internship at the French ministry of Foreign Affairs in Paris, where he followed the work of the EU Council on Employment and Social Affairs.

Bianca Dragomir  
**CEO, AVAESEN Cluster**

Awarded as 'European Cluster Manager of the Year' in 2016 by the European Commission, being the first woman to win this prize, Bianca is CEO at AVAESEN Cluster, one of Spain's leading cleantech clusters, since 2013. She launched the first climate-specific start-up accelerator in Spain and expanded it across 12 European countries, in a partnership with EIT Climate-KIC. She is Founder of the first Spanish Think Thank Smart Cities and Leader of ClimateLaunchpad Spain, the Global Green Business Idea Competition, since 2014. Currently a member of the European High Level Industrial Roundtable ‘Industry 2030’, Bianca assists European Commissioner for Internal Market, Industry, Entrepreneurship and SMEs, Elżbieta Bieńkowska, and European Commission Vice-President for Jobs, Growth, Investment and Competitiveness, Jyrki Katainen, in developing a smart, innovative and sustainable industrial strategy for the future of Europe. A catalyst for change and an insightful international speaker, she earned two Master’s degrees in International Business and European Integration (University of Valencia, Spain), and Business Communication (National University of Political Studies and Public Administration, Bucharest, Romania), having completed several studies in Exponential Thinking and Foresight at Singularity University (California, USA).
Sophia Eriksson Waterschoot

**Director, DG Education and Culture, European Commission**

Sophia Eriksson Waterschoot is Director for Youth, Education and Erasmus+ at the European Commission's Directorate General for Education, Youth, Sport and Culture. She is in charge of Europe's flagship programme Erasmus+, the newly launched European Solidarity Corps, school, higher education and youth policies. She has previously held various positions within the Commission in the field of strategy and investment in education, employment policy and European structural and investment funds. She studied international economics in Sweden and did an Erasmus student exchange in France. She is an Eisenhower Fellow.

Montserrat Gomendio

**Head of OECD Centre for Skills, OECD**

Ms. Gomendio leads the Centre for Skills to support the Secretary-General’s strategic orientations in the area skills with the aim to help countries strengthen employability, social participation and inclusiveness and to build effective and efficient skills systems to make reform happen. She ensures effective collaboration with other areas at the OECD dealing with common issues. Ms. Gomendio was Secretary of State for Education, Vocational Training and Universities at the Spanish Ministry of Education, Culture and Sports, from January 2012 to May 2015. During this period of time the Spanish Government undertook an education reform. Previously she enjoyed a productive career in academia. She worked at the Spanish Research Council (CSIC) from 1991, where she became a Research Professor. In 1997 she was appointed Director of the Natural History Museum, and from 2003 until 2004 served as Vice-President for Organisation and Institutional Relations of the CSIC. Ms. Gomendio, a Spanish national, holds a General Management Program degree from the IESE Business School, a PhD from the University of Cambridge (U.K.), and a BSc in Biology from the Complutense University of Madrid.

Sara Elnusairi

**Global Public Affairs Senior Manager, Google**

Sara leads Google public affairs in Brussels, connecting company public affairs programmes with policy initiatives and debates across the EU. Prior to Google, she worked in various public affairs and strategic communications leadership roles including at Channel 4 TV and the British Design Council where she worked on sector skills and helped establish new design and innovation programmes for UK businesses and the public sector. She started her career in politics and was a spokesperson for the UK Labour Party and a Government Special Adviser in the Prime Minister’s office.
Julien Guerrier

**Director, Executive Agency for Small and Medium-sized Enterprises (EASME)**

Julien Guerrier has been working at the European Commission for more than 20 years, mainly on industrial policy, international trade negotiations and corporate management issues. As a representative of the Commission, he also managed the EU-Japan Centre for Industrial Cooperation in Tokyo. Currently, he is heading EASME, the Executive Agency for Small and Medium-sized Enterprises of the European Commission, which manages several EU funding Programmes, including COSME for the competitiveness of enterprises and SMEs, Horizon 2020 for Research and Innovation, LIFE for climate action and environment and the European Maritime and Fisheries Fund. Before joining the Commission, he was at the French Ministry of Public Works and participated in an exchange of officials with the Japanese administration, where he worked for one year. Julien Guerrier graduated from Ecole Polytechnique and Ecole des Ponts et Chaussées in France and holds an MBA.

Solveigh Hieronimus

**Partner, McKinsey & Company**

Solveigh leads McKinsey’s Center for Government (MCG) as well as McKinsey's work on skills and employment, serving public sector clients on integrated labor-market strategies and structural reforms. As a leader in our Organizational Practice, she supports large-scale institutional capability building and talent and diversity strategies across the private and public sectors worldwide. She is a Young Global Leader (YGL) at the World Economic Forum and serves on the European Commission’s high-level expert panel for the Future of Work. Before joining McKinsey, Solveigh held various positions at the United Nations, Goldman Sachs, and JPMorgan. She holds a master’s degree in economics, Diplôme de Grande Ecole from ESCP-EAP and a master’s in public administration (MPA) from Columbia University, New York.

John Higgins

**Chairman, Global Digital Foundation**

John Higgins has been the public face of the digital sector in Europe since November 2011 and speaks regularly on platforms and at conferences throughout Europe and beyond. He was Director General of DIGITALEUROPE, the association for the digital technology industry in Europe, until April 2017, following nine years leading its UK member association, Intellect, now TechUK. In spring of 2017 he became Chair of the Global Digital Foundation and a Senior Advisor to global communications company, Burson Cohn & Wolfe. He continues to chair DIGITALEUROPE's Brexit Advisory Council and is chair of the University of Warwick's European Advisory Board.
Christian Hoffmann

Senior Director Government Affairs, Siemens AG

Christian Hoffmann is an executive with circa 20 years of professional experience in multinational companies, governments, educational institutions, NGO, volunteering work for the United Nations, also in collaboration with associations, governments, think tanks, universities and technical schools. Based in Berlin, Christian is currently Government Affairs Senior Director at Siemens AG and MBA in Strategic & Economic Project Management. Throughout his international career at Siemens, starting as an intern in 2003, he gathered important experiences in project management, consulting, business administration, sales, business intelligence & development, strategy, communications and future scenarios development in several technological fields such as telecom, power sector, oil and gas, mobility and industry. Strongly engaged in education and skills development, Christian started his career as a teacher and, as project management professional (PMP), he gathered solid expertise in implementing international projects on vocational education and training, as well as designing unique vocational training concepts, tailor-made to customer’s requirements.

Jyrki Katainen

Vice-President for Jobs, Growth, Investment and Competitiveness, European Commission

Mr. Katainen has been the Vice-President for Jobs, Growth, Investment and Competitiveness, European Commission since 2014. He started his career as Vice-President of the Youth of the European People’s party and made the decision to follow that way and work for the Finnish Parliament before joining the European Commission. He served as the Prime Minister of Finland from 2011 to 2014.

Joost Korte

Director General for Employment, Social Affairs, Skills and Labour Mobility, European Commission

Joost Korte was appointed Director General on the 16 March 2018. Joost Korte was Deputy Director-General of the European Commission’s Trade Department on January 1, 2017. Previously, the Dutch national served as Deputy Director-General in the Agriculture and Rural Development Department as well as in the Enlargement Department. Furthermore, Mr. Korte spent several years in the Commission’s Secretariat General as Director responsible for the relations with the Council of Ministers and gained extensive experience in the Private offices of Sir Leon Brittan, Chris Patten and Danuta Hübner. These professional experiences within the European institutions allowed him to develop a profound understanding of EU decision-making. A lawyer by training, Joost Korte joined the Commission in 1991, following eight years of academic work on European law at the Universities of Utrecht and Edinburgh.
Claus Lønborg

**CEO, Copenhagen Capacity**

Claus Lønborg has been managing director for Copenhagen Capacity since 2011. Copenhagen Capacity is the official inward investment agency for the “Greater Copenhagen” metropolitan region. They advise foreign companies and investors on establishing, expanding and retaining their activities in the region. Further to this consultancy role, Copenhagen Capacity is also active in developing the regional attractiveness for foreign investors through a number of projects and activities ranging from cluster development to talent attraction. Prior to his job with Copenhagen Capacity, Claus spent 4½ years in Shanghai, setting up and leading an innovation center to advice Danish companies on research and high tech collaboration with Chinese companies, organisations and universities and to provide general establishment services for knowledge based Danish enterprises. Most of Claus’ career is however from the private sector, where he had held international sales and marketing positions Rockwool, Arla Foods, Maersk and IBM. Through these jobs, Claus has built his international experience from activities and responsibility areas spanning across America, Europa and Asia. Claus holds a masters degree in International marketing and has supplemented his education with training programs from IMD, INSEAD. He is married and has 4 children.

Petri Kuivala

**Chief Information Security Officer, NXP Semiconductors**

Petri Kuivala is an experienced international leader who currently works as a Chief Information Security Officer of NXP, which is a world-leading provider of security and automotive semiconductor solutions. He has long leadership experience. Prior to NXP, he was member of Microsoft Global Security management team and prior to that worked almost 14 years with different Security leadership positions in Nokia Corporation. During his time at Nokia, he was also expatriated in the People Republic of China. Prior to joining Nokia, Petri worked for the Helsinki Police department and was a founding member of the Helsinki Criminal Police IT investigation department. Currently Petri is also coaching startups (HoxHunt and Lauvat) and is a Board of Directors member at Security COM and Privaon.

Yves Magnan

**General Manager Products and Services, Le Forem - Public employment service for Wallonia**

General Manager of the Division Products and services within « le Forem », Public Employment Service for Wallonia, Yves Magnan has developed several experiences regarding Vet-Training and employment policies since 2003. Before 2003, he spent 14 years in the Bank sector, mainly in the transactions and payment system processing.
Markku Markkula

First Vice President, European Committee of the Regions

Mr Markku Markkula has been the President of the European Committee of the Regions (CoR) from February 2015 to July 2017 and now the First Vice-President from August 2017. He is Chair of the Board of the Helsinki Regional Council, as well as Chair of the Espoo City Board. Mr Markkula has gained an extensive experience related to change management, innovation, professional development and digitalization. His work experience includes the Advisor to Aalto University Presidents on societal impact as well as research and innovation policy, Director of the Lifelong Learning Institute Dipoli at the Helsinki University of Technology and the Secretary General of the International Association for Continuing Engineering Education IACCE. He is a former member of the Finnish Parliament (1995-2003). From 2000 to 2011 he served as the Chair of the Board of the Finnish Information Society Development Centre TIEKE.

Peter Nielsen, PhD

Associate Professor, Department of Materials and Production, Aalborg University

Peter Nielsen holds Master’s and PhD degrees in Engineering and is currently Associate Professor at Department of Materials and Production at Aalborg University in Denmark, where he is employed since 2005. He is head of the research group in Operations Research, coordinator for AAU Defence and coordinator for a Master’s program of Mathematic-Economics with the specialization in Operations Research. He is an expert in decision making under uncertainty, with a special focus on AI for autonomous cyber-physical systems. Here his particular interests are within large scale optimization problems and AI architecture. He has extensive project management experience and is currently running four research projects on AI for autonomous cyber-physical systems. He has published more than 100 research papers, is chief editor for the journal Production & Manufacturing Research published by Taylor & Francis and member of numerous international committees and editorial boards. He is a long running member of the European Defence Skills Partnership Working Group. He has 15 years of university teaching experience and has supervised more than 40 master dissertation projects with industrial collaboration.

Stéphane Pallage

Rector, University of Luxembourg

Having embarked on his academic career at the University of Liège, Stéphane Pallage earned a Master’s degree in Industrial Administration (Finance) and a Ph.D. in economics from Carnegie Mellon University in Pittsburgh, USA. As a professor of the University of Quebec in Montreal, he worked extensively on applied macroeconomics, dynamic general equilibrium models, international aid, and the fight against child labour. He was the Dean of the School of Management at the University of Quebec in Montreal from 2013 to 2017.
Gregor Petri  
**Vice-President Analyst, Gartner**

Gregor Petri is a Vice President and Analyst in the Research and Advisory team of Gartner. His coverage area includes cloud computing strategies and the use of cloud computing in vertical industries such as Banking and Financial Services. During his tenure at Gartner, he held roles such as Vendor Lead Analyst for one of Europe’s largest CSPs, Agenda Manager for the Cloud-Based Offerings Initiative. At present, Mr. Petri is the Country Research Lead for the Benelux region and coordinates the publication of cross-industry vendor & provider research around digital transformation and cloud adoption. Presenting perspectives on the impact of technological innovations and formulating strategies for cloud, multi-cloud and multi-enterprise ecosystem scenarios and helping organisations plan and prepare for this transition are important parts of Mr. Petri's activities.

Dr. Christoph Peylo  
**Global Head, Bosch Center for Artificial Intelligence**

Dr. Christoph Peylo is Global Head of Bosch Center for Artificial Intelligence (BCAI) with locations in Sunnyvale, Bangalore and Renningen. Prior to joining Robert Bosch GmbH in 2017 he was VP at Deutsche Telekom Laboratories in Berlin, where he worked in the area of AI, (Cyber-) Security, Industrie 4.0, and IoT. Before joining Deutsche Telekom in 2006 he worked in various positions from software engineer to managing director of a software company. Christoph Peylo has studied Computer Science, Computational Linguistics and Artificial Intelligence and acquired his Ph.D. at the University of Osnabrück in the field of AI.

Laura Piovesan  
**Director, Innovation and Competitiveness Department, European Investment Bank**

Laura Piovesan works at the European Investment Bank (EIB), the EU’s long-term financing institution headquartered in Luxembourg. She is currently Director of the Bank’s Innovation and Competitiveness Department within EIB’s Projects Directorate that is responsible for the due diligences of investments in R&D-intensive sectors, including the engineering, automotive, chemical, pharmaceutical and telecoms industries, education, health and digital infrastructures. Laura is a graduate in Chemical Engineering from the University of Padova, Italy. Prior to joining the EIB she worked for eight years for an Italian engineering company, first as Research Scientist and then as Industrial Economist.
Laurent Probst

**Partner, PwC**

Laurent is a Partner at PwC and leads the Skills development, Digital transformation and Innovation activities at PwC Luxembourg. He is the founder and partner of the PwC Accelerator network, the first international professional firm network to support Tech SMEs in their internationalisation strategy, by providing access to clients, partners, skills and finance support in Europe, Middle east, Asia and America. After having developed a research centre in Investment management, he specialised over the last 15 years in economic development initiatives for governments, regions and high growth companies. Laurent initiated and developed international partnerships in life sciences, agriculture and information technology raising more than USD 200 million as of August 2010. Currently, he advises the EU Commission and international governments on the strategies to accelerate the uptake of digital transformation. He specifically focuses on the human and skills dimensions of these strategies with two major projects: the EU 2030 High-tech Skills Vision and strategy for the EU Manufacturing industry; the Luxembourgish Government for the development and implementation of national upskilling solution (www.skillsbridge.lu). Laurent also led the work being done by the ‘Strategic Policy Forum on Digital Entrepreneurship’ for the development of policy papers including the one on upskilling the workforce that paved the road for the launch of Blueprint for Sectoral Cooperation on Skills. Laurent also lead a number of other projects related to innovation ecosystem, such as EU Business Innovation Observatory. Furthermore, he created two coding schools to upskill in three months (500 hours) unemployed people and place them in a new sustainable job as web developer. Additionally, he has been appointed as advisor of the UNDP for the development of Global Knowledge Index and has recently produced the Future of Knowledge report for UNDP and MBRF (www.knowledge4all.org).

Piotr Pluta

**Director, Corporate Affairs EMEAR & APJC Cisco Systems**

Director of Corporate Affairs for Europe, Middle East and Africa since 2012, Piotr has coordinated the Cisco Corporate Social Responsibility Programs in the region. Cisco CSR includes pillars such as Governance and Ethics, Supply Chain, Social and Environment corporate impact, Education, Economy Development and Sustainability. He is also a board member of the e-Skills Association an NGO co-founded by Cisco to promote ICT Education and fight youth unemployment. Previous to that, Piotr led the Cisco’s Public Sector Business Development Practice in Central Europe, Emerging Markets, EMEA and Global Public Sector from 2008 to 2012. Between 2005 and 2008 he led Cisco’s Sales Organization and close cooperation with Cisco’s customers, partners and the governments of Lithuania, Latvia and Estonia as Cisco General Manager in the Baltic States region. In his early years in Cisco he was a member of the CEE Management Team, where he contributed to building the leadership team and designing and implementing the organization’s investment model. Before working at Cisco, Piotr built his experience in different leadership roles in companies such as Ford Motor Company, Coca-Cola and Eli Lilly. As an educational background, Piotr holds a medical degree and is also a Harvard University Alumni, having concluded the Innovation for Economic Development program, as well as Stanford University’s Executive Program.
Nicolas Schmit

Former Minister for Labour, Employment, and Social Economy, Luxembourg

In 1979, Nicolas Schmit started his political and diplomatic career as an attaché in the Prime Minister’s office in Luxembourg, followed by the Foreign Ministry. From 1989 to 1990, he was Secretary to the LSAP parliamentary group in the Chamber of Deputies. From 1991 to 2004, he was a member of the Council of State. He has been a member of the government since 2004. Nicolas Schmit joined the government as Minister Delegate for Foreign Affairs and Immigration on 31 July 2004. He was then appointed Minister of Labour, Employment and Immigration on July 2009. Following the legislative elections of 20 October 2013, Nicolas Schmit was appointed Minister of Labour, Employment and the Social and Solidarity Economy on 4 December 2013 until December 2018.

Yvan Rooseleer

Senior Lecturer, Odisee University College Brussels & Managing Director at Belgian IT Academy Support Center

Yvan Rooseleer is a senior lecturer and program coordinator at Odisee University College Brussels with a particular focus on Internet technology, cybersecurity, digital business and entrepreneurship. In 2013, Yvan co-founded the Belgian IT Academy Support Center (BiASC) and was appointed Managing Director. BiASC supports about 100 institutions of higher education and vocational training centers and monitors important trends and developments for ICT educators. As an instructor trainer in information technology and cybersecurity, Yvan has learned to understand the needs of ICT educators, their institutions and students. Originally, Yvan studied linguistics with artificial intelligence at KULeuven and then completed his formal education with information systems management at the VUB in Brussels.

Antonio Ranieri

Head of Department for Learning and Employability, CEDEFOP

Antonio Ranieri, Head of Department for Learning and Employability at Cedefop, manages a team of European experts working in VET policy analysis and research. The mission of the Department is to support the development and implementation of VET policies aimed at increasing attractiveness, effectiveness and inclusiveness of vocational education and training in EU Member States. An economist by training, Antonio has taught regional economics at the University of Rome since 2002. As Head of Area at CLES in Rome, an independent centre of studies on labour market and economic development issues, he coordinated research projects in design, monitoring and evaluation of public investment and policy.
Rolf Tarrach

*President, European University Association*

Professor Rolf Tarrach is rector at the trilingual University of Luxembourg since 2005. He was born in 1948 in Valencia, Spain, studied Physics at the University of Valencia and obtained his PhD from the University of Barcelona. He subsequently served as a postdoctoral researcher at CERN, Geneva, and was a professor of theoretical physics at the Universities of Valencia and Barcelona. Rolf Tarrach has published more than 100 papers in theoretical high energy physics, quantum field theory, and quantum mechanics and has written two books on quantum information theory. He was Dean of the School of Physics and Vice-Rector of the University of Barcelona. Rolf Tarrach is the former president of CSIC Madrid (the Spanish Scientific Research Council) and a former member of the European Union Research Advisory Board, of the European Heads of Research Council group which he also chaired and of the 5-year assessment panel of experts of the European Commission. He is a former member of the Board of Telefonica of Catalonia, former President of the Academic Cooperation Association (ACA) and Vice-chair of the jury of the French “Initiative d’excellence”. Professor Tarrach continues to be a professor of Physics at the University of Luxembourg.

Ludovic Voet

*Confederal Secretary, European Trade Union Confederation*

Since July 2015, Ludovic Voet has been national youth leader of the Belgian CSC union. As President of Young CSC, he is responsible for the development of young people’s action within the union organisations (federations and local unions), external representation, organising, affiliation and lobbying. His trade union activity started as a student at the Université Libre de Bruxelles (ULB). From 2006 to 2011 he was active in the Federation of Francophone Students (FEF), helping to mobilise other students to take collective action. He took part in the campaigns that led to a reduction in higher education costs in the French part of Belgium in 2010. He also supported the student campaign against the French government’s proposed law to enable employers to fire young workers – a proposal which was subsequently withdrawn. In 2011, completing his studies, Ludovic participated in the major trade union demonstration in opposition to Belgian government austerity policies, and resolved to make a career in defending workers’ rights. In December 2012 he was appointed as local youth leader for the CSC Mons-La Louvière area.
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