

# AGENDA

## SKILLS LAB NETWORK OF EXPERTS: FROM SKILLS ANTICIPATION TO POLICY ACTION

25 - 26 MARCH 2026

VENUE: THE SOCIAL HUB BELFIORE, FLORENCE, ITALY

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### CONCEPT

Governments all over the world face a common challenge: ensuring agile and responsive skills development systems to meet the rapidly evolving needs of labour markets in the context of disruptive change. In recent years, this has led to substantial investment in skills anticipation studies, alongside the development of more innovative, forward-looking and anticipatory approaches. Advances in natural language processing now enable these studies to automatically analyse a wide range of online information sources, from job vacancies and patents to research databases and education curricula.

There is now a larger toolkit for skills anticipation combining both traditional and innovative methods, which contribute to yield valuable information on the evolution of jobs and emerging skills needs. However, analysing skill needs is not free from hurdles due to data limitations, inconsistent methodologies and results, inadequate funding, limited technical capacity, coordination problems, or biased/ unrepresentative data. Yet, translating evidence into a concrete policy action has proved to be even more challenging. Despite the wealth of available labour market information and data, their strategic use in the formulation of employment and skills policies remain limited.

Drawing on its long-standing work on [Skills demands analysis](#), the European Training Foundation (ETF) has noted that producing high-quality analysis does not automatically lead to evidence-informed policies. The key challenge lies in the disconnection between 'science' and 'policy', and the gap between evidence providers (researchers) and evidence users (policymakers). Factors that limit a meaningful dialogue between researchers and policymakers are time constraints, different priorities and timelines, lacking common language, non-practical and often conflicting findings.

The need to develop and institutionalise effective dialogue mechanisms between research institutions and policy authorities and to systematically embed evidence into the policy cycle is getting urgent. A first step in this direction is turning labour market data and information into 'skills intelligence' by synthesising them from multiple resources, creating 'strategic intelligence' through interpreting and

adjusting the results to the needs of targeted users. So, evidence is transformed into intelligence and feasible operational actions to ‘assist in decision-making’, instead of long recommendations that are out of policy touch.

Among the factors that increase policy ownership of evidence are prioritising policy-oriented research responding to real-world problems, combining different methodologies to find answers, engaging key stakeholders from the outset in structured dialogue mechanisms, allocating enough time to turn evidence into concrete skills intelligence, distilling clear and realistic policy messages, using diverse formats for dissemination, and investing in policy advocacy.

Therefore, creating a strong bridge between skills anticipation research and policy action requires more than producing high-quality evidence. It demands continuous dialogue, strategic communication, interinstitutional cooperation, and shared capacities on both sides. By focusing on these enabling factors, the gap between scientific knowledge and policy design can be significantly reduced and the capacity for effective policy making can be increased —ultimately contributing to more responsive and effective education, training and employment policies.

Within this context, this fourth edition of the [ETF’s Skill Lab Network of Experts](#) live event focuses on both the research and the policy action dimensions of skills anticipation and matching. While producing high-quality evidence on current and future skill needs is extremely important and must be excelled, their wider use in policy making must be encouraged at many levels. Not using the available evidence for effective and concrete policy actions would be an enormous waste of resources.

The objectives of this event are to:

- Exchange knowledge and experience on skills anticipation methodologies and tools, labour supply and demand analyses, and on how they are used in different countries;
- Exchange and discuss on translating research findings into concrete policy actions in the field of skills anticipation, including main challenges faced and common practices implemented;
- Discuss key success factors and good practices that support a meaningful dialogue and enhanced collaboration between researchers and policymakers.

This Skills Lab Network live event is organised with the support of the [European University Institute \(EUI\)](#) and will be held at [The Social Hub Belfiore](#) in Florence, Italy.

The event will be in English.

The agenda is designed to provide a balance between learning, networking and exchange. Participants will be invited to explore and discuss the links between skills anticipation research and policy action.

Day 1 will be devoted to framing the discussion topics and exploring innovative approaches and methodologies in skills anticipation and matching.

Day 2 will focus on the use of evidence in skills development and employment policy formulation. Participants will also have the opportunity to visit the Historical Archives of the European Union hosted at Villa Salviati.

## Day 1, Wednesday, 25 March 2026

Time	Agenda Item	Owner
08.30 – 09.00	Registration of participants	
09.00 – 09.30	Welcome and opening remarks	<p><i>Chair: Cristiana Burzio, ETF</i></p> <p><i>Dr Pilvi Torsti, Director, European Training Foundation (ETF)</i></p> <p><i>H.E. Ambassador Armando Barucco, Secretary General, European University Institute (EUI)</i></p>
09.30 – 09.45	Introduction to the agenda and objectives of the day	<i>Cristiana Burzio, ETF</i>
09.45 – 10.45	<p><b>Keynote speeches:</b></p> <ul style="list-style-type: none"> <li><b>The impact of artificial intelligence (AI) on labour markets</b></li> <li><b>Preserving human agency in the age of AI, and the role of education</b></li> </ul> <p>Q&amp;A</p>	<p><i>Chair: Cristiana Burzio, ETF</i></p> <p><i>Speakers:</i></p> <ul style="list-style-type: none"> <li><i>Ummuhan Bardak, ETF</i></li> <li><i>Prof. Vladimir Sucha, EUI</i></li> </ul>
10.45 – 11.15	Networking break	
11.15 – 13.00	<p><b>Panel 1: What are the main skills anticipation and matching methodologies used by countries?</b> The aim of this panel is to bring in perspectives on skills anticipation and matching, with examples from different countries.</p> <ul style="list-style-type: none"> <li><b>Introductory review of international practices</b></li> <li><b>Experiences from Armenia, Bosnia and Herzegovina, Georgia, Kyrgyzstan, Morocco, Serbia</b></li> </ul> <p>Discussion with the audience</p>	<p><i>Facilitator: Branka Anđelković, regional facilitator ETF Skills Lab Network of experts</i></p> <ul style="list-style-type: none"> <li><i>Prof. Terence Hogarth, University of Warwick</i></li> <li><i>Ruben Sargsyan (Armenia)</i></li> <li><i>George Gamkrelidze (Georgia)</i></li> <li><i>Ainura Umetova (Kyrgyzstan)</i></li> <li><i>Asst. Prof. Imane El Ouizgani (Morocco)</i></li> <li><i>Aleksandar Kostadinov (North Macedonia)</i></li> <li><i>Tanya Jakobi (Serbia)</i></li> </ul>
13.00 – 14.30	Family picture and networking lunch	
14.30 – 15.00	Where are we? The Social Hub Belfiore and the Talent Foundation	<i>Hemant Kumar, TSH Foundation (online)</i>
15.00 – 16.30	<p><b>Panel 2: Skills anticipation and matching practices and the social impact of policy interventions</b></p> <p>The aim of this panel is to bring international perspectives on skills anticipation and matching and move towards policy interventions to ensure higher returns to social investment. Cedefop and Eurofound will provide examples of their research initiatives for skills demand, labour market monitoring and quality of living and working conditions.</p>	<i>Facilitator: Cristina Mereuta, ETF</i>

Time	Agenda Item	Owner
	<ul style="list-style-type: none"> <li>• <b>How to monitor European labour markets and skills dynamics? A comprehensive toolkit of Eurofound</b></li> <li>• <b>Using skills intelligence for economic competitiveness: Cedefop's approach to skills anticipation methods</b></li> </ul> <p>Discussion with the audience</p>	<ul style="list-style-type: none"> <li>• <i>Elin Brattlund (in presence) and Massimiliano Mascherini, Eurofound (online)</i></li> <li>• <i>Stelina Chatzichristou, Cedefop</i></li> </ul>
16.30 – 16.45	Wrap-up from day 1	<i>Cristiana Burzio, ETF</i>
19.00	<p><b>Keynote speech: Attracting skills and talent to the EU: connecting research and policy</b></p> <p><b>Followed by the official dinner</b></p>	<p><i>Chair: Dr Pilvi Torsti, ETF</i></p> <p><i>Keynote speaker: Peter Bosch, Egmont Institute</i></p> <p><i>Rooftop at The Social Hub Belfiore</i></p>

## Day 2, Thursday, 26 March 2026

Time	Agenda Item	Owner
09.00 – 09.15	Recap from day 1 and agenda for day 2	<i>Cristiana Burzio, ETF</i>
09.15 – 10.00	<p><b>Keynote speech: How to translate evidence into policy action?</b></p> <p>Importance of evidence-informed policy making, main success and failure factors, tools</p> <p>Questions and answers</p>	<p><i>Facilitator: Cristiana Burzio, ETF</i></p> <p><i>Anastasia Deligiaouri, Joint Research Centre (JRC)</i></p>
10.00 – 11.15	<p><b>Panel 3: Conditions and tools for using evidence in policy formulation</b></p> <p>The aim of this panel is to bring in concrete examples and success factors in connecting researchers and policymakers to use evidence and skills intelligence in policymaking, particularly in the field of skills anticipation and matching.</p> <ul style="list-style-type: none"> <li>• <b>Rethinking Evidence Use: How Future-Oriented Evidence can Shape Policy</b></li> <li>• <b>How can scientific knowledge reach policymakers?</b></li> <li>• <b>Competence Framework 'Science for Policy' for researchers, and Competence Framework for 'Innovative Policymaking'</b></li> <li>• <b>Role of impact studies to (re)design Active Labour Market Policies (ALMPs)</b></li> </ul> <p>Discussion with the audience</p>	<p><i>Facilitator: Ummuhan Bardak, ETF</i></p> <ul style="list-style-type: none"> <li>• <i>Dr. Gaia Taffoni, EUI</i></li> <li>• <i>Dr. Christa Larsen, EN RLMM, Goethe University</i></li> <li>• <i>Anastasia Deligiaouri, JRC</i></li> <li>• <i>Cristina Mereuta, ETF</i></li> </ul>
11.15 – 11.45	Networking break	

Time	Agenda Item	Owner
11.45 – 12.45	<p><b>Panel 4: What are the concrete country examples on the use of evidence in skills development and employment policies?</b></p> <p>The aim of this panel is to bring in concrete examples from ETF's partner countries and success factors in connecting researchers and policymakers to use evidence and skills intelligence in policymaking.</p> <p><b>Examples from Egypt, Kazakhstan, Moldova and Türkiye</b></p>	<p><i>Facilitator: Prof. Terence Hogarth</i></p> <ul style="list-style-type: none"> <li>• <i>Gulbakhyt Olzhebayeva (Kazakhstan)</i></li> <li>• <i>Ekrem Yazici (Türkiye)</i></li> <li>• <i>Manar Attia (Egypt)</i></li> <li>• <i>Mariana Crismaru (Moldova)</i></li> </ul>
12.45 – 13.00	Wrap-up and logistics for the afternoon session	<i>Cristiana Burzio, ETF</i>
13.00 – 14.00	Networking lunch	
14.00	Departure to the site visit	<i>Venue: Villa Salviati, European University Institute</i>
14.30 – 16.00	Visit to the <a href="#">Historical Archives of the European Union</a>	
16.00 – 16.30	Closing remarks	<ul style="list-style-type: none"> <li>• <i>Cristina Mereuta, ETF</i></li> <li>• <i>Dieter Schlenker, Director, Historical Archives of the European Union</i></li> </ul>
16.30	Closing drinks	
17.30	Return to the hotel	

## SOME BACKGROUND READING

Cedefop (2024), Next generation skills intelligence for more learning and better matching - Skills anticipation trends, opportunities and challenges in EU Member States <https://www.cedefop.europa.eu/en/publications/9190>

Cedefop (2021), Understanding technological change and skill needs: skills surveys and skills forecasting <https://www.cedefop.europa.eu/en/publications/4197>

Cedefop (2021), Understanding technological change and skill needs: big data and artificial intelligence methods <https://www.cedefop.europa.eu/en/publications/4198>

Cedefop (2021) Understanding technological change and skill needs: technology and skills foresight <https://www.cedefop.europa.eu/en/publications/4199>

CEPS (2025), Preparedness in the labour market: a toolkit for anticipating the future of work [https://cdn.ceps.eu/2025/09/2025-08-JS-Explainer\\_future\\_approaches\\_formatted-2.pdf](https://cdn.ceps.eu/2025/09/2025-08-JS-Explainer_future_approaches_formatted-2.pdf)

European Commission (2024), How to write an effective and engaging policy brief: <https://emotionalcities-h2020.eu/wp-content/uploads/2024/07/Policy-brief-UHC.pdf>

ETF (2025), From skills anticipation to skills action. Collection of articles to understand skills demand in EU neighbouring countries. [https://www.etf.europa.eu/sites/default/files/2025-05/2025.04684\\_01\\_ENN.pdf](https://www.etf.europa.eu/sites/default/files/2025-05/2025.04684_01_ENN.pdf)

ETF (2024), Cross-country reflection paper on the future skill needs in selected sectors, [The future of skills in ETF partner countries | ETF \(europa.eu\)](https://www.etf.europa.eu/sites/default/files/2024-05/2024.04684_01_ENN.pdf)

ETF (2021), Changing skills for a changing world: Understanding skills demand in EU neighbouring countries, [www.etf.europa.eu/en/publications-and-resources/publications/changing-skills-changing-world-understanding-skills-demand](https://www.etf.europa.eu/en/publications-and-resources/publications/changing-skills-changing-world-understanding-skills-demand)

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JRC (2023), Competence Framework for 'Innovative Policymaking', [Competence framework for 'innovative policymaking' | Knowledge for policy](https://www.jrc.ec.europa.eu/en/knowledge-for-policy)

JRC (2019), Understanding our Political Nature: How to put knowledge and reason at the heart of political decision-making, Luxembourg: Publications Office of the European Union, doi:10.2760/910822.

European Commission (2022), *Supporting and connecting policymaking in the Member States with scientific research*, [https://knowledge4policy.ec.europa.eu/sites/default/files/SWD\\_2022\\_346\\_final.PDF](https://knowledge4policy.ec.europa.eu/sites/default/files/SWD_2022_346_final.PDF)

OECD (2020), *Mobilising Evidence for Good Governance: Taking Stock of Principles and Standards for Policy Design, Implementation and Evaluation*. Retrieved from <https://www.oecd-ilibrary.org/sites/e0195354-en/index.html?itemId=/content/component/e0195354-en>

International Center for Policy Advocacy (2017), "An essential guide to writing policy briefs", [https://www.icpolicyadvocacy.org/sites/icpa/files/downloads/icpa\\_policy\\_briefs\\_essential\\_guide.pdf](https://www.icpolicyadvocacy.org/sites/icpa/files/downloads/icpa_policy_briefs_essential_guide.pdf)

Faculty of Social Work, University of Toronto (2021), From Research to Impact: A toolkit for developing effective policy brief: <https://socialwork.utoronto.ca/wp-content/uploads/2021/06/Policy-Toolkit-Final-v2- Apr27.pdf>