



BUSINESSatOECD

Business and Industry Advisory
Committee to the OECD

Empowering Lifelong Learners through Strategic Business Engagement

OECD Education Policy Reform Dialogues November 2025

Lifelong Learning: The Business Perspective

Ongoing conversation with a new sense of urgency

- **Changing Workforce Expectations:** Rapid technological change, shifting global markets
- **Business Competitiveness:** Foundational skills + upskilling, reskilling critical for productivity, innovation, competitiveness
- **Economic & Social Imperative:** Fostering a resilient and future ready workforce – all ages across sectors

Key Enablers

- **Education Systems:** Cultivate curiosity, adaptability, and critical thinking from early education
- **Public-Private Partnerships:** Companies working with schools and governments to foster real-world skills
- **Investment in Teachers:** Ensure continuous teacher development
- **Training recognition and credentials:** Incentive for continued learning
- **Entrepreneurship:** Foster entrepreneurial mindset and skills in curricula

Mid-Career Transitions

Investment in continued learning essential for advancement, resilience, competitiveness

- **Context:** Need for new skills sets, evolving technologies, labor shortages in tandem with rapid job transformations
- **Challenges:** Motivation of employees to acquire new skills, lack of resources – particular challenge for SMEs, risk of losing talent to competitors
- **Policy action:** Shared training infrastructure, tax incentives for employer provided learning (SMEs), public private partnerships

Building AI and Data Literacy over a Lifetime

2025 *Business at OECD* (BIAC) report:

- [*“Boosting Productivity and Business Growth: The Role of AI Skills”*](#), highlights how businesses are responding to this need by investing in continuous workforce development.

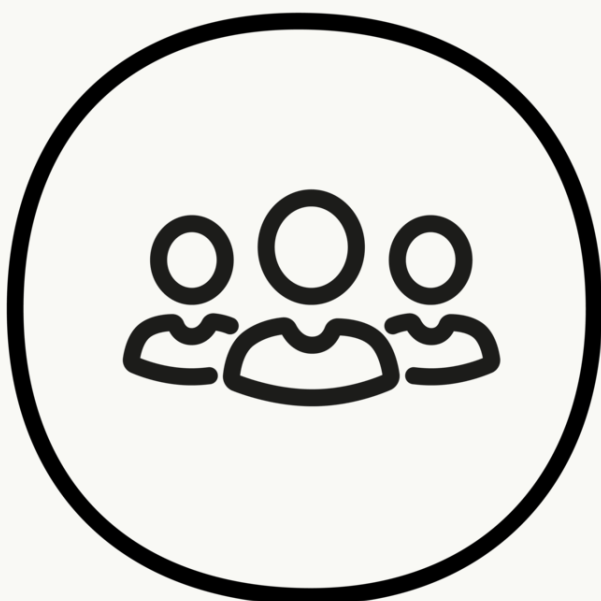
11 Use Cases:

- Adecco Group, Coca-Cola Icecek, IBM, LinkedIn, Microsoft, Workday, Sanofi, SENAI, TELUS, UnitedHealth Group

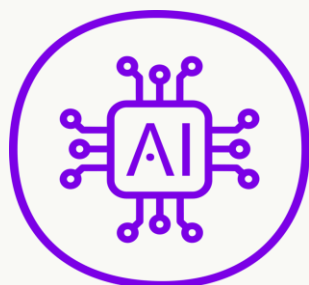
Offering internal and external training programs...

AI Skills Development Programs

Sanofi actively promotes AI literacy and ethical AI practices through comprehensive training under our “I in AI” program, with the commitment to democratize AI and ensure responsible usage where AI empowers employees and improves patient outcomes



People-centered
development



Responsible AI at Sanofi for Everyone (RAISE Framework)

Embedded in our code of conduct, this framework Includes 5 principles: accountability, fairness, robustness, transparency, and eco-responsibility



I in AI Fairs and Campaigns

Responsible AI Fairs, I in AI Month, Hackathons



Targeted AI Trainings

Generalist Training, AI User Training, Expert Training

IBM SkillsBuild

**IBM is committed
to skill 30 million
people globally
by 2030**

skillsbuild.org



Building AI and Data Literacy over a Lifetime

Recommendations:

- **Online courses** focused on core AI concepts and practical use cases
- **Workshops and learning fairs** to promote ethical and responsible AI use
- **Certification programmes** tailored to the needs of employees, students, job seekers and professionals in specific sectors
- **Social dialogue:** Development, deployment and monitoring of AI, initiatives for competence building and knowledge sharing and the promotion of research and development

Policy Recommendations

- Instill lifelong learning culture from early education.
- Maintain a close dialogue with employers for policy design and implementation
- Ensure continuous education of teachers
- Expand partnerships and funding for inclusive access.
- Integrate AI/data literacy into school curricula and lifelong learning strategies
- Promote skills-first hiring
- OECD framework for lifelong learning

Recommendations for OECD

Cross cutting issues...

- Continue to build **evidence base for LLL** - highlight investment impacts/outcomes
- Encourage **business partnership with government and academic institutions** across sectors
- Identify **effective technology solutions and infrastructure** that support access to learning and continuity for teachers and learners
- Emphasize **value of social dialogue** responding to needs of business and workers

Consider an OECD Comparative Framework on Life Long Learning

- *Funding accounts*
- *Cross sector credit recognition systems linking HE, VET credentials*
- *Models for access and quality*
- *Metrics for return on LLL investments*



BUSINESS_{at}**OECD**

Business and Industry Advisory
Committee to the OECD

CONTACT US

Business at OECD (BIAC)
13/15 Chaussée de la Muette
75016 Paris, France

🌐 www.businessatoecd.org

✉️ @BusinessatOECD

📺 Business at OECD

Tel: +33 (0)1 42 30 09 60
communications@biac.org