

Terms of Reference (ToR) for the inception of a Large Scale Partnership for the Pact for Skills in the Offshore Renewable Energy (ORE) sector

1. Objective of these Terms of Reference

The Terms of Reference (ToR) document defines all aspects related to the work of the Organisations (hereinafter called 'Partners') who have expressed their intention to contribute to launch the Pact for Skills in the ORE sector by establishing a Large Scale Partnership (hereinafter called 'Partnership'). This document is aimed at ensuring transparency and good governance, stating the mechanisms for the coordination of the activities organised under the Partnership.

A simplified organisational structure is proposed, to guarantee the necessary agility and avoid burden on the Partnership members during the early stages of the setup process. Further sophistication may be developed afterwards, responding to the changing needs of the Partnership.

The intended audience for this document is any current or future Organisation intended to contributing to the Pact for Skills' activities in the ORE sector. To formally adhere to this initiative, they will be required to express their engagement through the signature of the Partnership Letter of Intent¹ by their legal representative.

2. Pact for skills overview

The [Pact for Skills](#) is a shared approach to skills development in the European Union. It is firmly anchored in the principles of the [European Pillar of Social Rights](#) and supports the goals of the [Green Deal](#) and the [digital transformation](#), as set out in the European Commission communication "[A strong Social Europe for Just Transitions](#)".

The Pact aims to mobilise and incentivise private and public stakeholders to take concrete action for the **upskilling and reskilling of people of working age**, and, when relevant, pool efforts in the partnerships.

The Pact can be joined by any private or public organisation or partnership of organisations with the aim to upskill or reskill people of working age. The organisation(s) need(s) to be based in one of the EU Member States, EFTA or candidate countries. All stakeholders joining the Pact **sign up to the Charter**² and its key principles, which they agree to respect and uphold, and are invited to **translate their engagement into concrete objectives** on upskilling and reskilling which will be monitored by at least one **key performance indicator**.

¹ Link to the [Letter of Intent: http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7Rkk](http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7Rkk)

² Link to the [Charter: https://ec.europa.eu/social/BlobServlet?docId=23158&langId=en](https://ec.europa.eu/social/BlobServlet?docId=23158&langId=en)

The present Partnership addresses the Offshore Renewable Energy (ORE) sector, integrated in the Renewable Energy industrial ecosystem, with a broad perspective on linked activities.

The aim is to involve major players in the ORE industrial ecosystem, as well as public authorities at all governance levels, to promote scalable and sustainable solutions for training.

The partnership will promote an overall strategy, complemented with a Sea-Basin approach, enabling the adaptation of the actions to the different capacity needs and realities in different geographic areas. **Partners willing to join the P4S with a Sea-basin/National/Regional/Local focus will be invited to join the Large-Scale Partnerships and promote specific Working Groups**, creating when needed, smaller-scale mirror structures of the present Partnership.

3. The vision for the ORE

The partnership has the ambition to **underpin the success of the offshore renewable energy strategy³ with the stimulation of a dedicated training offer** to promote re-skilling and up-skilling of the workforce, availability of training itineraries which intersect with other sectors, suitable preparation for new staff and measures for attracting talent, and a clear contribution to promoting strong labour standards.

Partners have agreed a Position⁴ and 29 specific Lines of action⁵, and will promote collaborative actions to mobilise new investments to develop those. The implementation of the Lines of Action will be clustered. The Clusters of Actions, referred to as Actions in the Letter of Intent to be signed by those organisations adhering to the Partnership comprises, as of date of the Partnership launch⁶, are the following:

1. **Observatory on training needs and offer in ORE sector:** An observatory of training needs and offer for the ORE sector will be designed and developed. In a first stage, the observatory will be based on the information collected by the Partners on their own training offer and skills needs; efforts will be addressed to complement this information with data from job search platforms and other complementary sources of information.
2. **Promoting Life-Long Learning in ORE for all:** Actions in this cluster are intended to underpin the skilling process for the new jobs expected in the sector, estimated to account for a range between 20,000 and 54,000 new workers in the following five years⁷, and contribute to improve up-skilling opportunities in the field of ORE the

³ COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS An EU Strategy to harness the potential of offshore renewable energy for a climate neutral future COM/2020/741 final <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM%3A2020%3A741%3AFIN&qid=1605792629666>

⁴ [Towards a Pact for skills in the ORE: http://intranet.projectmates.eu/index.php/s/yziJk8HgixKiCtg](http://intranet.projectmates.eu/index.php/s/yziJk8HgixKiCtg)

⁵ [Lines of action: http://intranet.projectmates.eu/index.php/s/23Gf2YzzFSWGjAx](http://intranet.projectmates.eu/index.php/s/23Gf2YzzFSWGjAx)

⁶ This list could change in line with the Partnership's progress. More Sea-Basin/National/Regional/Local Working Groups are expected to be set up by the SG (on its own initiative or on proposal of any Partnership's member), as a result of the Partnership activity.

⁷ According to WindEurope forecasts ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020), the offshore wind sector will support between 52,000 and 131,000 new jobs by 2030 (68,000 direct and 64,000 indirect in the lowest prospective, and 104,000 direct and 97,000 indirect in the

actual workforce⁸. This will be achieved through the increase in the number of VET⁹ and University courses directly addressing ORE skills needs, and through the promotion of Life-Long Learning among the employees. A specific curriculum will be tailored for the training needs of the ORE sector, addressing managerial, engineering and operational skills, in addition to new and emerging industrial processes. The involvement of different groups of stakeholders for syllabus design and teaching activities will be promoted, together with the adoption of good practices and the provision of short training courses and the provision of short modular training courses, among others. modules, among others. The use of virtual reality and simulators combined with on-site practicals will be explored, as well as the use of offshore test sites for training purposes. Special endeavours will be addressed to support the investments of companies in up- and re-skilling activities for their employees with further financing opportunities, and the allocation of sufficient “training-time” and flexibility for workers to be able to access and benefit from the training offer.

- 3. Promoting careers in ORE sector:** The aim of this cluster is to promote career and job opportunities in the ORE sector in Europe (estimated to account for a range between 20,000 and 54,000 new jobs in the following five years), making those more appealing, especially for the youth and for women. The values of a Just Transition will be a key element to attract talent to the ORE industry¹⁰, combined with actions to increase awareness of ORE careers, improving the visibility of opportunities for women and targeting people from groups at risk of exclusion, to provide new opportunities for a better future. Best practices for matchmaking employers and jobseekers will be applied combined with apprenticeship schemes in cooperation with education providers and industry. The barriers to integrate any innovative and good practice into the ORE sector will be analysed to underpin measures to overcome them. Efforts will be addressed to increase female participation in the ORE labour market by facilitating uptake of STEM subjects by female students. This cluster will also contribute to the update of the ORE occupations in the ESCO database.
- **WG for Building durable skills partnerships for the ORE sector:** This cluster will develop a regional approach for the application of the lines of action, based on the relevant specialisation and the context in each region, especially in the riparian countries of the major European Sea Basins, to better identify each region’s needs and address tailored solutions. At least five Sea Basins will be approached in the first five years. Multi-stakeholder discussions addressing skills will be stimulated in sea basin level sectoral events and will seek to mobilise more partners. The mutual

highest scenario). Considering that 13,000 are expected to be based in UK, this implies a cumulative difference of 39,000 to 108,000 jobs in the EU for the period 2020 – 2030, representing an increase of 4,000 to 10,800 jobs per year as an average; with this numbers, a range of 20.000 to 54,000 new jobs will be generated in the sector in the coming five years.

⁸ Estimated at 79,600 jobs: 77,356 jobs supported by offshore wind ([Wind energy and economic recovery in Europe](#) Wind Europe, 2020) and 2,250 jobs supported by the ocean energy (European Commission y Directorate-General for Maritime Affairs and Fisheries. [The EU Blue Economy Report 2019](#)).

⁹ Vocational Education and Training

¹⁰ More details on the key elements for a [Just Transition](#) are detailed in the [industrial Europe position paper 2020/116](#)

recognition of training certificates and skills across Europe is key to facilitate labour mobility, and actions for revising the qualifications schemes and promoting their acceptance will be supported. Innovative tools to stimulate and incentivise the interactions among industry and education communities will be explored, as well as the revision of the official schemes for the recognition of efforts dedicated to these actions, and/or for the services that training and education Centres may offer to the industrial community as part of their teaching activity.

Each Cluster of Actions will be steered by a Working Group set up by the partnership. The Working Group Leaders will propose the working methodology for the implementation of each action, which Partners should be targeted on each occasion, and how best to approach them when their input is needed.

4. The engagement and the Key Performance Indicators (KPI)

The partnership will ensure sustainable and systematic sectoral cooperation based on the engagement of all stakeholders involved. Below is a first proposal of action engagements for the first five years of activity of the partnership and the corresponding KPIs for monitoring their implementation:

During the first period (2021), the partnership efforts will mainly be addressed to increase the number of stakeholders supporting the pact in each sea basin, to then analyse the specific needs in each area, and to stimulate public-private investments to launch the actions. Identified challenges and bottlenecks for the sector will be discussed in multi-stakeholder debates to promote the identification of collaborative solutions and to the extent that it is feasible, to promote consensus approaches.

ACTION and TARGET	Organisations responsible for implementation of the action	Target Group for the Action	Monitoring and measuring performance (KPIs)
<p>Observatory on training needs and offer in ORE sector</p> <p>Aggregate skills intelligence information from the Partners.</p>	<p>All Partners with the support of the WG <i>Observatory on training needs and offer in ORE sector</i> and the Partnership Secretariat.</p>	<p>Trade unions and employers, Companies, Universities, VET training Centres, Technology and Industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from each partner a yearly report on the skills’ needs for the ORE activity identified in their organisation, as well as the training offer addressed to the ORE activities. Data will be compiled by the WG with the support of the PS.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of training offers addressing ORE per country (yearly update) • Number of skills gaps identified in the sector per country (yearly update) • 3-yearly updates of the future trends about the needs and expected impacts to the sector
<p>Promoting Life-Long Learning in ORE for all.</p> <p>Underpin the skilling process for the new jobs expected in the sector, estimated to account for a range between 20,000 and 54,000 new workers in the first five years, and contribute to improve up-skilling opportunities in the field of ORE the actual workforce</p>	<p>All Partners with the support of the WG <i>Promoting Life-Long Learning in ORE for all</i> and the Partnership Secretariat.</p>	<p>Trade unions and employers, Companies, Professional bodies, Universities, VET training Centres, Technology and Industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from the partners a yearly report on the number of people trained by their organisation, indicating the type program or course, and broken down by gender and other demographically relevant indicators. Data will be compiled by the WG with the support of the PS.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of people trained in VET/University programs split by EQF level and by gender (at least). • Number of people trained in LLL courses split by EQF level and by gender (at least).

<p>Promoting careers in ORE sector</p> <p>Contribute to the attraction of a range between 20,000 and 54,000 new workers in the first five years, making those more appealing, especially for the youth and for women.</p>	<p><i>WG Promoting careers in ORE sector</i> and the Partnership Secretariat. All partners will contribute to the identification of job opportunities, and will be invited to engage in promotional activities.</p>	<p>Students (including secondary education), Trade unions and employers, Professional bodies Universities, VET training Centres, Technology and industrial Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to request partners a yearly report on the promotional activities undertaken, the apprenticeships organised, and the job opportunities promoted.</p> <p>Experts in the ESCO taxonomy making part of the WG will act as “ESCO facilitators”, transferring information from the ESCO community to the Partnership. They will contribute to prepare the updates of the database, by transferring the results of the <i>WG Observatory on training needs and offer in ORE sector</i>. Partners will be invited to contribute as “satellite experts” for short periods of time to provide inputs to the revision of occupations.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Number of activities and promotional materials addressed to attract young talent to the blue economy and number of people that engage in the activities and/or use the materials. • Number of apprentices engaged, mapping them by gender and age • Number of job opportunities promoted and number of people hired (characterised by gender). • Number of skills and number of occupations reviewed in the ESCO database.
<p>Building durable skills partnerships for the ORE sector</p> <p>At least five Sea Basins will be approached in the first five years.</p>	<p><i>WG Building durable skills partnerships for the ORE</i> and the Partnership Secretariat. All partners will promote the adhesion of new stakeholders to the Partnership through multi-stakeholder events addressing the ORE sector in all the European sea basin.</p>	<p>Trade unions and employers, Professional bodies, Universities, VET training Centres, Technology Clusters, Administrations</p>	<p>A data collection methodology will be agreed by the WG, to gather from partners a yearly report on the multi-stakeholder events addressing ORE skills needs they have organised. The PS will report on new partners having joined the Partnership and WGs created.</p> <ul style="list-style-type: none"> • Number of new partners involved in the Partnership classified by group of stakeholders • Number of WGs created to address ORE skills in each European sea basin • Number of multi-stakeholder sessions addressing ORE skills • Number of regions, countries and sea basins covered

5. Governance of the Partnership

In order to carry out the Actions, the following organisational structure is established:

- The **Pact Secretariat (PS)** is responsible for facilitating administrative organizational support to the Partnership and acting as an interface between the Partnership and the European Commission with the collaboration of the partners as and when required. During 2021, as part of the inception of the partnership, the secretariat will be chaired by CETMAR to take advantage of the leadership of this organisation in the ERASMUS+ Blue Print initiative for the Maritime Technologies, MATES¹¹. Beyond 2021, the sustainability of the partnership secretariat will be discussed by the Steering Group to decide whether it should remain under the responsibility of the same organisation and how long, or by any alternative as well as on the process for the replacement.
- The **Working Groups (WG)** are intended to promote the implementation of the Actions, and will also assist in gathering the information and measuring performance through the KPIs. WGs will be open and flexible throughout the project lifespan.

The WGs will be lead by an elected chair and alternate. The chairperson is responsible for the agenda and organisation of the WG meetings with the support of the secretariat. He/she is also in charge of gathering all group members' contributions into comprehensive and synthetic documents, and to report about them through the Steering Group to the General Assembly.

- The **Steering Group (SG)** will discuss and propose the **strategic orientation of the Partnership**. The SG will be composed of the WG chairs (replaced by the elected alternates when not available) and will be supported by the PS. The SG may set up new working groups, on its own initiative or on the proposal of any member of the Partnership.
- The **General Assembly (GA)** is formed by a representative of each Partner. The GA will approve the **strategic orientation** of the Partnership and adopt the main decisions, such as the replacement of individual members or the annual report on the activities. The GA has the authority to modify the Terms of Reference of the Partnership, should it be necessary.

The Partnership structure could change to adapt to the circumstances if necessary. When this happens, this ToR document will be updated for consistency.

All the bodies in the Organisational Structure, with the exception of the GA, could, if deemed necessary, agree a specific working protocol which should in all cases observe as prevalent framework, the rules set in this ToR.

6. Decision flow

Decision-taking will be based on **consensus**. If this cannot be achieved, decisions will be taken by the majority of the quorum made up by those present, or those properly represented

¹¹ <https://www.projectmates.eu>

members of the body (through delegate of the vote). Quorum is made of two thirds of the total number of members of each body. In the case of a tied vote, the Chair of each management body will cast the deciding vote. No member holds the right of veto.

Members may delegate their vote to other members, though this must always be done in written format, signed and stamped by the member delegating its vote (certified electronic signature will be admissible).

7. Organisation of Partners' collaboration

The Partners will provide their support to the Pact for Skills performance by **implementing the actions agreed in their letter of intent, contributing to one of the Working Groups of the Partnership, and attending to the General Assembly. They engage to answering the questionnaires distributed by the WGs**, in particular those addressed to report on the KPIs, **and report on their achievements yearly**. After each yearly report, Partners may modify their yearly objectives. If no amendment is formally conveyed, the same objectiveness will be considered for the following period.

The Examples of engagements document ¹² is intended to inspire the different stakeholders, by indicating the most relevant benefits they can take up from the Pact for Skills, and proposing some examples of engagements undertaken by each group.

The Partners will also consist of so-called 'ambassadors' acting to promote the Pact for Skills and its goals towards the relevant policy-makers, the education and training community, industry, academia and other societal actors to support the partnership's visibility and impact.

The Working Groups and the Steering Group will both organize at least two meetings per year, and the General Assembly will normally meet once a year. During 2021, to guarantee the launch of the Partnership, three WG meetings are foreseen, followed by three meetings of the SG. Meetings will be virtual while normal and safe mobility conditions are not granted across Europe. Virtual meetings will be considered as first option even when travel is permitted. All partners will contribute to guarantee that communication is fluent, transparent, timely and constructive. Observation of these principles will be particularly encouraged and facilitated by the PS and the WG chairpersons.

8. Withdrawal of Partners

In case of voluntary withdrawal of a Partner, the withdrawing partner must inform the PS without delay.

Partners not presenting the agreed yearly report on their achievements and performance will be requested for due justification; a new deadline for reporting may be proposed by the SG and communicated by the PS. If no report is submitted after the second deadline, the SG may propose the withdrawal of this partner to the General Assembly.

¹² [Examples of engagements: http://intranet.projectmates.eu/index.php/s/eXLBoPz3C8YRjF4](http://intranet.projectmates.eu/index.php/s/eXLBoPz3C8YRjF4)

1. ToR Amendment, modification or variation

The Terms of Reference can be updated by the Partnership at any time on request of at least one third of the members of the Partnership or on request of the Steering Board.

Any request for a change requires the majority of the Assembly.

2. Confidentiality

The Partners may deem it needed to sign a Confidentiality Agreement binding the Partnership to standard confidentiality obligations. In that case the PS will propose a model Non-Disclosure Agreement.

3. Contact

For further information, please contact the members of the Partnership Secretariat through mates@cetmar.org

4. Compliance with the personal data protection regulation

All personal data collected within the scope of the Partnership will be stored and used within the framework of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

During 2021, all data facilitated by the Partners and collected by the questionnaires or by any other means, will be stored in a server, property of the Centro Tecnológico del Mar – Fundación CETMAR, and will be used exclusively within the framework of the Partnership, that will collect and collate the contacts of relevant stakeholders and experts who are best qualified and willing to provide inputs for the Pact for Skills.

Any information you provide will not be used for commercial purposes and will not be sold, rented, leased or forwarded to any third party.

All the information will be kept at least for six years after the launch of the Partnership (expected by March 2021).

For GDPR compliance, you have:

Right to Control Your Data - You can withdraw consent to our data processing at any time.

Right to Access Your Data - You can request a copy of all the personal information we have about you.

If a replacement of CETMAR in the PS is to happen, then the data owners should be informed and may need to be asked if they accept or not to make their data accessible by CETMAR to the new secretariat.

For any queries concerning the treatment of your data, you can contact us on mates@cetmar.org



5. Acceptance

If you are in agreement with these Terms of Reference, please send a scanned copy of the letter of intent "Towards a Pact for skills in the ORE"¹³ duly filled in, signed by the legal authorised person and stamped, to the Partner in charge of the secretariat (in the date of the launch, Centro Tecnológico del Mar – Fundación CETMAR, contact mates@cetmar.org)

¹³ <http://intranet.projectmates.eu/index.php/s/2SHct33TfDm7RkK>