# YOUTH AND AI **SANDRA CORTESI**



WV

Animations and illustrations by: Youth and Media Youth Advisors Elsa Brown, Rebecca Smith, Melanie Tan, and Claudia Thomas



#### Research Partnership with UNICEF

Acknowledging a widening knowledge gap between the developed and developing world, the Berkman Klein Center has been serving as a research partner to UNICEF's Digital Citizenship and Safety Project to explore youth and digital media issues around the globe. Building upon an initial, exploratory paper "Working Towards a Deeper Understanding of Digital Safety for Children and Young People in Developing Nations", the Youth and Media team has closely collaborated over the past few years with the UNICEF Headquarter and various country offices to conduct research (using a mixed methods approach) on youth and digital media issues in different countries, including Argentina, Armenia, Indonesia, Kenya, Russia, South Africa, Turkey, Ukraine, Vietnam and Zambia.



Figure 1: World map showing the 26 countries in which the 490 child research participants are based.

Children aged 10 to 18

Countries

Workshops

Average

workshop size

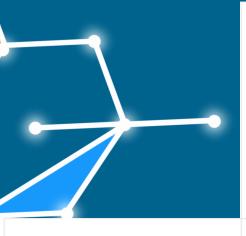
Bangladesh	Fiji	Portugal	Tunisia
Belarus	Guatemala	Republic of	Uruguay
Bhutan	Japan	Korea	Vanuatu
Brazil	Jordan	Republic of	
Burundi	Kiribati	Moldova	
Central African	Malaysia	Senegal	
Republic	Nigeria	Solomon Islands	
Democratic	Paraguay	Thailand	
December of the	Deer.	Times I sets	



Figure 1: World map showing the locations in which the 17 project

	and 148 child research par		
Accra	Kuala Lumpur	Rome	
Ghana	Malaysia	Italy	
Barranquilla	Melbourne	Saint Je	
Colombia	Australia	de la Por	
Benin City	Nairobi	Salvado:	
Nigeria	Kenya	Brazil	
Boston United States of America	Pereira Colombia	San Jose Philippin	
Buenos Aires	Phayao	Saquita	
Argentina	Thailand	Egypt	
Eskisehir Turkov	Port of Spain Trinidad and	2975	





#### Al: Algorithms and Justice

The use of algorithms in the judiciary has already raised significant questions about bias and fairness, and looking ahead the moral questions become even more challenging.

#### Al: Autonomous Vehicles

As vehicles become more automated vehicles, we consider potential impacts on labor, questions about governance, bias, and inequality, and work to identify forms of transparency.

#### Al: Global Governance and Inclusion

In a world challenged by growing domestic and international inequalities, policymakers face hard problems and difficult choices when dealing with AI systems.

#### Al: Media and Information Quality

As autonomous systems play an increasing role in selecting the content we see online, questions arise about AI's influence on human judgment, opinions, and perceptions.

#### Al: Transparency and Explainability

There are many ways to hold AI systems accountable. We focus on issues related to obtaining human-intelligible and human-actionable information.





infoworld.com



Why media buying and advertising is ... martechtoday.com



tutorialspoint.com



The Existential Threat of Artificial ... tigertranscript.com



threatpost.com



What Al can and cannot do today ... networkworld.com



nmc.org

How Dubai Police plans to lead world I ... arabianbusiness.com



4 Top Stocks in Artificial Intelligen... fool.com



Artificial Intelligence and You ... thinkgrowth.org



Artificial intelligence: magic at your ... delaware.pro



humans coexist with robots ... ft.com



artificial intelligence ... home.kpmg.com



Security Intelligence Analytics Trends ... securityintelligence.com



Top Artificial Intelligence ... analyticsinsight.net



4 Trends in Artificial Intelligence ... hortonworks.com



collaborative artificial intelligence medium.com



How Artificial Intelligence is ...

waterfm.com



Artificial intelligence has learned to ... sciencemag.org



Artificial Intelligence ... codingdojo.com



Artificial Intelligence lasserouhlainen.com



By 2030, artificial intelligence will ...

customer experience



Its Own Path on Artificial Intellige... wired.com



New Oil But Artificial Intelligence ... nextgov.com



artificial intelligence ... insidesmallbusiness.com.au



How Artificial Intelligence Is ... forbes.com



Artificial Intelligence Landscapes medium.com



artificial intelligence research ... sciencemag.org



Artificial Intelligence Is A Powerful ...





Artificial Intelligence Use Cases | Cookiee

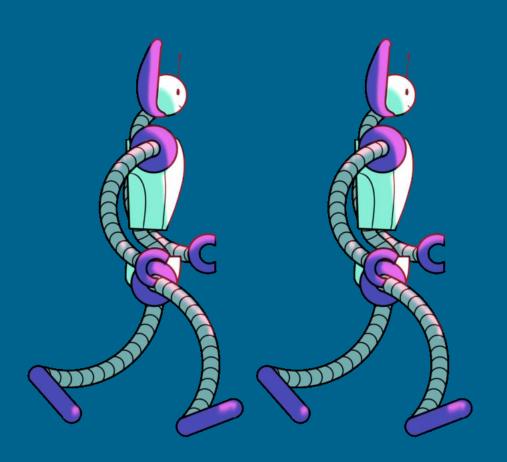


Artificial Intelligence ...



Artificial intelligence is the new tool ...







designers / developers / users / ...

# WIRED

#### Al Innovators Should Be Listening to Kids

Input from the next generation is crucial when it comes to navigating the challenges of new technologies.



Instead of waiting for the youth to respond to the next crisis, we should proactively engage them as partners in shaping our AI-entangled future. Young people have a right to participate as we make critical choices that will determine what kind of technological world we leave for them and future generations. They also have unique perspectives to contribute as the first generation to grow up <a href="mailto:surrounded-by-AI">surrounded-by-AI</a> shaping their education, health, social lives, leisure, and career prospects.

https://www.wired.com/story/ai-innovators-should-be-listening-to-kids/#

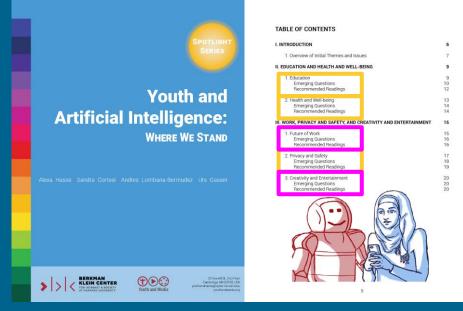


### **NEW REPORT**

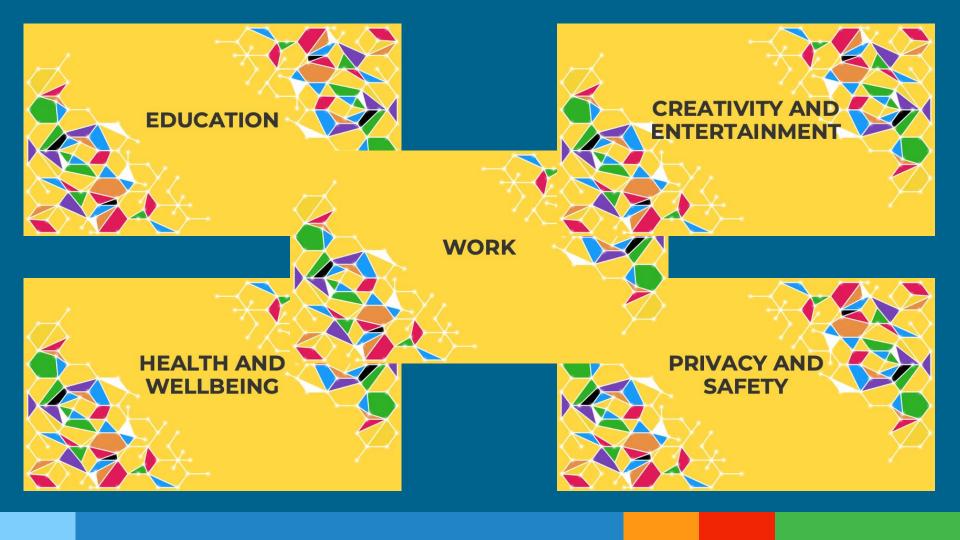
Reviews recent literature on artificial intelligence (AI) and its impact on youth across domains such as education, well-being, and the future of work.

Presents questions that might benefit from further exploration within these spaces.

Considers both the challenges and opportunities that Al-based technologies present for youth.



https://cyber.harvard.edu/ publication/2019/ youth-and-artificialintelligence/ where-we-stand





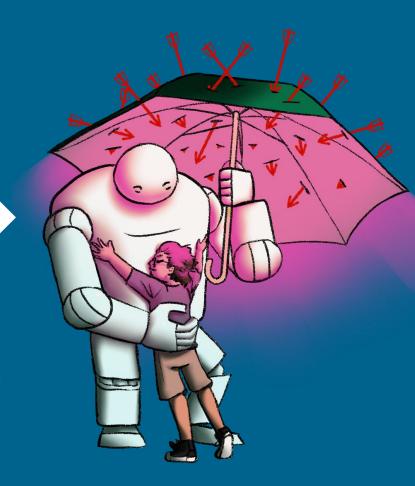




Assess suicide risk based on natural language processing.

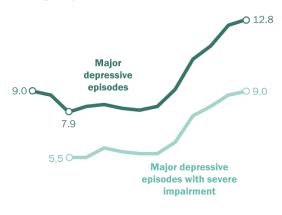
Could AI-based technologies be designed to:

- Reach more people in need for support
- Reduce stigma around mental health service-seeking behaviors among youth
- ...



#### In recent years, rising reports of youth depression

% of youths ages 12 to 17 experiencing \_\_\_\_ in the past year





Source: 2016 National Survey on Drug Use and Health, Substance Abuse and Mental Health Services Administration (Department of Health and Human Services).

PEW RESEARCH CENTER

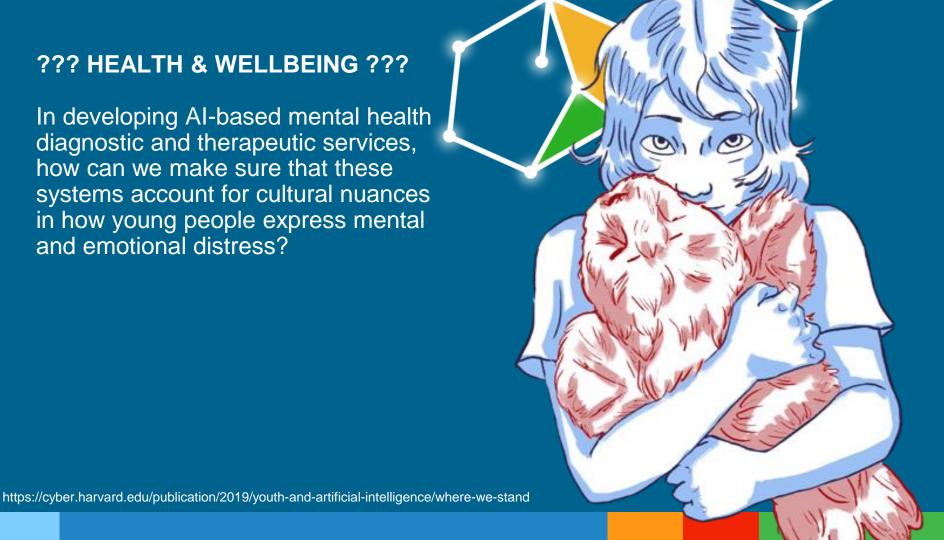
"Suicide is a leading cause of death in 15-29-year-olds. Although there are known, effective treatments for mental disorders, between 76% and 85% of people in low- and middle-income countries receive no treatment for their disorder." WHO, https://www.who.int/news-room/fact-sheets/detail/depression

#### Possible cultural factors:

- How people express emotions
- Perception → I'm not in control and it's ok (disease) /
   I should be in control but I'm not (shame/guilt/....)
- How medical professionals are perceived (power distance)
- Spirituality and religion (from the point of view of attribution as well as in terms of coping with issue)

#### ??? HEALTH & WELLBEING ???

In developing Al-based mental health diagnostic and therapeutic services, how can we make sure that these systems account for cultural nuances in how young people express mental and emotional distress?









#### ??? PRIVACY AND SAFETY ???

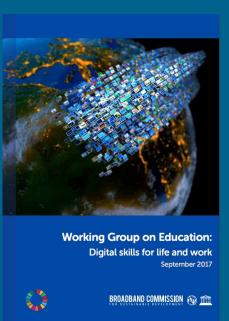
In the U.S., laws and regulations that frame youth digital data privacy typically place all or most authority around consenting to data collection with parents or guardians, rather than with youth themselves. In some circumstances (notably, education) consent to share youth data may be made by another adult party (the school) as a substitute for parental or guardian consent.

→ Thus with AI technologies, youth find themselves with limited to no legal rights under federal law to consent or not consent to their private data being collected or used by the AI system.

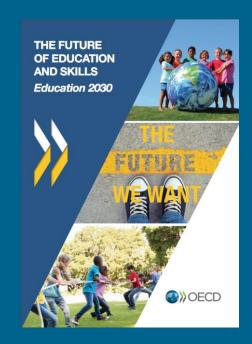


# **FUTURE SKILLS**





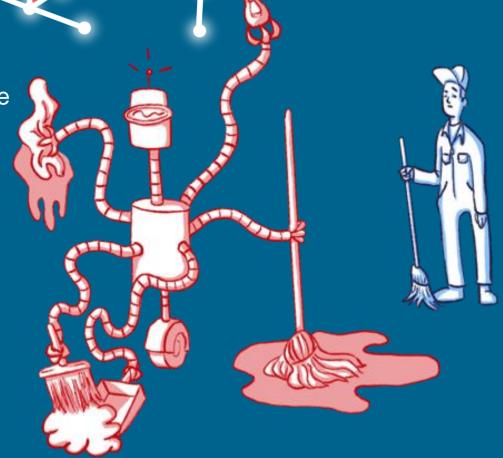






#### ??? WORK ???

How will Al-fueled technologies shape young people's perceptions of potential future career pathways?



https://cyber.harvard.edu/publication/2019/youth-and-artificial-intelligence/where-we-stand



# HOW CAN WE PROACTIVELY ENGAGE YOUTH AS PARTNERS IN SHAPING OUR AI-INFLUENCED FUTURE?

Youth have the most at stake, and they also have valuable perspectives and experiences to contribute.

Currently, youth engagement in this space (in the policymaking process, as well as in our educational and research efforts) is unfortunately rare. Conversations about Al are often limited to a relatively small group of technical experts and decisionmakers, and youth are rarely included as participants or constituents.

It's also essential to involve young people with a variety of perspectives, experiences, and backgrounds to ensure that new technologies are inclusive and their benefits widespread.





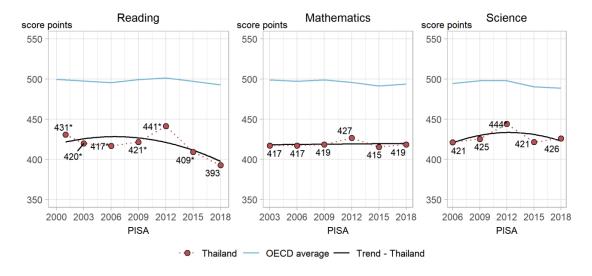


#### PISA 2018 results

Snapshot of students' performance in reading, mathematics and science Countries are ranked in descending order of the average reading score (focus of PISA 2018) READING SCIENCE SINGAPORE MACAO (CHINA) HONG KONG (CHINA) **ESTONIA** CANADA FINI AND IRELAND KOREA POLAND SWEDEN NEW ZEALAND UNITED STATES UNITED KINGDON JAPAN ALICTRALIA DENMARK NORWAY GERMANY SLOVENIA BELGIUM FRANCE PORTUGAL CZECH REPUBLIC NETHERLANDS AUSTRIA SWITZERLAND LATVIA RUSSIA ITALY HUNGARY LITHUANIA ICELAND BELADUS ISRAEL LUXEMBOURG TURKEY SLOVAK REPUBLIC GREECE CHILE SERBIA UNITED ARAB EMIRATES URUGUAY COSTA RICA MOLDOVA MONTENEGRO MEYICO BULGARIA JORDAN MALAYSIA COLOMBIA BRUNEI DARUSSALAM 408 OATAR ALBANIA BOSNIA & HERZEGOVINA PERU THAILAND BAKU (AZERBAIJAN) 398 397 KAZAKHSTAN 387 GEORGIA 383 365 377 INDONESIA 377 LEBANON 336 SPAIN OECD AVERAGE 300 400 500 600

Source: OECD, PISA 2018 Database | \*B-S-J-Z refers to Beijing, Shanghai, Jiangsu and Zhejiang

Figure 2. Trends in performance in reading, mathematics and science



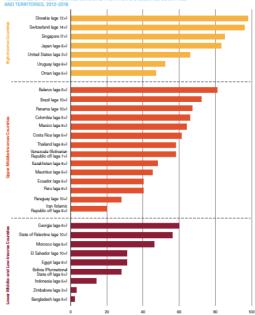
Notes:\*indicates mean-performance estimates that are statistically significantly above or below PISA 2018 estimates for Thailand.

The blue line indicates the average mean performance across OECD countries with valid data in all PISA assessments. The red dotted line indicates mean performance in Thailand. The black line represents a trend line for Thailand (line of best fit).

Source: OECD, PISA 2018 Database, Tables I, B1.10, I, B1.11 and I, B1.12.

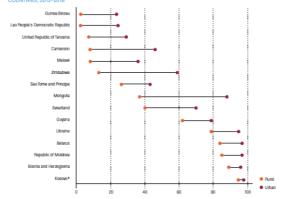
## **DIGITAL DIVIDE**

FIGURE 2.3 CHILDREN FROM THE LOWEST-INCOME COUNTRIES USE THE INTERNET LEAST PERCENTAGE OF UNDER-16 CHILDREN USING THE INTERNET, SELECTED COUNTRIES



Source: Eurostat, ITU and UNICEF, 2012–2016. Note: Income classification follows World Bank income classification as of August 2017.

#### FIGURE 2.4 YOUTH IN RURAL AREAS ARE LESS LIKELY TO GO ONLINE PERCENTAGE OF 15-24-YEAR-OLDS WHO USED THE INTERNET OVER THE PAST YEAR IN SELECTED COUNTRIES. 2012-2016

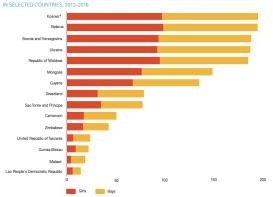


Source: UNICEF analysis based on Demographic and Health Surveys and Multiple Indicator Cluster Surveys.

\* All references to Kosovo are made in the context of UN Security Council Resolution 1244 (1999).



#### FIG 2.5 GIRLS ARE LEAST LIKELY TO GO ONLINE IN LOW-CONNECTIVITY COUNTRIES PERCENTAGE OF 15–19-YEAR-OLDS WHO USED THE INTERNET OVER THE PAST YEAR



Source: UNICEF analysis based on Demographic and Health Surveys and Multiple Indicator Cluster Surveys conducted 2012–2016.

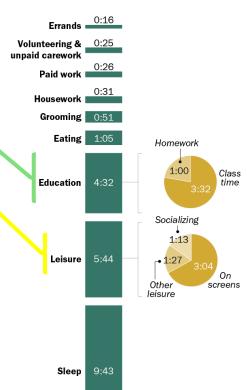
\* All references to Kosovo are made in the context of UN Security Council Resolution 1244 (1999).



- Formal learning (in schools)
- Informal and connected learning (outside of schools)

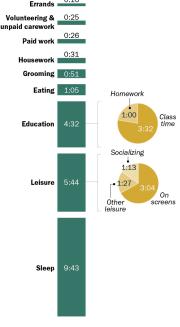
#### A day in the life of a U.S. teen

Average time spent on each activity (hours: minutes)



#### A day in the life of a U.S. teen

Average time spent on each activity (hours: minutes)



Note: Based on teens ages 15-17. Based on school year (September through June) only. Activities lasting less than 15 minutes not shown. "Socializing" includes attending parties, extracurriculars, sporting or other entertainment events and spending time with others in person or on the phone. "On screens" includes time spent gaming, surfing the web, watching videos and watching TV.

Source: Pew Research Center analysis of 2014-2017 American Time Use Survey (IPUMS).

PEW RESEARCH CENTER

# EFFORTS CO-DRIVEN BY DIFFERENT STAKEHOLDERS AND INSTITUTIONS

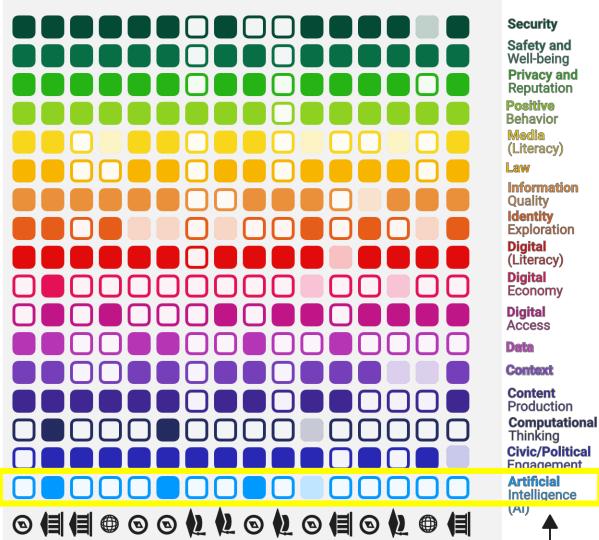
- Summer programs
- Advisory boards
- Youth consultations survey and workshops
- Add-on modules/efforts to key events
- .....

#### AT YOUTH AND MEDIA

- Youth Labs
- Gap year program for pre-college and pre-grad school female students
- Development of a pathway platform showcasing young females doing innovative work in ICT
- Co-design of tools (learning materials)
- .....



https://dcrp.berkman.harvard.edu



#### Security

#### COMPUTATIONAL THINKING

The ability to understand and apply computational concepts, practices, and perspectives. Computational concepts include concepts individuals leverage as they program (e.g., "sequencing," or identifying a set of steps for a task; "loops," or running the same series of steps multiple times). Computational practices represent the practices individuals cultivate while they program (e.g., "experimenting and iterating;" "reusing and remixing," or creating something by building upon current ideas or projects). Finally, computational perspectives refer to the perspectives individuals develop about themselves, their connections to others (such as within the context of collaborative online communities), and the technological world more broadly (e.g., "connecting," or understanding the power of developing content both with and for others) (Brennan & Resnick, 2012).

#### **ARTIFICIAL INTELLIGENCE**

The ability to understand the algorithms involved in the Al-based platforms one interacts with, and the ethical conversations happening around the development of these technologies.



Executive
Summary
Artificial
Intelligence
and Children's
Rights This is a constitution of the left of



بشأن الذكاء الاصطناعي والتعليم



unicef @ for every child

WORKSHOP REPORT

# Al and child rights policy

Workshop Towards Global Guidance on Al and Child Rights 26 – 27 June 2019 | UNICEF, New York, NY USA | #ai4childn

2030





JRC SCIENCE FOR POLICY REPORT

The Impact of Artificial Intelligence on Learning, Teaching, and Education

Policies for the future
Author: Tuomi, Ilkka
Editors: Cabrera, Marcelino; Vuorikari,
Rlina; Punie, Yves

WORLD ECONOMIC FORUM

IMPROVING THE STATI

Project Workshop Report

#### Generation Al

Establishing Global Standards for Children and Al



# CONNECT

- Twitter
  - @sandracortesi
  - @youthandmedia
  - @conectadosalsur

- Pages
  - youthandmedia.org
  - sandracortesi.com

Email: scortesi@cyber.law.harvard.edu LinkedIn: https://www.linkedin.com/in/sandracortesi/

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- Melanie Tan (meltanart@gmail.com), and
- Claudia Thomas (claudiathomas917@gmail.com)



How can we equip educators — especially those in low-resource communities — with the skills and support to implement Albased technologies in the classroom in a thoughtful manner? What kind of training would educators require?

How does privilege manifest itself in the means of education chosen by different groups/ stakeholders?

What is the prevailing narrative about Al and technology in the classroom, and who shapes it?





#### Was unterscheidet das Projekt von anderen Mediencamps?

Beim 20 Minuten Youth Lab geht es konkret um die Bearbeitung der Frage, was 20 Minuten und Tamedia von Jugendlichen und ihren digitalen Verhaltensweisen, Einstellungen und Präferenzen lernen können. Umgekehrt fragen wir, welchen Beitrag 20 Minuten und Tamedia leisten können, um Jugendlichen als verlässliche Partner im digitalen Informationsumfeld zu dienen. Dabei werden Jugendliche im Sinne eines Co-Design-Prozesses eingeladen, gemeinsam mit dem 20-Minuten-Team Storys und Inhalte zu entwickeln. Im Zuge dieser Arbeit werden 20-Minuten-Mitarbeitende und Jugendliche sich gegenseitig bestimmte Kompetenzen beibringen. Im Rahmen von Einzelgesprächen, Gruppendiskussionen, Fallstudien und Fokusgruppen werden dabei die Meinungen und Perspektiven von Jugendlichen und ihre Relevanz in Bezug auf die Entwicklung neuer Themen, Ideen, Programme, Branding etc. thematisiert und bestehende Produktideen im Sinne eines Sounding Boards diskutiert oder mittels Werkstattformat neue Ideen entwickelt.

Modalities: (1) Knowledge: Use conversations to discuss the opinions and perspectives of young people and their relevance to the development of new topics, ideas, programs, branding, etc. (2) Connecting: Discuss existing product ideas in terms of a "sounding board" or develop new ideas using innovative workshop formats. (3) learning: teach each other specific skills; and (4) implementing: co-creating of content that really appeals to young people.

More information at: https://youthlab.20min.ch/

#### **EXAMPLE: YOUTH LAB**

This project addresses the question of what a company (20 Minutes) can learn from adolescents and their digital behaviors, attitudes and preferences. Conversely, the company serves as 20 a reliable partner in the digital information environment.

_	Research	A I Talent	Future of Work	Industrial Strategy	Ethics	Data	Al in Gov't	Inclusion
Australia								
Canada								
China								
Denmark								
EU								
Finland								
France								
Germany								
India								
Italy								
Japan								
Mexico								
Singapore								
South Korea								
Sweden								
Taiwan								
UAE								
UK								

Source: https://www.cifar.c a/docs/defaultsource/aisociety/buildingan aiworld\_eng.pdf **POLICY LANDSCAPE** 

- Not surprisingly, lack of evidence in research also mirrors gaps in policy documents
- Example: national AI plans don't mention children -> see UNICEF mapping
- Al Ethics Principles don't mention children specifically
  - → see UNICEF/IEEE/BKC/WEF workshop
- So, there's a gap re: Al's impact on children and young people, but also some emerging activities / initiatives (i.e., UNICEF-led / Finland follow-up)

https://drive.google.com/file/d/1bUMRI7anVi0DtA5Qn7 Vzo\_oi0W8HEchy/view WORKSHOP REPORT

# Al and child rights policy

Table 01	Attention to children's issues across national Al strategies				
	Cultivating children as a future workforce	Preparing children to exist in a changing world	Protecting children's data, privacy & rights	Bettering quality of life/services for children	
AUSTRALIA					
CHINA					
CZECH REPUBLIC					
DENMARK					
FINLAND					
FRANCE					
GERMANY					
ITALY					
INDIA					
JAPAN					
MALTA					
NETHERLANDS					
POLAND					
SOUTH KOREA					
SPAIN					
SWEDEN					
UNITED KINGDOM					
UNITED STATES					

COLOUR KEY

# ARTIFICIAL INTELLIGENCE & INCLUSION

Artificial intelligence and related technologies have begun to shape important parts of the digital economy and affect core areas of our increasingly networked societies. Whether it be transportation, manufacturing, or social justice, Al has the potential to deeply impact our lives and transform our futures in ways both visible and hidden. The promise of Al-based technologies is enormous, and benefits range from efficiency gains to unprecedented improvements in quality of life. The challenges, however, are equally staggering, for example creating uncertainty surrounding the future of labor and the shifts in power to new structures outside the control of existing governance and accountability frameworks. More specifically, the uneven access to and impact of Albased technologies on marginalized populations run the disturbing risk of amplifying global digital inequalities. These groups include urban and rural poor communities, women, youth, LGBTQ individuals, ethnic and racial groups, people with disabilities – and particularly those at the intersection of these identities.

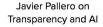






	Design	Development	Deployment	Evaluation
Defining and Framing ("Back to First Principles")	•	•	•	•
Bridge-Building (Network Building/Liaising) Infrastructure Building	•	•	•	•
Educating				
Policy-Making			•	
Tool-Building				







Micaela Mantegna on Algorithmic Awareness



Nagla Rizk on the Importance of Inclusion in Al



#### http://networkofcenters.net/

#### Network Participation GLOBAL NETWORK OF INTERNET AND SOCIETY RESEARCH CENTERS Center Map

In line with NoC's guiding principles, the Network will continue to expand over time, building upon existing and future collaborations with the participating centers and collectively evolving its structure and practices. The Network is peer-based and built upon actual collaboration and it is directed by an executive committee consisting of director-level liaisons of NoC's founding centers, with governance based on the principle of "rough consensus". The administrative lead, which has been exercised by the Alexander von Humboldt Institute for Internet and Society in NoC's first two years, periodically alternates among the participating centers. In October 2014, Nexa Center for Internet and Society at Politecnico di Torino took the administrative lead, which was passed to the Institute for Technology and Society of Rio, in 2017.

The NoC encompasses two types of participants:

"Participating Centers", i.e., academic research centers whose agenda is primarily focused on Internet & Society topics;

"Affiliated Participants", i.e., other types of institutions, still with Internet & Society-related open threads, carried out, e.g., as non-academic research centers, policy-support entities, or think tanks.

# Leaflet

The pins corresponding to centers in the same geographical area may overlap: zoom in to differentiate them



#### PLAN 2019 - 2021

- UNICEF is working together with the IEEE Software Association, Berkman Klein Center at Harvard University, 5Rights Foundation, World Economic Forum and others – with support from and in partnership with the Government of Finland
- Host workshops to consultatively develop policy guidance for AI and children, including with children
- Launch at Al and Children High-level Forum (June 2020)
- Pilot guidance with countries and companies and develop case studies

FIGE IS A GLORAL MULTISTAKEHOLDER PLATFORM THAT FACILITATES THE DISCUSSION OF PUBLIC POLICY ISSUES PERTAINING TO THE INTERNET

IGF 2019 OF #33 Developing policy guidelines for AI and child rights

#### How we learn

Digitization is changing the way we learn:

- Mobile learning: the introduction of mobile technology in formal education; Importance of learning "on the go".
- Connected learning: A trend towards interest-oriented, networked learning, digitally linking different learning spaces, services and institutions.
- Problem-based learning: Acquiring digital skills and metacompetencies by (collaborating) working on concrete and learnerrelevant issues.

#### Where we learn

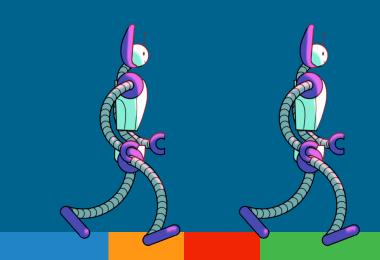
Under analogous conditions, the focus was on schools and formal institutions of education when it comes to the "where" of learning. Digitization leads to local shifts and cross-linking between places, for example:

- Virtual classrooms and hybrid learning (example: distance learning, MOOCs)
- Importance of extracurricular learning (examples: Khan Academy)
- Social media and games as sources of skills acquisition (examples: YouTube, Minecraft, Scratch)
- Connectednes and transformation of public spaces (examples: libraries, museums)

#### With whom we learn

In line with the change in the "how" and "where" of learning, digitization is also changing, by and with whom we are learning. These changes expand the scope for thought and action. Interesting new "partners" in the field of digital education and skills include:

- Virtual tutors and mentors
- Peers (Example: Guilds in Games)
- Influencer (example: YouTubers)
- Specialized platforms (example: Bettermarks) Broker (example: Kiron)



## **EDUCATION**

Teachers Administrators

IMPACTS OF AI ON THE <u>LEARNER</u>
IN FORMAL EDUCATION (SCHOOLS)

#### New ways of learning

- Al systems that help improve learning and the conditions of learning (e.g., personal curriculum, retention, well-being, assessments, ...)
- Al systems that help students learn (e.g. Al tutors, digital assistants, ...)

# Highlighting "Old" Needs

- High-quality education and learning
- Opportunities for all ⇒ Inclusion and equity
- Innovation in teaching and learning

#### "New" Needs

- New mindset
  - Open, flexible, contextual, multidisciplinary, ...
- New content / skills
  - Computational Thinking
  - Artificial Intelligence
  - Data literacy
  - · ....
  - Values

#### **NEW THREATS TO INFORMATION QUALITY:**

- 1. Algorithmic curation. Most commonly known as the "filter bubble" concern, algorithms designed by platforms to keep users engaged produce ever-more refined rabbit holes down which users can go in a dynamic of reinforcement learning that leads them to ever-more extreme versions of their beliefs and opinions.
- **2. Bots.** Improvements in automation allow bots to become ever-more-effective simulations of human participants, thereby permitting propagandists to mount large-scale influence campaigns on social media by simulating larger and harder-to-detect armies of automated accounts.
- **3. Fake reports and videos.** Improving automated news reporting and manipulation of video and audio may enable the creation of seemingly authentic videos of political actors that will irrevocably harm their reputations and become high-powered vectors for false reporting.
- **4.** Targeted behavioral marketing powered by algorithms and machine-learning. Here, the concern is that the vast amounts of individually-identifiable data about users will allow everimproving algorithms to refine the stream of content that individuals receive so as to manipulate their political opinions and behaviors.



COMMITTED TO MPROVING THE STATE

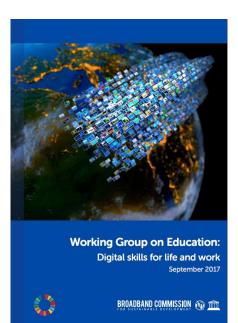
Global Challenge Insight Report

#### The Future of Jobs

Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution

January 2016







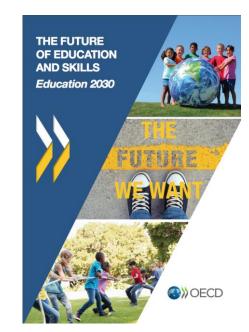
Brussels, 10.6.2016 COM(2016) 381 final

COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS

A NEW SKILLS AGENDA FOR EUROPE

Working together to strengthen human capital, employability and competitiveness  $% \left( \mathbf{r}_{i}\right) =\left( \mathbf{r}_{i}\right)$ 

(SWD(2016) 195 IIIa



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