# Professional Apprenticeships:

Defining a New Way to Train and Hire for Today's Employers

## The Promise of Apprenticeships in the US

While apprenticeships can conjure up an image of historic trades, at their core they involve a simple and unchanging proposition: a paid program that combines on-the-job training with education, teaching an individual new skills required to excel in a profession.

That proposition has a critical role in solving the twin challenges dominating the agenda of today's executives. First, there's a shortage of critical skills, especially in tech disciplines where the existing education system produces a small fraction of the talent required by employers. Second, corporate America's reckoning with racial justice demands the establishment of new, equitable routes for people to get great jobs and progress through a career.

Today, according to the Department of Labor, there are around 636,000 registered apprentices in the US.<sup>1</sup> A wide body of research shows clear benefits to both the employer and the apprentice. For example, apprentices often see increased wages after their programs. According to US Department of Labor data, 92% of apprentices retain employment after completing a Registered Apprenticeship, with an average starting salary of \$72,000.<sup>2</sup> And employers see increases in productivity across their workforces, with one study showing that more than 80% of employers who sponsor apprenticeships are able to meet their skills demands.<sup>3</sup>

Despite their track record and promise, apprenticeships have a way to go when it comes to being seen as a mainstream hiring and training method for jobs in corporate America. One study found that there are potentially 2.4 million US jobs that could be trained through apprenticeships,<sup>4</sup> which means a transformative number of employers and adults could access increased wages and fill existing skills gaps. Instead, employers in the US typically depend on colleges and universities to prepare workers for lifelong careers.

If used correctly, with proper employer engagement and commitment, apprenticeships could become an alternative career pathway to today's most coveted jobs: helping employers close their critical skills gaps and recruit a more representative workforce, ultimately making jobs typically reserved for those with a degree more accessible.

It's a win for apprentices, and a win for the organizations who employ them. Apprenticeships are an idea whose time has arrived.

John W. Thompson, Lead Independent Director, Microsoft & Venture Partner, Lightspeed Venture Partners



## **Executive Summary**

There is a massive disconnect between how we train and educate workers for today's jobs and the needs of modern employers.

The workforce has gone through a revolutionary digital transformation in the past decade, and now companies are hiring for jobs that did not exist 10 years ago. Comparatively, college curriculums, the predominant way we expect workers to go through education and training, haven't kept up. Colleges either don't focus on the skills required for the jobs integral to the modern economy, or they supply them in insufficient numbers.

They call this the skills gap. According to a McKinsey Global Survey, nearly nine out of ten executives and managers say their organizations already face a skills gap or expect one to develop by 2024.<sup>5</sup> Leaders are having to rethink not just how they hire, but also how they train their employees to fill the gaps they are currently facing.

In this report, we look at the current dynamics surrounding how young adults are educated and trained, where there are shortcomings and where there are opportunities for new models. We also propose recommendations for employers to incorporate apprenticeship programs to attract and retain highly-skilled talent and develop a more representative workforce.

This survey was conducted between August and September 2022 by asking 500 US adults between the ages of 18-26 a series of questions to establish a holistic understanding of American's learning choices and opportunities, workforce preparedness and skill contribution, impact of a college degree, and interest/awareness on apprenticeships. Multiverse also surveyed 300 UK Multiverse apprentices to establish a baseline understanding of the impact of the apprenticeship program on workforce preparedness, career progression and success and financial standing.

#### **Major Takeaways**

- 72% of young adults with degrees believe college didn't fully equip them to start their career, with many citing a lack of work experience and applied learning opportunities as the missing elements.
- Young adults crave workforce experience 6 in 10 young adults believe it's the most crucial element to prepare for a successful career.
- Nearly half of all young adults say they were expected to go to college after graduating high school, but three-fourths would skip college if their dream job was attainable without a degree.
- Apprenticeships can plug the biggest gaps between education and careers. Apprentices rated applied learning, learning industry specific knowledge and gaining real workforce experience as the top benefits.
- Apprenticeships can lead to high retention rates amongst early talent - 93% of apprentices plan to stay in their chosen industry.
- At Verizon, 95% of the first cohort of apprentices accepted full-time offers and will be working at Verizon post-apprenticeship. They've driven an estimated \$5+ million estimated impact to Verizon's global business.

## The Status Quo of College and Degrees

Today's tech and corporate industries rely on the public and private college system to train workers for their lifelong careers. This is true of a large number of good jobs - those with high skills, good pay, opportunities for progression, and strong resilience to automation. But while colleges and universities lead the world in terms of research and innovation, their status as the only pathway to a successful career, and oftentimes the gatekeeper to opportunity, has had some troubling consequences: millions unable to reach their professional and financial potential because of student loan debt, inequities in the workforce, and companies struggling to hire for the skills they need. Nevertheless, three quarters of American adults feel that a college degree is necessary today.

Nowhere in the world is the promise and hype of college so pronounced as it is in the US. Almost 50% of respondents said they were expected to attend college upon graduating high school. Why? Young people receive pressure from all sides, subscribing to the belief that post-high school success is determined by a college degree. Notably, almost **8 in 10 students** currently enrolled in either two- or four-year programs admit that their parents influenced their decision to attend college.

# Parent(s) or guardian62%Friends / Peers46%Teachers36%Other Family Members<br/>(not including parent/guardian)29%Counselors27%Other41%

Who influenced your decisions about what to do after high school?



The prevailing sentiment among college students is that a university education guarantees access to highpaying jobs (62%) and that college is the only pathway towards the most desirable industries (53%). In fact, three quarters of young adults considered college their top option after high school. These feelings aren't far from the reality; over 65% of jobs today require some college training or a degree.<sup>®</sup>



## But, if given the opportunity, the majority of young Americans (76%) would skip college if their dream job was attainable post-high school.

For young adults looking to reach high-quality jobs, it may seem like there is only one option to pursue.

College is increasingly expensive, thereby limiting access to those with prior wealth, or the security to take on debt and go without income. By some estimates, the cost has risen <u>1,400% in 30 years</u>.<sup>7</sup>

76% of those who did **not** continue education beyond high school cite financial reasons: either needing to work full time or not being able to afford the cost of a degree.

## Key Takeaway:

The cost of college is expensive and the leading factor in not obtaining a degree.

#### Why did you attend College/University?



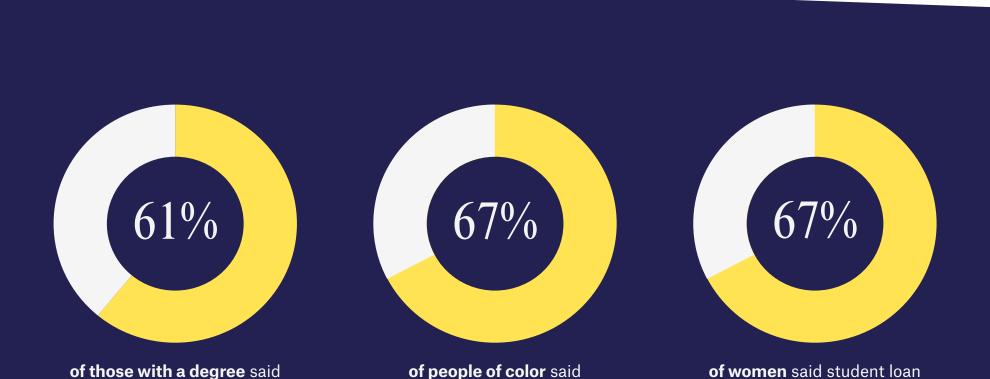
College education provides access to high-paying jobs



College education is the **"best" path** to desirable industries

But, if given the opportunity, the majority of young Americans (76%) would skip college if their dream job was attainable posthigh school.

In this survey, the average amount of total student loans owed was **\$24,000** which is below the national average of about <u>\$30,000</u>.<sup>8</sup> Still, two thirds of the population currently attending school or with a degree believe that their student loan debt has, or will have a negative impact on their lives. Even as the offer of relief sits on the table, remaining debt can still be a prohibitive factor for many young Americans entering the workforce.



of those with a degree said that student loan debt will have a negative impact on their lives of people of color said student loan debt will have a negative impact on their lives **of women** said student loan debt will have a negative impact on their lives



Young adults are craving real world work experience - the aspect missing from most college curriculums

Young adults believe that workforce training or experience is crucial to preparing for a successful career.

Even those with college degrees stated that real workforce training or experience and applied learning opportunities were two of the most important factors in preparing for workplace success.

Simultaneously, students don't believe colleges are doing enough to train for careers, notably because they lack an integration of real work experience and opportunities for applied learning within their curriculum.



What do you believe is or has been most important to help prepare you for the workforce?



Real **workforce training or experience** (internship/apprenticeship)



**Applied learning** (direct application of skills, theories, and models, etc.)

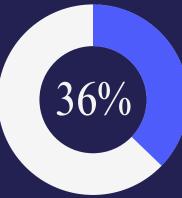


A clear idea of what a job is like

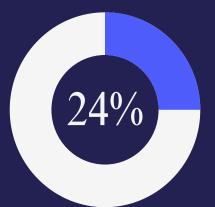
## What, if anything, is missing from higher education?



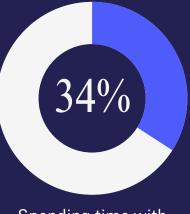
Individual career advising/coaching



Real workforce experience



Applied learning (direct application of **skills**, **theories, and models**, etc.)



Spending time with industry professionals

Despite 75% believing a degree is relevant, a quarter of the same population don't think college has or would prepare them well for the workforce. Almost 50% acknowledge that their experience left out key skills needed for the workforce.

> 72% of degreed respondents agreed that college does not equip people with everything they need for their careers.

Some young adults, eager to work and earn, are forgoing college to jump into the workforce. 34% of non-degreed respondents skipped the college experience altogether because they wanted real world work experience, which was the most commonly cited reason for skipping college behind financial reasons.

In summary, the aspect most important to workforce preparedness is missing from the main way we train young adults in the US. To meet the needs of young adults, employers, and society, this must change.



"I enrolled at Vanderbilt University as a computer science major in 2021 to pursue my dream of working as a software engineer. However, I quickly realized that the traditional classroom format didn't feel right for me. I found out about apprenticeships and it sounded like a great opportunity to continue my education in software engineering while working fulltime and delivering on meaningful projects. Today, I'm working as a software developer where I build reporting and auditing tools for my company. I feel lucky to have been placed at a company that is committed to my growth and training."

> **Reese Gosain,** Software Developer Apprentice, ConvergeOne

## **Defining Professional Apprenticeships**

Only 18% of adults have considered an apprenticeship after high school, and many young adults (41%) aren't familiar with what they entail. However, when prompted with the definition of a professional apprenticeship, **77%** of respondents expressed interest in such a program had it been an option after high school, including 79% of those with a college degree. This suggests that once the respondents understood the definition of a professional apprenticeship, they felt it was competitive with the traditional college route.

"There's nothing like the real-world experience I'm gaining during my apprenticeship. The stakes are higher because I'm working on actual projects—like publishing code on McKinsey's website. But at the same time, I know I'm in a safe place to learn and where I'm supported if I make mistakes. Plus, I'm better prepared for the future because many tech interviews involve real-world problem solving, and now I have those experiences."

> Jennifer Perez, Software Engineering Apprentice, Mckinsey & Company

"I didn't want to attend college because of the cost and the time commitment; I wanted to work right away. So, I did a few bootcamps to explore if software engineering made sense for me. I'm really proud of the work I've done as an engineering apprentice at Commure; right now I'm responsible for building new features, fixing bugs, and testing. It's been great to learn while getting paid and working at a fast-paced organization."

> **Jin Im Brancalhao,** Software Engineering Apprentice, Commure

#### 10 Professional Apprenticeships: Defining a New Way to Train and Hire for Today's Employers

## Five key components of a professional apprenticeship



**Tuition-free:** an apprentice pays nothing for their training

**Paid:** an apprentice receives a competitive salary from their employer

Applied-learning opportunities to teach a tech skill: an apprenticeship infuses a curriculum with on-the-job learning linked to relevant business initiatives

**Personalized coaching:** an apprentice has a coach or mentor to receive realtime feedback and adaptive support to meet their unique needs

**Community:** apprentices can access social events, further learning modules, and network with a global community of peers to continue to develop skills, make connections for life, and reach their personal goals A professional apprenticeship is a new, but common sense way to train for the 21st century workplace. It includes skill-focused training through applied learning and classroom (or virtual) instruction alongside a job. Apprenticeships have the potential to create a true alternative to college training for the careers and roles most in demand in the US.

"I did well in school and even helped my peers with college applications, but post-high school I wanted to find another path towards a career. I self-studied statistics and SQL, and was interested in machine learning and opportunities to problem solve, which led me to an interest in data science. Through my Multiverse apprenticeship, I became a data-scientist at Chubb where I was able to work with data in a real-life setting. It's important for there to be alternative pathways for individuals to achieve their dreams. College isn't the solution to everything."

> **Cartomu Kabba,** Data Analyst, Chubb

## Benefits of Apprenticeships for Employers and Young Adults

Apprenticeships include applied learning whereby skills are learned and tested via immediate application in real-world scenarios. Knowledge-heavy lectures common in universities are replaced with skill-focused workshops, and learning is typically led by skilled practitioners, rather than academic researchers. **By offering training that can be immediately applied in the workplace, apprenticeships plug the most important gap between education and careers**.

"My career as a nursing assistant began soon after high school graduation, and through it I learned fundamental skills in communication, team building, and problem-solving. I was eager to apply my learnings in a different workforce and industry which led me to Multiverse where I received handson experience in a new field, without taking on any debt. This summer, I began my new career as a Project Associate while I train in the Digital Business Accelerator program and I am very excited to learn new technical and soft skills and connect with a larger community to support my career journey"

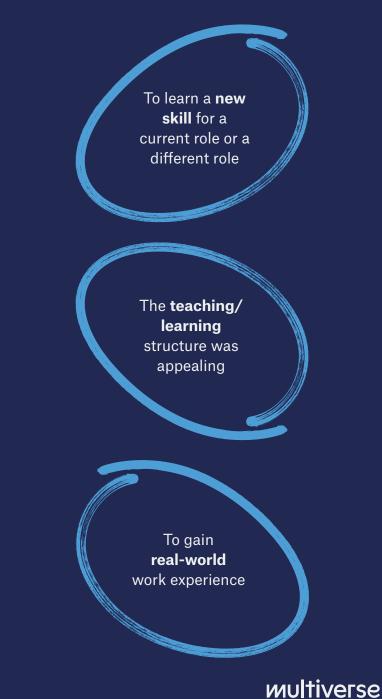
> **Fatma Zubeir,** Project Associate, Intermountain Healthcare

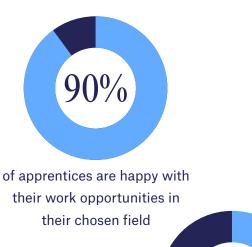
While previous chapters have illustrated how college continues to be emphasized as the main route to success post-high school, data shows that those with college experience are often left wanting when it comes to preparing for the workforce. **Respondents with a degree listed having a clear idea of what a job is like, real workforce training and quality time with industry professionals as the top three elements missing from a college education**. In stark contrast, apprentices rate the top three benefits of apprenticeships as applied learning, learning industry specific knowledge and gaining real workforce experience.

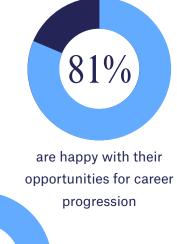
> "Since 2015, I knew I wanted to get into tech, but I just didn't know how. Through my tech bootcamp and the McKinsey apprenticeship, I've learned ten times more than I expected and am already working on projects autonomously. The apprenticeship offers comradery, support and guidance from leaders in their field--like senior engineers, directors and managers. I'm learning things you just can't get in a classroom setting."

> > Ihsan Muhammad, Software Engineering Apprentice, Mckinsey & Company

The top reasons why Multiverse apprentices pursued the program







rank their career prospects higher than their peers

For those that have completed an apprenticeship, or are currently in apprenticeship programs, the benefits are clear.

As today's workforce continues to be fraught with talent attraction and retention issues, apprenticeships provide opportunities for businesses to train and develop talent at the beginning of their careers. This mutually beneficial program fosters an environment of continuous learning that often leads to longer tenures for employees, reducing turnover and decreasing talent related costs. Additionally, businesses that promote apprenticeship programs are able to reach a more diverse talent pool and close organizational skills gaps. "I was born and raised in Venezuela and in 2015, my brother and I made a big leap and moved to the US. When I finished high school, college wasn't on my radar and I wanted to go the nontraditional route of finding a professional path that allowed me to feel fulfilled. I came across Multiverse and was thrilled when I realized that all I needed to do to be eligible for an apprenticeship was be myself. Today, I work for Adven, where I've been able to tap into new skills and passions, learn about the technicalities of working in a corporate setting and grow both professionally and personally. It has been an incredible experience seeing the work I do show up in my everyday life."

> Sebastian Rodriguez, Account Associate, Adyen

The majority (87%) of Multiverse apprentices plan to stay in the industry their apprenticeship is in, with those using apprenticeships at the start of their career being the highest (93%).

## Benefits to employers

- Close critical skills gaps by training workers according to specific needs of an employer (e.g. tech stack)
- Retain entry-level workers longer
- Reduce hiring costs by building a consistent pipeline of qualified, junior talent
- See increases in productivity that can drive topline revenue
- Improve workforce diversity by reducing unnecessary
   barriers to entry

## Benefits to apprentices

- Debt-free and paid positions that empower apprentices to learn an in-demand tech skill
- A year or more of experience working for a high-growth company
- On-the-job training to apply skills in real time to business critical projects
- Built-in coaching and mentorship
- Learn technical and durable (soft) skills required to succeed in modern workplaces



of Multiverse apprentices believe their apprenticeship set them up for long-term career success



of Multiverse apprentices say they are making more now than they were before their apprenticeships



Perhaps most importantly, apprenticeships are free to the individual. We learned that the top cited reason for forgoing college was due to financial reasons, and those without a degree haven't had clear alternatives to turn to. Almost one-third of those without a degree are unhappy with their opportunities to work in their preferred field and nearly 50% of those without a degree are unhappy with their current salary. Apprenticeships, on the other hand, create runways for career success and financial stability, free from the constraints of debt.

"As a first generation American, college was seen by my family as the best path to a successful career, but it wasn't my dream. I decided to pursue a career in software engineering without going the traditional degreed route because I wanted to solve real problems in an applied way - which is what led me to Multiverse. I have learned so much being a software engineering apprentice at Class Pass and have appreciated the opportunity to continually learn and grow in this challenging career."

> **Shafee Ahmed,** Software Engineering Apprentice, Class Pass

## **Recommendations for Employers**

Make opportunities for real world work experience as widely available as possible. Whether apprentice or college grad, even the most high potential individuals see real world work experience as the missing link in the careers journey. Every sector will have different routes to integrate work experience with education - in some instances it may involve local collaboration with employers and individual high schools and community colleges - but apprenticeships are one such model with proven success that should be explored further.

#### Consider investing in apprenticeship programs to close critical skill

**gaps.** By having real-world work experience at their core, professional apprenticeships can be used to build skill sets that are applicable across multiple industries. The Department of Labor's **Occupation Finder tool** provides a comprehensive overview of the full range of skill areas, from cybersecurity to mechanical engineering, that can be addressed through apprenticeship programs.

Explore the role an apprenticeship program can play in improving the diversity of early talent pipelines in order to create a more diverse group of future leaders. Bringing a diverse range of experiences and perspectives to organizational decision making is a competitive advantage. This is especially true around racial diversity.<sup>9</sup> Currently, degree requirements disproportionately filter out Black and Hispanic Americans from job roles. By providing training through an apprenticeship program, employers can bypass the barrier mandatory college degrees place on many potential applicants. Widen the talent funnel by adopting hiring criteria that looks beyond simple academic success. Employers who make the decision to drop degree requirements from their early talent hiring criteria open themselves up to a wider and more diverse pool of talent. However, recruitment teams must consider carefully the competencies they wish to use to assess this talent. The Multiverse approach encompasses grit, coachability, commitment, curiosity, personal impact and interpersonal skills. Reaching out to expert organizations and intermediaries to help design pathways for assessment is crucial for success.

Use apprenticeships as a route to improve talent retention with existing employees. The costs of employee churn, those associated with employees leaving and then being replaced with new hires, can be vast. Some studies have suggested that for every tech position left vacant for two months, companies lose an estimated \$30,000, despite savings from salary. 93% of Multiverse apprentices plan to stay within their industries, and the sense of progression that comes with undertaking an educational program can be a powerful motivator for preventing employees from seeking opportunities elsewhere.



17 Professional Apprenticeships: Defining a New Way to Train and Hire for Today's Employers

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Case Study:

## How Apprenticeships Enabled WGSN to Upskill Employees in Data and Drive Revenue

WGSN is the world's leading consumer trend forecaster, with over 20 years experience in forecasting, data analytics and expert advisory across the fashion, beauty, consumer tech, and food & drink industries. Data is at the heart of everything they do.

As part of maintaining their leadership position and delivering exceptional value for clients, the company introduced a business wide data initiative to support colleagues in varied departments to gain confidence in data skills and usage and ultimately drive both productivity and revenue.

Improving data capabilities organization-wide means that teams in departments from content to client advisory could better utilize data to serve WGSN's clients and partners.

## Building the company's future data scientists with tech apprenticeships

WGSN adopted tech apprenticeships, in partnership with Multiverse, to arm employees with all the right skills.

WGSN also works with Multiverse to find new, talented individuals without college degrees and train them in skills most relevant to their company. By offering both beginner level and advanced programs, WGSN made data skills accessible for employees across the organization, regardless of their individual starting point.

"Upskilling individuals to become data efficient in their varied roles and functions, meant that they could move the business forward and deliver products and services without dependency on the data analytics and science team. That's where apprenticeships come into play."

> Ryan Keane, 😴 VP of Data Analytics, WGSN

# Empowering meaningful ways of collaborating with clients

Since the start of the data acceleration program, the WGSN partnerships team has been able to

- · Create new data-led reports that are now some of the most popular among clients
- · Bring forward key pieces of research partners might not be utilizing
- · Unlock new paths of collaboration with different teams and departments
- · Understand partners' evolving needs to bring forward products that support their top priorities

Rachelle Rhinehart, Strategic Account Director in the Data Literacy program has witnessed the value of organization-wide data literacy firsthand and her team was able to deliver strategic value to their partners, including one key client who was seeking deeper insights on seasonal trends.

"Today, we're aligning data dynamically on every level and aspect of what we do — how we bring that forward, and how we connect and collaborate, is really core to the team that I'm a part of as we think about our clients. Data really helped us bring that missing piece of the puzzle into our partnership and grow that investment 56% year-over-year as we were activating different parts of what we do to better serve their needs."

> Rachelle Rhinehart, 577 Strategic Account Director, WGSN

#### **Key Global Metrics & Outcomes**

Ascential colleagues upskilled to **better** support company initiatives

92%

of apprentices report the program has **increased their ability to excel** in role



**Increased productivity** - employees equipped with the data skills required to be efficient & productive in their role and deliver on Ascential's data strategy and growth plan



#### Case Study:

## Driving Business Impact and Creating Software Engineering Jobs of the Future with Verizon

Verizon is one of the world's leading providers of technology and communications services, with award-winning networks and platforms. Verizon is at the forefront of innovation. For example, they were the first carrier in the world to commercially launch next-generation 5G mobile networks.

Driving this innovation forward, and meeting ever-evolving consumer and business needs, requires that Verizon find and retain the best talent that is armed with the latest and greatest digital skills. Finding and hiring exceptional people equipped with technical skills can be expensive and time consuming, and constant innovation means that Verizon is continually looking for new ways to hire, upskill, reskill and advance its workforce.

As part of Citizen Verizon, Verizon's responsible business plan, it had previously expressed an industry-leading goal to prepare 500,000 individuals for the jobs of the future through skills training and mentorship by 2030. So as the company looked to generate new ways of hiring - they were equally committed to reskilling and upskilling individuals with nontraditional backgrounds and working to remove existing barriers that often hold back individuals from high-demand tech roles, like lack of a degree or relevant job experience. "The best and brightest minds can come from anywhere. Embracing diversity and personal advancement isn't just the right thing to do - it's also smart business. The barriers to entry in the technology field can be too high, so we created the Verizon Skill Forward initiative to lower barriers to entry to software jobs while training truly great software developers that we fundamentally believe can propel our business through digital innovation."

> Shankar Arumugavelu, SVP and CDIO, Verizon

# Welcoming more people into digital roles with tech apprenticeships

Verizon joined forces with Multiverse to build a tech apprenticeship program, Verizon Thrive, training high-potential individuals in digital skills needed to succeed in tech roles. In June of 2021, Verizon welcomed an initial 20 software engineers. The apprentices came from all over the United States and from various backgrounds, many without professional engineering experience. As part of the Verizon Skill Forward workforce development initiative, learners started their journey in Generation USA's Full Stack Developer Bootcamp and these learners were chosen to join Verizon as full-time employees in their inaugural apprenticeship program.

Apprentices embarked on a 12 month, tuition-free, earn-and-learn program, learning technical skills to contribute across the entire software development life cycle; designing, developing, testing and deploying full-stack software applications. Over the course of the program, apprentices received education and personalized coaching from industry experts. Unique to the apprenticeship model, apprentices were placed in full-time, paid roles in Verizon's Global Technology organization and began applying their learnings almost immediately to projects across teams such as Systems and Cloud Engineering, Application Development, and Accessibility.



## The Results – reskilling to advance corporate initiatives and business outcomes

Thrive Apprentices at Verizon have made a demonstrable impact on the Verizon business, contributing to their teams from day one.

- Accelerated product development: Apprentices accelerated business critical projects, taking on UI development, database connectivity, and debugging work. One apprentice built an alerting engine to enable faster decisions & reduce system errors; a project that led to a 53% decline in system errors.
- 2. **Cost savings:** Another group worked on Verizon's API-first transformation. The apprentices built a new portal that will help to reduce the number of support tickets and reduce time to deploy new APIs, lowering total cost of deployment significantly.

And by investing and building new talent pipelines, Verizon not only is supporting their mission of increasing access to digital careers, but has created a new way to hire, train and retain tech talent from a diverse range of backgrounds and skill sets that immediately delivers on their critical projects. "With the apprenticeship, I was able to learn technical and durable skills that
prepared me to excel in a new tech role. I was surprised by the impact I was able to have almost immediately to the Verizon business
working on the teams'Verizon Connect
website. In particular, I feel really engaged
with my work on the website's accessibility
features, as I feel like I'm making a positive contribution to the business and our
customers. I've loved learning all there is to know about software engineering through my apprenticeship."

> **Martin Renteria,** Software Engineering Thrive Apprentice, Verizon

#### **Key Stats**



of the first cohort of apprentices accepted full-time offers and will be working at Verizon postapprenticeship



estimated impact to Verizon's global business from their inaugural cohort



of apprentices report **they feel confident or strongly confident** in applying the skills they have acquired/refined during the apprenticeship

## Looking Ahead

With the apprenticeship program not only delivering on their Citizen Verizon goals, but also their need to generate steady talent streams, leaders at Verizon decided to go even further. They've now scaled their apprenticeship program to welcome an additional 86 apprentices onto new programs in Verizon's Data Analytics and Marketing organizations, respectively. Verizon believes apprenticeships will be a critical way to hire, train and retain tech talent in their organization moving forward.

"I was a stay at home mom for a few years and while I loved being with my children, I wanted to get back into the workforce. The Verizon Thrive apprenticeship program has been a defining experience for me and I'm grateful for the opportunity to enter into a new field. I'm not paying for my training and I'm working at a company that is willing to invest in me and my development. The program has made me believe that I can achieve anything if I put my heart into it and that has changed the course of my life."

> **Preeti Das,** Software Engineering Thrive Apprentice, Verizon

Verizon Skill Forward is an initiative in partnership with nonprofit Generation USA that aims to close the opportunity gap for American workers by expanding access to professional and soft skills needed for careers in tech. Part of Citizen Verizon, Verizon's responsible business plan, this Initiative will build the foundation to help reach the company's goal of preparing 500,000 individuals for jobs of the future by 2030.