

**NEW YORK JOBS  
CEO COUNCIL**



**20 ANNUAL  
23 REPORT**



**MAKING IT EASIER  
FOR EVERYONE  
TO MAKE IT**

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# MISSION

To build an education and workforce development system that puts every New Yorker on a pathway to a family-sustaining career.

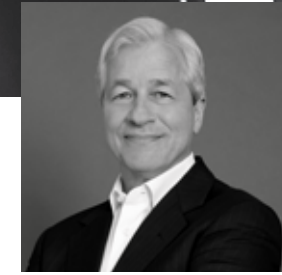


**“We’ve continued to drive critical collaboration between business, education, and government. And we’ve reaffirmed, every day, our responsibility as business leaders to lift up underrepresented communities, students, and workers.”**

**JAMIE DIMON,**  
Executive Chair



## LETTER FROM **JAMIE DIMON,** **EXECUTIVE CHAIR**



When we launched the New York Jobs CEO Council in 2020, our mission was clear: to democratize access to opportunity across our city and create a workforce development system that gives every New Yorker the chance to thrive. Nearly four years in, our commitment to that mission remains steadfast and the work of the Jobs Council is even more critical as we face the challenges of economic uncertainty, an evolving labor market, a shortage of skilled workers, and new policy issues.

We are working to make sure young workers are equipped with the specific skills and resources necessary to compete in today’s workforce. We’ve continued to drive critical collaboration between business, education, and government. And we’ve reaffirmed, every day, our responsibility as business leaders to lift up underrepresented communities, students, and workers.

Ask any of the Council’s CEOs and they will tell you: Exceptional companies are distinguished by exceptional talent. Through the Jobs Council, we are sourcing that talent right here in New York — to the benefit of our businesses, our economy, and our entire city in the process. Great talent is all around us. Opportunity soon will be, too.





## LETTER FROM **KIERSTEN BARNET, EXECUTIVE DIRECTOR**



2023 was a historic year for New York City. After losing a million jobs during the pandemic, there are now more people employed in our city than any other time in history. We've regained those losses and created more than 300,000 additional new jobs.

But this doesn't tell the full story as these gains have been unequally distributed. Black New Yorkers are unemployed at more than three times the rate of White New Yorkers. An increasing number of young adults are out of school and out of work - the majority of whom are Black and Latinx. Despite job gains, half of New York families still don't make enough to make ends meet.

This moment of increased job creation is an opportunity to correct historic disparities in employment outcomes. The business community is creating jobs and has the power to create opportunity. But doing so requires employers to be aligned, intentional, and relentless in driving this advancement.

Our 30 CEOs are leading that charge. Since 2021, they've filled an increasing percentage of their high-paying jobs with New Yorkers from low-income communities and the City University of New York (CUNY). And the pipeline is even stronger, with a greater percentage of CUNY summer interns receiving full-time employment offers than last year. When given the chance, this city's talent shines, reinforcing what we all know to be true: New Yorkers are born to make it here.

# 2023 YEAR IN REVIEW

**30 COMPANIES HIRED 10,388 LOW-INCOME NEW YORKERS, INCLUDING 1,815 CUNY GRADUATES, INTO JOBS PAYING MORE THAN \$69K.**



**400,000+** people employed by member companies across the New York Metro Area

**14,622** reported member job postings without a four-year degree requirement

**2,168** students attended Job Council professional development events

**1,740** interns hired from low-income communities

**653** CUNY Google Career Certificate program completers

**4,274** CUNY students engaged through the Jobs Council's talent pipeline

**100+** recruiters met in-person with CUNY students

## CUNY CEO Speaker Series

**552** Students  
**4** CEOs  
**4** CUNY campuses

**8,000** 9th and 10th grade students enrolled in career-readiness courses

**5,586** low-income New Yorkers hired into entry-level jobs with salaries over \$69K



**84%** of community college apprentices offered a full-time role with an average starting salary of **\$75K**

**19%** increase in the number of Black early career hires from low-income communities

**4,258** New Yorkers hired into a role paying \$69K+ without a four-year degree



**902** CUNY summer interns

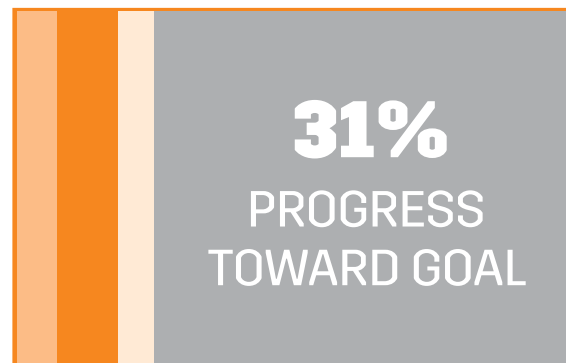
**314** high school apprentices hired at New York companies



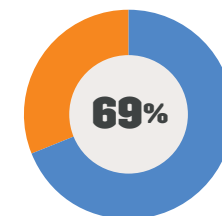
# PROGRESS TOWARD 100K JOBS

**JOBS COUNCIL CEOs ARE ON A MISSION TO HIRE 100,000 LOW-INCOME CAREERS BY 2030, WITH A FOCUS ON UNDERREPRESENTED TALENT.**

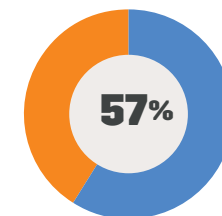
**NEW YORKERS INTO FAMILY-SUSTAINING**



**INCLUDING 25,000 FROM CUNY**



OF \$69K+ LOW-INCOME HIRES IDENTIFIED AS **PEOPLE OF COLOR**



OF \$69K+ LOW-INCOME HIRES IDENTIFIED AS **WOMEN**



**3-YEAR HIRING TRENDS**  
**PERCENT INCREASE FROM 2021-2023**

**12%**

PERCENT OF HIRES FROM LOW-INCOME COMMUNITIES INTO FAMILY-SUSTAINING JOBS



**52%**

PERCENT OF EARLY CAREER HIRES FROM LOW-INCOME COMMUNITIES INTO FAMILY-SUSTAINING JOBS



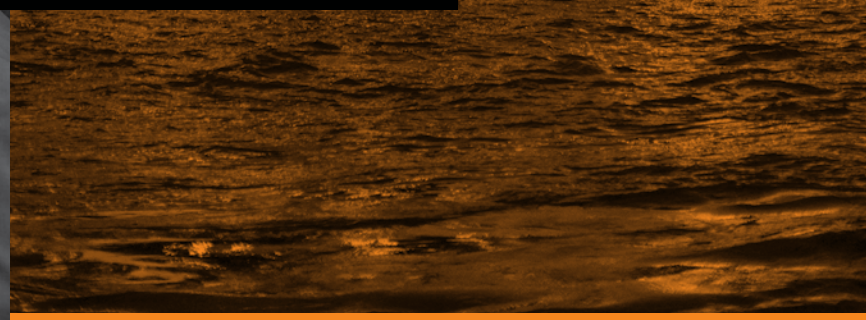
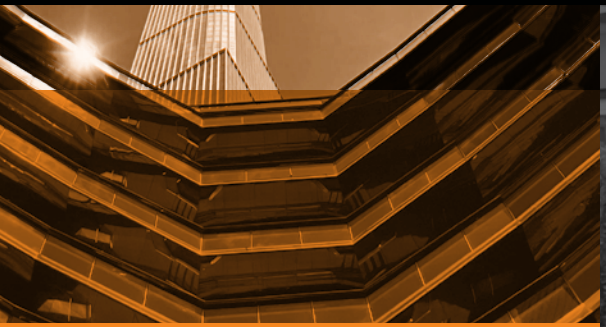
**2X**

PERCENT OF EARLY CAREER HIRES FROM CUNY INTO FAMILY-SUSTAINING JOBS



# UNITING THE ECOSYSTEM

**Building strategic partnerships with stakeholders to create and scale solutions**

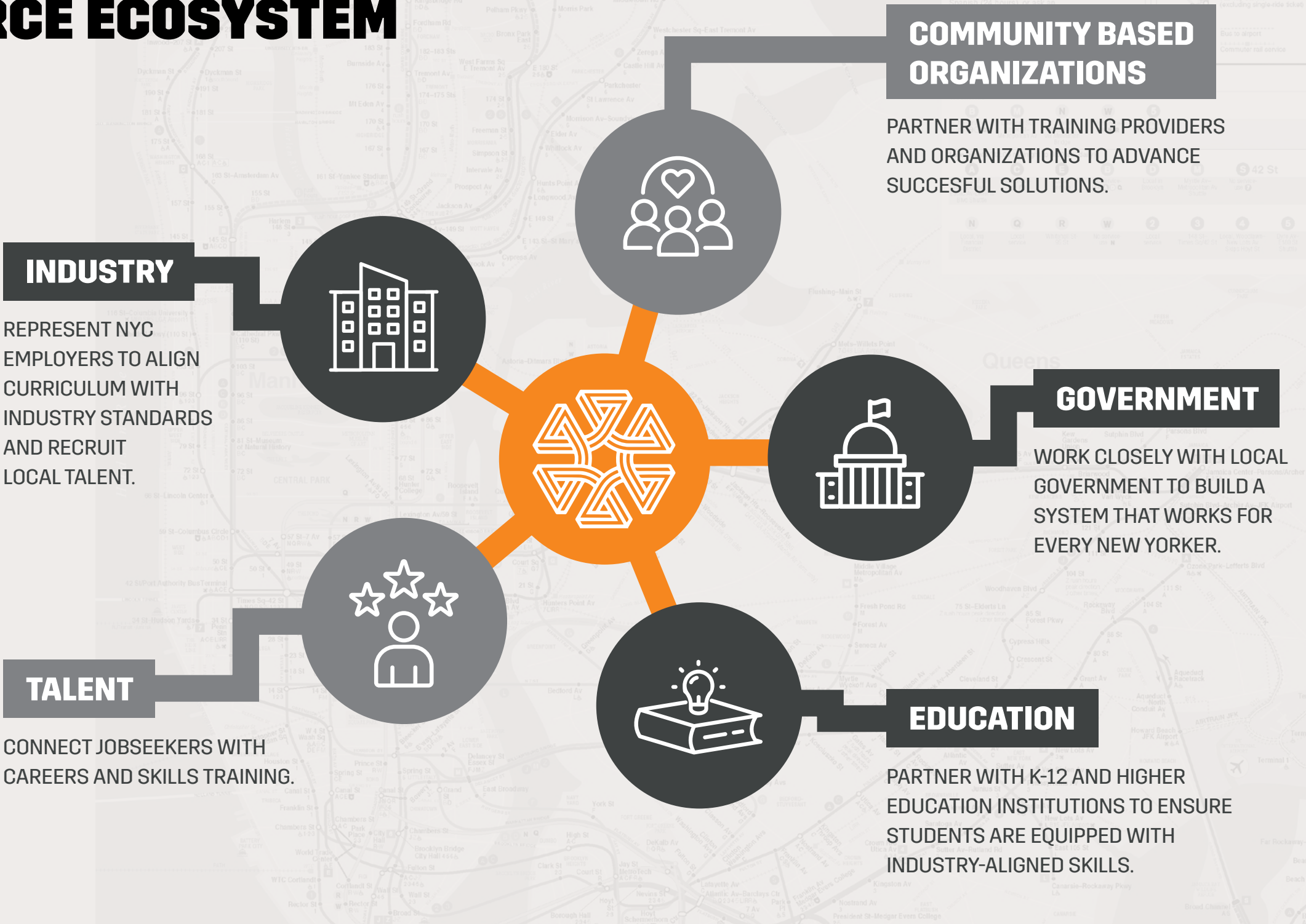




# NYC WORKFORCE ECOSYSTEM

**THE JOBS COUNCIL PARTNERS WITH STAKEHOLDERS ACROSS THE WORKFORCE DEVELOPMENT ECOSYSTEM TO BRIDGE GAPS BETWEEN EDUCATION AND BUSINESS, AND ENSURE INDUSTRY DEMAND AND MARKET INSIGHTS INFORM TALENT DEVELOPMENT.**

These collaborations scale proof points and incubate solutions to advance a system that puts every New Yorker on a path to economic prosperity.



# BUILDING PUBLIC-PRIVATE PARTNERSHIPS

Public-private partnerships are core to advancing systems change.

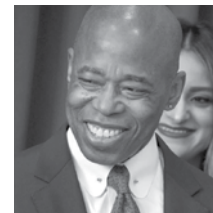
## NYC Future of Workers Task Force

Assembled in August 2022, the Future of Workers Task Force convened leaders from New York’s private, nonprofit, and philanthropic sectors to reboot the approach to talent and workforce development. The Task Force recommendations were published in 2023:

- 1. Reimagine and empower** the NYC Workforce Development Board with increased private sector leadership
- 2. Create and administer** a new public/private Talent Investment Fund
- 3. Expand access** to apprenticeships, affirming the Mayor’s State of the City moonshot goal of supporting 30,000 apprentices in NYC by 2030
- 4. Establish shared impact** metrics to articulate and report system-level outcomes and measure progress
- 5. Improve the user experience** for employers engaging with the public workforce system, starting by building an employer-facing “front door”



**“Through public and private partnerships, we are strengthening and diversifying the city’s workforce. Alongside the New York Jobs CEO Council, we are making New York City work for all working-class New Yorkers.”**



**Eric Adams,**  
New York City Mayor



## Transforming the High School Experience

The Jobs Council is proud to partner with NYC Public Schools (NYCPS) on the Career Readiness & Modern Youth Apprenticeships (CRMYA) pilot across 58 public high schools. Career-readiness is a priority of Chancellor David Banks’ administration, and this partnership provides students with career-connected learning and experiences at an early age. Core components include classroom instruction, exposure to pathways, and apprenticeship opportunities that start in high school.

### Workforce Development Board

The New York City Workforce Development Board is comprised of Mayoral-appointed members who represent private sector employers, labor unions, nonprofit organizations, and government agencies. The Jobs Council serves on the Board to represent its members’ role in workforce development across the city and to advance collaboration within the ecosystem. The newly refreshed Board is responsible for ensuring that investments of federal Workforce Innovation and Opportunity Act (WIOA) dollars in adult and youth workforce development services are strategic, fiscally sound, and effective. New York City has the nation’s largest regional WIOA budget at \$87 million in 2023 and an expected budget of \$100 million in 2024.



**The partnership with NYCPS and CareerWise significantly expanded the reach of high school apprenticeships.**

**13 ➡ 64 Schools**

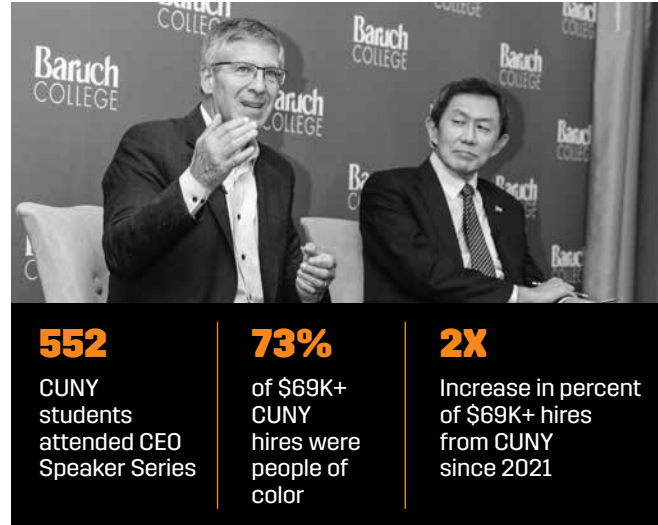
**10 ➡ 36 Employers**

# BRIDGING EDUCATION AND INDUSTRY

Education and industry alignment is essential to ensure that students graduate with the in-demand skills needed to land a job.

## If you can see it, you can be it

The CEO Speaker Series brings Fortune 500 CEOs to CUNY campuses, giving students the opportunity to learn about their pathways and to network with executives and recruiters from Jobs Council companies.



## Faculty Fellowship Program

To date, 80 faculty and advisors have completed the one-year program that connects faculty, career service professionals, and advisors with subject matter experts, recruiters, and executives at member companies. The program has successfully supported faculty to update curricula to match the needs of employers, integrate real-world assignments into the classroom, and help students effectively navigate recruitment timelines and practices.



### SPOTLIGHT

**Masayori Sudo Hasegawa, Baruch College Sophomore and Incoming PwC Summer '25 Intern**

"I secured my PwC internship following the CEO Speaker Series event at Baruch College. There, I had the invaluable opportunity to briefly interact with Bob Moritz, the CEO of PwC. He shared how the company cultivates a culture that goes beyond the basics of accounting – emphasizing the critical importance of integrity and ethical values within the profession. This interaction reinforced my ambition to join the firm."



**Julie Sweet**, Accenture Chair & CEO at City College

"We aren't just looking to hire students with good grades, we like people who love to learn. One of the questions we ask entry-level candidates is 'what did you learn in the last six months outside of the classroom?' You should take pride in telling your story."



**Steve Squeri**, American Express Chairman & CEO at Queensborough Community College

"I'm from Queens, like many of you in this room. My father was the first one in the family to go to college and most people in the neighborhood didn't. I learned from my parents that education, learning, and knowledge were really going to be the keys to any success."



**Selwyn M. Vickers, MD**, MSK President & CEO at Brooklyn College

"Each of us has a responsibility to consider future generations in the decisions we make, particularly as it relates to our use of resources."



**Bob Moritz**, PwC Global Chair at Baruch College

"To be successful in today's world, your organization has to be truly diverse. But your organization cannot be diverse unless it is first equitable. And to me, equity is action to bring about more equality."



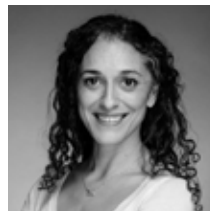
# CENTRALIZING TALENT PARTNERS



## Talent Accelerator Initiative

There are many organizations that provide professional development for NYC youth, but little collaboration. In 2023, the Jobs Council launched the Talent Accelerator, a coalition of five workforce development partners committed to improving hiring outcomes for underrepresented CUNY students and recent graduates. Talent Accelerator partners have bolstered and diversified the CUNY talent pool for employers, identified best practices in employer engagement, and shared knowledge and resources with one another to expand social mobility and equity for students and alumni across NYC.

**“As a Talent Accelerator partner, BASTA has leveraged the Jobs Council’s network to better connect students with the resources they need to successfully transition into a career.”**



**Sheila Saremzadeh,**  
Founder & CEO, Project Basta

**IN SIX MONTHS, TALENT ACCELERATOR PARTNERS HIRED UNDERSERVED NEW YORKERS INTO:**

**365**  
Full-time jobs

**182**  
Internships

## 2023 Talent Accelerator Partners



**BASTA:** Free 10-week career-prep fellowship program that involves weekly sessions and on-demand 1:1 coaching for first-generation college students and recent graduates looking to land their first jobs.



**PENCIL:** Work-based learning opportunities, including paid internships and mentorship that improve career readiness and experiences for high school students.



**Year Up:** Immersive job training and hands-on work experience for students to build their resume, network, and support their career in IT, cybersecurity, customer service, data analytics, and other industries.



**COOP Careers:** Tuition-free fellowship program that matches peer cohorts of underemployed college graduates with alumni coaches to support them in building the technical and professional skills and networks they need to get their first high-paying job after graduation.



**Forage:** Virtual work experience simulation that replicates a day in a life across different roles and helps students gain the skills needed to be successful when applying to and working at top companies.





# EQUIPPING NEW YORKERS WITH SKILLS & EXPERIENCE

Advancing market-driven curricula and professional skills training to prepare talent for in-demand and entry-level roles



“There’s only a workforce shortage of the future if you don’t do anything today.”

**MICHAEL J. DOWLING,**  
President & CEO,  
Northwell Health



## Starting Strong

| ROLE                      | MEDIAN NYC STARTING SALARY <sup>1</sup> |
|---------------------------|---|
| Registered Nurse          | \$98K                                   |
| Radiology Technologist    | \$91K                                   |
| Clinical Lab Technologist | \$83K                                   |
| Surgical Technologist     | \$83K                                   |

<sup>1</sup> Lightcast

### Northwell Health High School

Northwell Health and New York City Public Schools partnered to design a new high school in Queens that will arm students with healthcare credentials and certifications along with traditional high school learning. The high school, serving 900 students beginning in 2025, will prepare students to start full-time jobs after graduation.



## INDUSTRY PATHWAYS

# HEALTHCARE

Healthcare is New York City’s largest industry, with 740,000 employees accounting for 20% of all private sector employment<sup>2</sup>

**162K**

New Yorkers employed by Jobs Council hospital members

**4,570**

Low-income hires into jobs paying \$69K+ at Jobs Council hospital members in 2023

To meet the growing need for healthcare workers, the Jobs Council is working with its hospital members to:

- Identify and fill local healthcare workforce shortages through education
- Make high-paying, in-demand healthcare jobs more accessible through new earn-and-learn models that reduce the barrier to entry
- Raise awareness around lesser-known, well-paying pathways in healthcare, including Radiology Technologist, Medical Laboratory Technician, and Surgical Technologist

## 2023 HIGHLIGHTS

### Launched two high school healthcare pathways

Medical Assistant ➔ Registered Nurse  
Radiology Aide ➔ Radiology Technician

### Supported pathways into non-clinical roles

Partnered on pathways for students to fill high-demand jobs in tech and finance

### Led nursing pathway innovation

Partnered with Harvard Business School Community Partners to identify innovative models for nursing education that drive equity in the field

<sup>2</sup>NYC EDC Employment Summary December 2023

# TECH

Every company in New York City needs skilled technical talent to stay competitive, driving demand for skills like cloud computing, data science, and cybersecurity.

## AWS Tech Alliance

The AWS Tech Alliance initiative aligns technical education at community colleges and universities across the City with the skills needed to succeed in today's tech workforce. The Jobs Council partnered with Amazon Web Services to map the technical skills and competency levels required for in-demand roles across employers. Educational institutions are able to use this as a blueprint to update existing degree and certificate programs, and have access to AWS resources including skills-based curricula, guidance on how to introduce foundational skills into the classroom, and additional skills training content from leading education technology providers.

**\$129K**

Median starting salary for in-demand roles in tech<sup>1</sup>

**24%**

of New York City's private sector job growth since 2021 is from Tech<sup>2</sup>

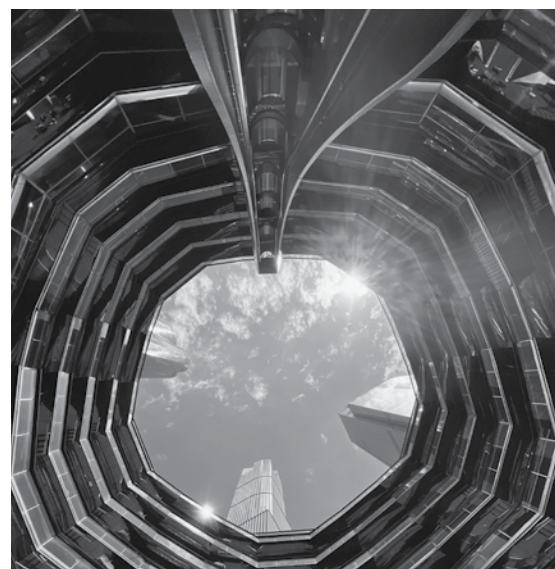
<sup>1</sup>Lightcast  
<sup>2</sup>Tech.NYC New York Jobs Engine, 2022

## 1,200 student enrollments across:

- Borough of Manhattan Community College
- College of Staten Island
- Queensborough Community College

## 429 students participated in career development events with employers, including:

- Accenture
- EY
- Bank of America
- KPMG
- BNY Mellon
- PwC
- Deloitte



## Bringing Google Career Certificates to CUNY

While there's been significant progress in increasing the number of paid summer internships accessible to CUNY students, many CUNY students still graduate without one. Committed to finding an alternative way to boost students' skills and resumes over the summer, the Jobs Council partnered with Google to provide free access to more than 3,500 CUNY students in the Google Career Certificate program. The online training offers provides learners with the knowledge and technical skills to be successful in entry-level roles in fast-growing, high-demand technology fields. CUNY students developed core skills and competencies in areas including cybersecurity, UX design, project management, and IT. Google also offered completers free resources including interview tips, mock interviews and resume building workshops.



**“Google has proudly called New York home for over two decades, and we’re committed to helping New Yorkers access workforce training. Together with CUNY we offered Google Career Certificates to advance that commitment. We’re thrilled to see CUNY students complete the program, launch new careers, and further their economic potential.”**



**Ellen West,**  
Vice President of Engagement and co-head of Google's New York office



**SPOTLIGHT**

**Mazen Maghazy, City Tech Alum, Google Certificate Completer, Solutions Analyst at Deloitte Consulting LLP**

**“I wanted to upskill myself and the Marketing Analytics certificate was a perfect way to do that. I never thought that it would lead to so many opportunities, I received two full-time offers and accepted a role at Deloitte as a Solutions Analyst. I will be joining three other CUNY Google Certificate completers at Deloitte\*.”**

\*Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of their legal structure.

INDUSTRY PATHWAYS

# BUSINESS & FINANCE

In New York, the business and finance sectors drive economic development and opportunity.

## 28%

Percent of private sector employed in finance, insurance, professional services, and real estate industries.<sup>1</sup>

## \$91K

Average starting salary of a consultant<sup>2</sup>

## Identifying Skills for Careers in Business & Finance

Together with the Business Roundtable (BRT), Business-Higher Education Forum, the Partnership for NYC, and CUNY, the Jobs Council created employer-led skills maps to identify the skills needed for in-demand entry-level roles across business and finance. The Jobs Council used these skills maps with partners to align curricula to industry needs and support workforce development partners working with jobseekers.

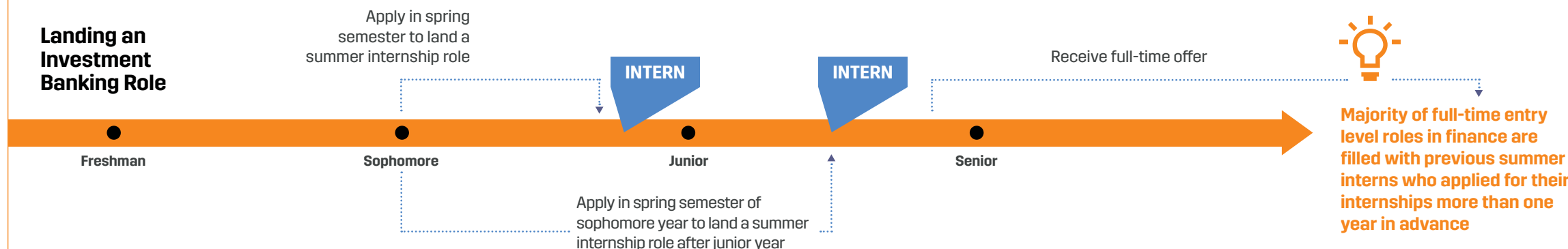
<sup>1</sup> NYC EDC Economic Snapshot January, 2024  
<sup>2</sup> Lightcast

## Timing is Everything

Understanding and adhering to recruitment timelines is critical for students pursuing careers in finance since most full-time roles are filled with former interns. Financial firms often require early applications, sometimes up to 18 months in advance, for summer internships.



### Landing an Investment Banking Role



## Security Industry Essentials (SIE)

Passing the SIE exam offers an instant edge in competing for positions in the financial securities industry. There is a lack of SIE certified talent in New York and having this credential is a quick way to catch an employer's attention for positions that offer future pathways in the industry. Jobs Council employers partnered with CUNY Upskilling, Kingsborough Community College, and LaGuardia Community College on a pilot to provide 10-week test preparation for 69 adult learners looking to change careers. In response to employer demand, the partnership will expand to degree-seeking students and additional schools in 2024.

## Careers in Consulting

Consulting careers provide an opportunity to learn the world of business, work directly with diverse clients, and solve exciting challenges everyday. Consulting is also a career path

that isn't on many students' radar. The Jobs Council's seven professional service firms are collectively demystifying the profession, holding information sessions on campus about available pathways and training students on the unique case study interview process.

SPOTLIGHT

### Accenture + City College: CCNY Career Catalyst

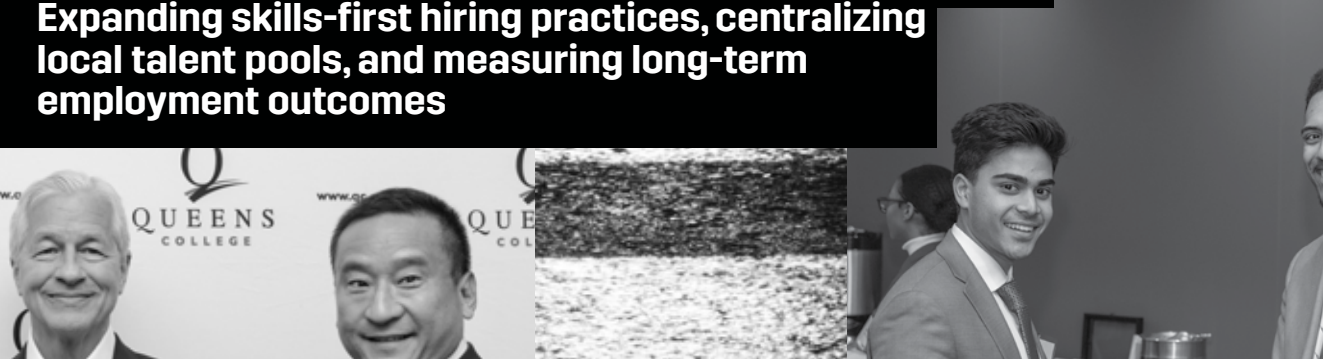
Accenture partnered with City College to create CCNY Career Catalyst, a three-month program to introduce students to core professional services skills. Curated multimedia resources on essential business topics helped students learn the building blocks of consulting and prepared them for the interview process. Students were also provided with one-on-one coaching from CUNY alumni working at Accenture.





# FACILITATING TANGIBLE OUTCOMES

Expanding skills-first hiring practices, centralizing local talent pools, and measuring long-term employment outcomes



UNLOCKING POTENTIAL

# CONNECTING STUDENTS WITH CAREER OPPORTUNITIES

902

CUNY interns hired in 2023

459

CUNY interns eligible for hire were extended full-time offers



## Making the Jobs Council's network every student's network

It's more than just a skills gap, it's a career awareness gap. Most Fortune 500 companies hire directly from their internship programs, yet only 9% of CUNY students graduate with a paid internship experience. This leaves a considerable portion of students without a direct pathway after graduation. In 2023, CUNY set a strategic goal to connect 30% of students with paid internships.

To support this, the Jobs Council created the Talent Network, a community of students across all CUNY colleges that have direct access to members' resources and career opportunities. Through this network, students receive the resources they need to build a pathway to a high-paying career and employers have access to a skilled local talent pool.



## Career-ready confidence

Career Development Forums offer a full day of career-readiness programming for students with company recruiters and CUNY alumni.



## Direct exposure to companies

Industry Treks bring students into Fortune 500 headquarters. Students get direct access to companies and recruiters in advance of application season.



## Jobs Council Student Ambassadors

Onsite campus representatives serve as a direct point of contact, providing information and resources to fellow students about upcoming events, and hiring opportunities.



## SIMPLIFYING ACCESS

In partnership with IBM, the Jobs Council built and launched a Talent Network Portal to serve as a one-stop-shop for students interested in career-readiness resources, internships, and full-time jobs.



SPOTLIGHT

**Victor Wu, Queens College Student, Spring 2024 Intern at Con Edison**

As a Queens College student trying to understand how to land an internship, Victor found the Jobs Council's resources helpful.

**"The real time feedback from mock interviews I got at the Career Development Forum was very helpful in preparing me for interviews at companies like Con Ed. Prior to this I had applied to many roles and never understood what I was doing well or wrong in an interview."**



UNLOCKING POTENTIAL  
**CREATING  
 EARN-AND-LEARN MODELS**

**9,150**

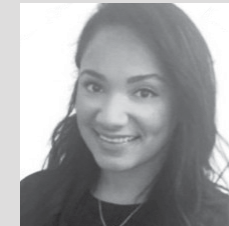
Individuals participating in registered apprenticeship programs in New York City.<sup>1</sup>

In 2023, more than 70% of Jobs Council members leveraged apprenticeship programs as a part of their hiring strategy. The models range across occupations and target jobseekers from high school students to adult learners looking to change careers. In 2023, the Jobs Council partnered with the New York City Mayor’s Office of Talent and Workforce Development to support the City’s Apprenticeship Accelerator, helping employers create programs and recruit talent from across New York.



**Redesigned Applied Associate Degrees**

The Jobs Council worked with local community colleges to redesign seven applied associate of science degree programs across six schools to more closely align with in-demand jobs. Industry experts partnered with faculty to infuse curricula with the most current in-demand skills and to embed a credit-bearing, paid work experience in a student’s final year. To date, 75 apprentices have been hired across eight Jobs Council employers.



**SPOTLIGHT**

**Candice Cruz,  
 Investment Analyst  
 at AIG, and former  
 apprentice**

A native New Yorker and mother of two, Candice pursued her applied associate of science degree in business management and finance at Borough of Manhattan Community College (BMCC). She was hired into the apprenticeship program in Finance at AIG where she gained first-hand data analysis and investment portfolio management experience and earned credit toward graduation.

**“I came across the New York Jobs CEO Council apprenticeship program; I applied to work at AIG as a Finance Apprentice. I learned so much and, ultimately, I was able to get a full-time position as an Investment Analyst.”**

**Investing in Youth Apprenticeships**

In 2023, there were 485 active high school apprentices across six career pathways, including business operations and IT. The partnership between New York City Public Schools, CareerWise New York, and the Jobs Council enables students in 11th and 12th grades to work 16-20 paid hours a week while receiving the mentorship and training necessary to expand post-secondary options.

<sup>1</sup> New York City Apprenticeship Landscape Report, 2023.



UNLOCKING POTENTIAL

# SCALING APPRENTICESHIPS



## Accenture analysis finds NYC lagging peers

Accenture’s 2023 landscape analysis found that New York has a lower concentration of apprenticeships among adults than most major cities. While historically concentrated in the trades, there is ample opportunity to expand apprenticeships in other sectors including business, healthcare, and technology.

These earn-and-learn models can drive equity and create direct pathways to high-paying careers for jobseekers who historically face barriers, including those without a four-year degree. The full report provides a series of recommendations to inform New York’s plan to scale apprenticeships and meet its goal of 30,000 apprenticeships by 2030



### Setting Standards

The number of unregistered apprenticeship programs is growing, especially in less traditional industries like business and technology. To capture the breadth of successful apprenticeship outcomes across New York, the Jobs Council worked with the City to create a common set of standards and a reporting framework that allow employers to easily report their annual apprenticeship activity.

### Threshold for Apprenticeship

- Provides Career Path to a Living Wage Jobs
- Creates Opportunity
- Offers a Paid “Earn-and-Learn” Experience
- Combines Structured Learning with On-the-Job Training
- Includes a Supervisor and Dedicated Mentorship
- Is either Time-based, Competency-based, or Hybrid





UNLOCKING POTENTIAL

# ACCELERATING THE SHIFT TO SKILLS-BASED HIRING

Companies that champion skills-based hiring practices benefit from a more diverse talent pool and a more inclusive workforce.

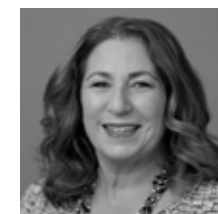
## 14,622

The number of member company job postings last year that didn't require a four-year degree<sup>1</sup>

### Scaling best practices

Only 40% of adult New Yorkers hold a four-year degree, yet a considerable number of high-paying careers require one. Several Jobs Council members moved to remove degree requirements from job postings in recent years and have shared how shifting to skills-based hiring can widen talent pools. This insight resulted in the Center for an Urban Future (CUF) publishing a report with recommendations to promote skills-based hiring in NYC, including eliminating degree requirements for numerous positions in City government.

**“At Bank of America, our skills-based approach to hiring supports our commitment to being a great place to work where we deliver for teammates, clients, and communities. In New York and across the country, we look for teammates with a passion to serve our clients and we help them develop the skills needed to build long and successful careers at Bank of America.”**



**Sheri Bronstein,**  
Chief Human Resources Officer,  
Bank of America

<sup>1</sup>Based on 35% of member companies reporting.





“This is an opportunity for us as a whole business collective to not only make a difference for our companies but to make a difference in our communities.”

**STEVE SQUERI,**  
Chairman & CEO, American Express

