COMPLEMENTS

CROSS-SECTORAL SKILLS STRATEGY
FOR SECURITY AND DEFENCE

Co-funded by
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European Initiatives & Opportunities - Inspiration Session

Stalowa Wola Knowledge Exchange
Space Panel

16 November 2027

COMPLEMENTS AT A GLANCE

Leadership: GISIG general coordinator, QSR technical coordinator.

Consortium: Comprises 9 partners from 6 EU countries, including academic institutions, VET providers, representative of companies and sectoral bodies, all members of the Pact for Skills

Funding: Project budget set at approx. €1.25M, with the EU funding 80% (approx. €1M) based on a lump-sum agreement.

Duration: Started 1st March 2026, the project will span 3 years.

Strongly **anchored on the Pact for Skills**, with all partners members of at least one LSP or RSP in the ecosystems covered by the project, namely:

- The **Aerospace & Defence ecosystem**, represented by the LSP SPACE4GEO, coordinated by GISIG, alongside the RSP RISE (Iberian-Based Ecosystem for Upskilling/Reskilling in Aerospace and Defence), coordinated by QSR.
- The **Mobility, Transport, and Automotive ecosystem**, represented in the project by VSB-TU Ostrava, coordinator of the Automotive Skills Alliance (ASA).
- The **Digital ecosystem**, represented by the Digital SME Alliance as coordinator of LSP Digital.

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The main idea behind



Informed by the Action plan on synergies between civil, defence, and space industries

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Alignment with EU policies

- ✓ European Skills Agenda and the Pact for Skills
- ✓ Union of Skills
- ✓ EU Competitiveness Compass
- ✓ EU Space Strategy for Security and Defence
- ✓ A vision for the European Space Economy

<u>Keywords</u>:
Sectoral partnership, cross-sector skills integration to support adult career and adaptability, lifelong learning, SME involvement, support to green and digital transition, enhanced skills intelligence and forecasting connecting ecosystems

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General Objectives

GO1: Foster Cross-Ecosystem Skills Cooperation
COMPLEMENTS aims to build a cross-sector “partnership of partnerships” linking aerospace, digital, and automotive on security and defence. It supports interoperability and skill transfer between civil and defence industries.

GO2: Develop a Strategic Skills Action Plan
COMPLEMENTS will co-create a Strategic Plan with academia, industry, government, and civil society stakeholders. The plan will deliver recommendations on training, skills intelligence, career guidance, and engagement.

GO3: Develop and Experiment Modular, Interdisciplinary VET Experiences
The project will design modular VET programmes on transversal skills such as cybersecurity, AI, and autonomous systems. Activities will bridge green and digital/deep-tech priorities across the three sectors for dual-use applications. Internship-style visits will promote dual-use careers for defence personnel and under-skilled civilians.

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Specific objectives

- **SO1**. Supporting Inclusive Governance and Partnership Structures
- **SO2**. Establish outreach and engagement between large companies and SMEs
- **SO3**: Harmonising Forward-Looking Skills Intelligence *(Develop a mechanism to harmonise the best-practice tools and methodologies in each ecosystem)*
- **SO4**: Map technologies and profiles with applicability in all sectors and uses for security and defence
- **SO5**: Enhancing Career Mobility and Access to Training, *(Promote career pathway transparency and cross-sector mobility, particularly between civil and defence industries)*
- **SO6**. Develop training pathways that are fully customisable and fully flexible across sectors *(Align training with labour market needs to improve adult participation in lifelong learning and support transitions linked to digitalisation and geopolitical shifts)*
- **SO7**. Serve as a pilot example of the cross-ecosystem collaboration among the Pact for Skills

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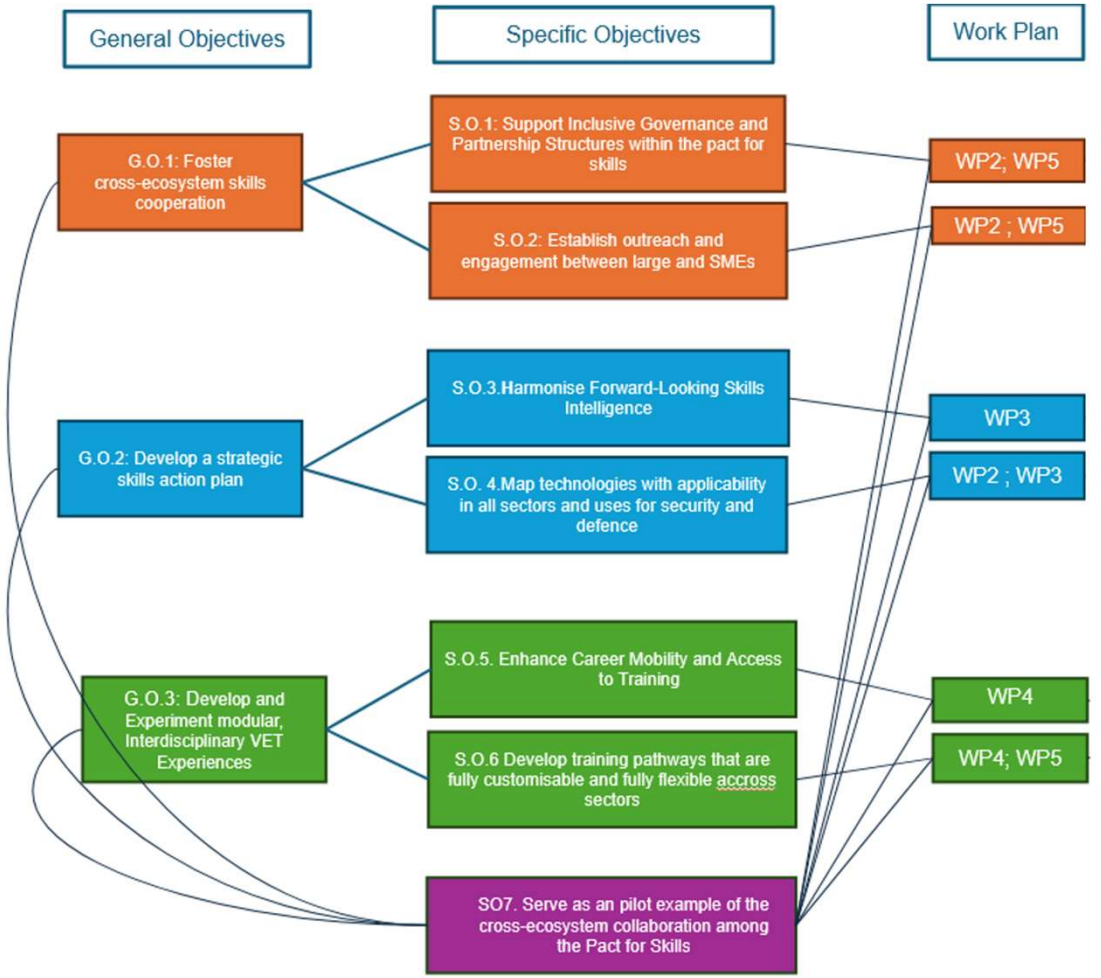
COMPLEMENT STRUCTURE

“Partnership of partnerships” (aerospace+automotive+digital) , supports interoperability and skill transfer between civil and defence industries.

Involve academia, industry, government, and civil society stakeholders
Deliver recommendations on training, skills intelligence, career guidance, and engagement

Modular VET programmes on transversal skills (e.g. cybersecurity, AI, and autonomous systems).
Bridge green and digital/deep-tech priorities across the three sectors for dual-use applications.
Internship-style visits promoting dual-use careers for defence personnel and under-skilled civilians.



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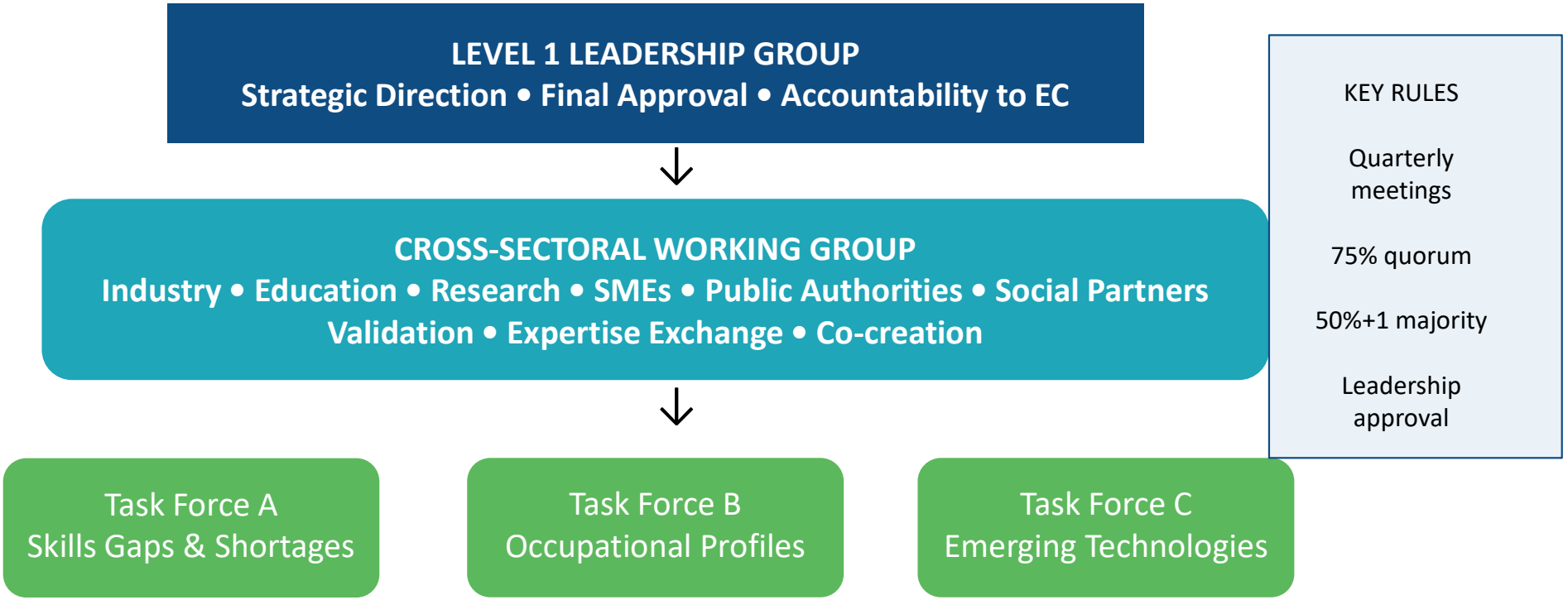
Governance Model of the Cross-Sectoral Working Group



An inclusive governance framework ensuring strategic leadership, evidence-based decision-making and broad stakeholder participation across industrial ecosystems.

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Why collaborating with COMPLEMENTS



- Influence future skills strategies and training offer
- Shape innovative workforce intelligence approaches
- Exchange knowledge with leading experts
- Increase visibility in a European network
- Strengthen cooperation between industry, education and policy

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