



# **LIFE CHANGING EMPLOYMENT, CRITICAL SKILLS NEEDS**

**THE GENERATION BOOTCAMP MODEL DRIVING  
SOCIAL CHANGE & ECONOMIC SUSTAINABILITY  
IN IRELAND**

# ABOUT GENERATION GLOBALLY

Generation is a global nonprofit network that supports people to achieve economic mobility so they can change their lives. Launched in 2015 by McKinsey & Company, Generation comprises a global hub and a network of in-country affiliates that span 18 countries. We undertake original research to spur dialogue and action around critical workforce issues. Across our global network, we offer 49 profession-specific programmes to train and place adults into careers that would otherwise be inaccessible. To date, Generation has supported 141,000+ graduates who have cumulatively earned more than €1.6 billion in wages and works with 21,000+ employers.

## GENERATION IRELAND

Since launching in 2020, Generation Ireland's innovative social enterprise model has provided local solutions to bridge the gap between adult learners facing barriers to employment and employers looking for a pipeline of diverse, skills-ready, job-ready, future-focused candidates. Generation Ireland's purpose as a non-profit and charity is achieving a meaningful career and sustained wellbeing for every person. Our mission is to enable economic mobility for all by supporting under-represented people facing barriers to employment into life changing entry-level careers that would otherwise be inaccessible. We do this through the development and delivery of profession specific, skills-focused bootcamps, extensive mentorship support and active matchmaking for roles with our employer partners.

In nearly five years, we have supported 720+ learners, with over 60% of those taking up employment after 6 months at an average salary of €29,000 with over 170 national and international employers such as Bank of America, BOI, Sysco, Concentrix, Infosys, Amazon, Store Computers Technology, Covalen to name a few.

Generation Ireland's funding partners in government, corporate business and philanthropy invest in the future careers of learners through supporting the running costs of our Bootcamps and follow up on-the-job mentoring through the first six months of employment. We want to see them succeed in their new jobs and careers and act as positive role models in their families and communities.

## GENERATION IRELAND BOOTCAMP MODEL: FROM JOBSEEKERS TO LIFECHANGING EMPLOYMENT

- Delivered 33 cohorts in tech and green skills (solar panel installation) with a focus on key tech demand roles (Support and Cyber and Cloud Computing)
- Graduated >597 learners with diverse profiles (c.35% unemployed for >12m, >40% with dependents, c.39% without a degree, >46% women, and >58% ethnic minorities in Ireland)
- Placed over 383 learners, over 60% of participants, into new entry-level positions within 6 months at an average salary of €29k per annum, increasing learners' income (from whatever source) by a multiplier of 32 from programme start to new job (Additional 120 learners in post programme 3-6 placement phase)
- Supported a high reported level of staff retention in roles 3-6 months post Bootcamp completion

**It's sometimes easy to get lost in the statistics. Below are some real learner stories**

- [Patrick's journey from unemployment into a fulfilling career in IT at Asana](#)
- [Hadiza's journey into a support engineer role at AIB following our IT Support programme](#)



## GENERATION IRELAND PRE-BUDGET 2026 RECCOMENDATIONS

1. Leverage the success of the 2025 SOLAS National Training Fund (NTF) pilot grant of €500,000 awarded to Generation Ireland to deliver five bootcamps in partnership with Education and Training Boards (ETBs).
2. In 2026, continue to build on the success of the 2025 SOLAS National Training Fund (NTF) pilot grant of €500,000, and expand the breadth to also include green and health sector skills bootcamps.
3. Plan from 2027, to establish a multiannual investment grant starting at €1,000,000 to support the delivery of 10 skills bootcamps across the ETB network. Increase this investment by €500,000 annually, enabling the rollout of five additional bootcamps each year over three years to 2030 to deliver 25 skills bootcamps annually with ETBs serving up to 625 underrepresented learners per year to achieve life-changing entry level careers.
4. This investment will strengthen Ireland's training and upskilling infrastructure by scaling a proven skills-to-employment model specifically designed for underrepresented groups. It will also enhance inclusive hiring practices and help address critical skills shortages in both the FDI and SME sectors.
5. Focus investment in skills training for marginalised individuals and communities facing barriers to employment or underemployment, through targets on specific socio-demographics and regions experiencing social exclusion.
6. Ensure direct engagement by Government with skills bootcamp providers around the infrastructure required to meet current and future skills requirements from the perspective of unemployed and underemployed individuals in marginalised communities.

The Government already recognises the efficacy of a bootcamp model\* for the delivery of skills-to-employment training for unemployed or underemployed groups and to address skills gaps in the FDI sector. Further investment through specific funding streams and funding mechanisms can ensure that this internationally proven delivery model can scale nationally to meet the dual needs of marginalised communities and these critical sectors for economic stability and growth.

## GOVERNMENT COST TO SUPPORT THE SKILLS BOOTCAMP SECTOR TO DELIVER 5,000 JOBS P.A. OVER NEXT 5 YEARS

- 2026 - 500 people into jobs: € 2.5m
- 2027 - 1,000 people into jobs: € 5m
- 2028 - 1,500 people into jobs: € 7.5m
- 2029 - 2,000 people into jobs: € 10m
- 2030 - 2,500 people into jobs: € 12.5m

\*Cost of one learner participating in a 9 month bootcamp programme (3 months instruction and 6 months employability phase) is approx. €5,000-5,500

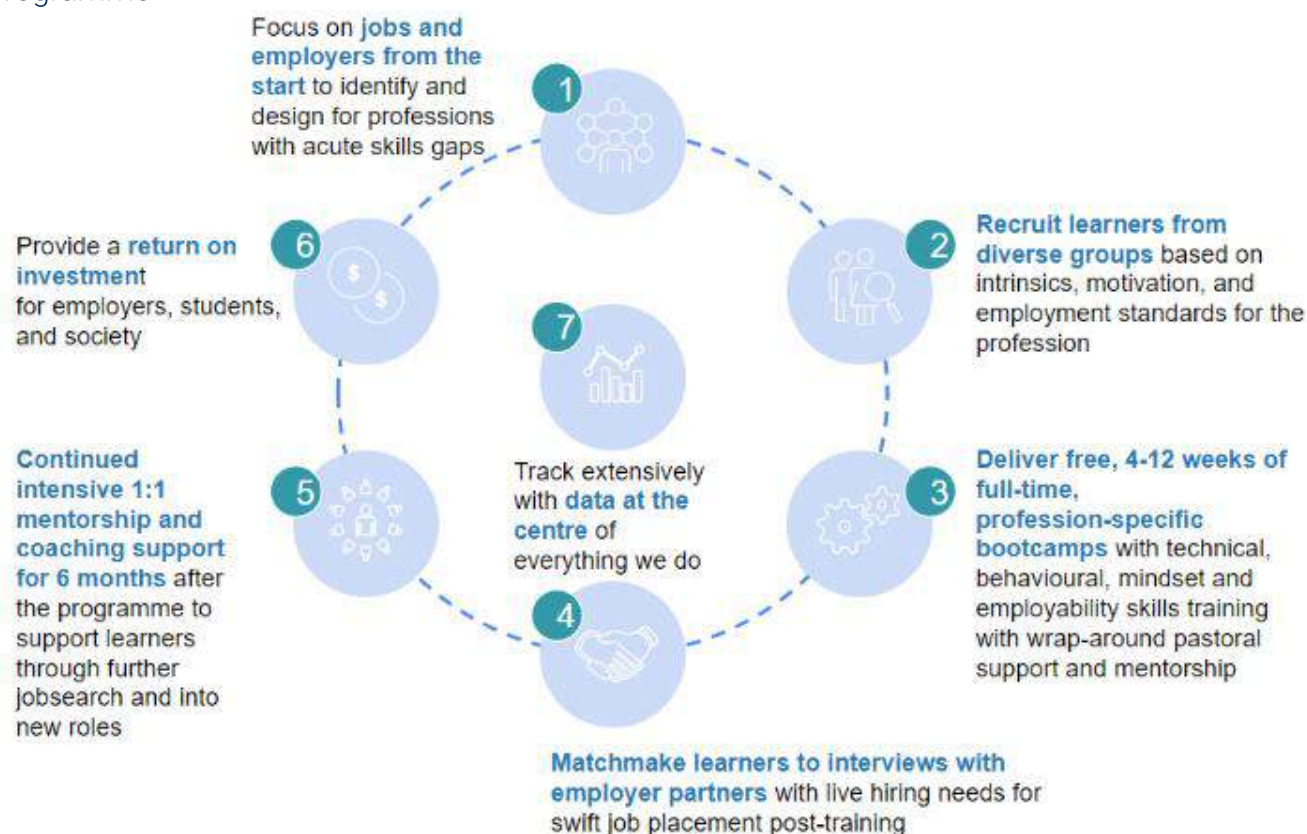
## SPECIFIC ACTIONS FOR GOVERNMENT

- Department of Further and Higher Education, Research, Innovation and Science to allocate dedicated skills Bootcamp funding for grant tender to Solas to support funding and delivery of the model on a national level to include a specific focus on underrepresented groups/ those facing barriers to employment
- Fund skills Bootcamp delivery partners per outcome with a balance of funding support upfront and a designated amount at each delivery stage outcome

- Ensure there is an investment stream of 3-5 multi-year contracts to ensure consistency and model build up for skills Bootcamp providers in Ireland, coming directly from the National Training Fund
- Consider the potential of a Public-Private-Philanthropy-Partnership outcomes based funding models to drive the development of innovative, skills-based training programmes
- Explore international best practice scaling case studies from skills bootcamps providers to develop a strategy on how to best scale the model. The Government can examine global Generation case studies, where Generation transitions from a direct delivery organisation to an oversight and monitoring organisation of vetted skills training providers who deliver Generation's successful 7 Step Methodology model, and achieve a 60 -70% job outcome rate

## GENERATION IRELANDS BOOTCAMP MODEL

\* Example of Generation's Seven-step Holistic Methodology used by every Generation Bootcamp Programme



Skills bootcamps are developed with inputs from both employer groups looking to address specific skills gaps in their industry and experts in developing and delivering employability skills in marginalised or underemployed groups.

## GENERATION IRELAND BOOTCAMP PROGRAMME DELIVERY:

Bootcamp programmes successfully achieve 60-70% job outcomes 3-6 months after graduation. The higher than usual up-front costs are more than mitigated by the quality, proven outcomes and return on investment of each programme (income tax and PRSI paid, move from welfare payments to paid work).



Key elements of each programme include:

- Intensive intervention - c.300-450 hours of training depending on course
- Significant extra/wrap-around support - mentorship and employability coaching required to such a degree given the profile of learner we support
- Fully end-to-end skills-to-employment model - i.e. not just a specific step of the flow, but all steps from identifying people facing barriers to employment and exiting them about careers through to employer matchmaking and job placement

## GENERATION IRELAND BOOTCAMP RETURN ON INVESTMENT IN 6-9 MONTHS

Generation's "cost per learner" provides a clear financial return on investment for government education and employment partners. Full details are contained below but the topline details are as follows.

### **A person in full-time employment for one year @€30k per annum employed following a Generation bootcamp:**

- No longer receives an average social welfare amount of €10,900 per annum
- Pays €3,676 in income tax, PRSI and USC over the course of one year of employment
- Generates an additional €2,728 in employer PRSI (assuming the employee is in Class A, the most common type of employment in Ireland)

### **How a young person in employment for One year @30k becomes a net contributor to exchequer returns\***

Salary	Annual employee tax inc PRSI	Annual employer PRSI	Annual social welfare payments (Jobseeker's & other benefits)	Annual benefit to exchequer (est.)
€30,000	€3,676	€2,728	€10,900	€17,304

In total, About 370 people graduating from Generation Ireland's bootcamp have been placed into new entry-level roles with starting salary ~€30,000. They have generated an estimated annual savings of €4,133,000 (370\*€10,900) in social welfare payments, and when combined with the their contribution to employee and employer PRSI tax, this rises to €6,402,480 (370\*€17,304) annually compared to if they did not enter the workforce.

\*Source of tax calculations: Deloitte 2025 Tax Calculator

# CONTEXT FOR THE NEED OF DEDICATED BOOTCAMP FUNDING IN IRELAND

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## THE WHY

The economic situation demands it - as of mid 2025 there are currently 29,700 vacancies vs. an unemployment rate of c.4% (i.e. 168,500 people on the Live Register), with the latter falling disproportionately on specific groups.

## A LACK OF THIS MODEL IN IRELAND IS A MISSED OPPORTUNITY

- Existing and mainstream skilling initiatives in Ireland all represent steps in the right direction. However they do not serve all groups and only cover specific parts of the employment journey from training through to hiring.
- Universities systematically serve those with higher socioeconomic mobility (for example, affluent students are twice as likely to complete post-graduate courses as disadvantaged students). Private skills training programmes remain unaffordable and inaccessible to those experiencing financial hardship. Existing public upskilling initiatives exist, however with minimal data tracking around job placement rates

## EXTERNAL MONITORING & EVALUATION: GENERATION IRELAND COMPLIES WITH OFSTED REPORTING

- Generation in the UK and Ireland are a high quality bootcamp and training provider because we invest a lot in quality services and highly qualified staff ourselves, with a refined pedagogy, heavy employer engagement, close data monitoring, detailed quality monitoring among others. Due to this, Generation across Ireland and the UK, are implementing best practice for its bootcamp delivery operation and model which is inspected by Ofsted in the UK, and hence directly benefits the high quality standards in the Ireland operation.
- Ofsted is the UK Office for Standards in Education, Children's Services and Skills. They inspect services providing education and skills for learners of all ages. Ofsted aims to improve lives by raising standards in education. They inspect and regulate thousands of organisations and individuals providing education, training – from training providers, schools to local authorities – and they publically share what they find reporting directly to Parliament, parents, carers and commissioners. Generation UK & Ireland received the top award possible - "Outstanding"



# REINVESTING CORPORATE TAX RETURNS, SUSTAINING FDI EMPLOYMENT & SKILLS

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## A LACK OF THIS MODEL IN IRELAND IS A MISSED OPPORTUNITY

The success of the FDI sector in Ireland and its ongoing contribution to exchequer returns is clearly reflected in the €41.8 billion in corporation tax collected by the end of 2024 as reported by the Department of Finance in April 2025. The reinvesting of a percentage of these returns in both the upskilling and reskilling of available talent from underrepresented groups such as those unemployed and underemployed, is a necessary step towards maintaining the competitiveness of these organisations and their medium to long term presence in Ireland.

- Multinational employers are key stakeholders in the Generation bootcamp model, with Generation having been invited to be an IDA Partner in 2023 and an Enterprise Ireland Partner in 2024. In 2025 we have deepened our cooperation further with both state agencies by coordinating at regional levels to support multinationals with entry-level talent acquisition
- Engagement at bootcamp development stage addresses current and forecasted skills deficits as directly experienced by the employer
- Employers engage directly with learners throughout the programme or at the point of graduation to recruit them directly into their organisations
- Ongoing support is provided by Generation mentors to ensure a "soft landing" into work and through the first six months of employment, increasing retention rates of new hires by 80%. As an example, this model has been rolled out in Italy, France, Spain, UK and Singapore (as part of the 18 global regions Generation operates in) by their respective governments to address their specific skills deficits

The Generation Ireland bootcamp model uses the learning from these other geographies to develop and deliver a format which fits the specific needs of Ireland headquartered multinationals such as Infosys, Asana, Munich Re etc. and looks towards filling the ongoing skills requirements of the sector as it continues to grow.



# THE ROAD AHEAD

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## THE SHORT TERM

- Generation Ireland is continuing to deliver successful outcomes through existing public and private contracts, having delivered 33 bootcamps since launching in November 2020. Generation Ireland continues to work with Government Departments and Government agencies to deliver impact and employment outcomes for unemployed and underemployed. These include the new SOLAS initiative in 2025 to support over 55's back into employment through the National Training Fund, as well as the 2025 Pobal JTF funds to support solar panel installation bootcamps in the midlands.
- Generation Ireland held a highly successful skills-to-employment event in November 2024 to launch Ireland's first Four year Social Impact report with speakers from, Government, Government Agencies and industry speakers to create awareness across sectors that skills Bootcamps are a successful model. In September 2025, Generation Ireland in coordination with McKinsey & Company and supported by JP MorganChase, launched their National Skills Mapping report "Bridging Ireland's Tech Skills Gap Through Social Mobility - Skills, Social Mobility, and Growth: a future-ready and inclusive approach to addressing the digital skills gap in Ireland" in cooperation with Government and industry.
- Continue to build the case to government and government bodies that bootcamps should sit alongside other skills programmes such as apprenticeships, and be funded by the National Training Fund.

## MEDIUM TERM

- Continue to build a consortium supporting up-skilling programmes with state organisations such as Government Departments, Solas, ETB network, Skillnet, IDA, Enterprise Ireland, IBEC, etc.
- Continue to build a network of employers who want to embrace diversity and inclusion in the workplace.
- At Government and Government Agency level, championing the Generation global best practice scaling model between the Indian Government and Generation India - known as the AMBER project - as a new public, private (corporate), and philanthropic partnership paradigm.

## LONG TERM

- Supporting over 1,000 unemployed and underemployed people across Ireland into life changing entry-level careers.



# CONCLUSION

## CONCLUSION

Generation Ireland recognises the strong support it has received from Government and philanthropy since its launch nearly five years ago.

Over that time, we have proven the impact of the Bootcamp model in delivering high-quality, skills based training and follow up, life-changing job opportunities in partnership with multinationals & SME's headquartered in Ireland.

We call on Government departments and Government jobs and skills agencies to continue to invest in the existing funding streams, and in addition to this create new Bootcamp funding streams with strong outcomes based targets in 2026 and beyond.

This will support the training, employment and life-changing career development of some of the most marginalised individuals and groups in Irish society while at the same time addressing the ongoing challenge of the skills gap and unfilled vacancies being experienced by the multinational and SME sectors.



**GENERATION IRELAND IS A  
REGISTERED CHARITY REPORTING  
ANNUALLY TO THE CHARITIES  
REGULATOR**

**RCN: 20206376.**

**GENERATION IRELAND IS A  
MEMBER OF THE WHEEL AND THE  
CHARITIES INSTITUTE OF IRELAND**

# RESEARCH REPORTS APPENDIX

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- Generation Annual Report 2022 (Source: <https://www.generation.org/annualreport-2022>)
- Generation: You Employed 2023-2025 Strategic Plan (Source: <https://www.generation.org/wp-content/uploads/2023/03/GYE-ExternalStrategy-Final-2023-03.pdf>)
- Launching a Tech Hiring Revolution (Source: <https://www.generation.org/wp-content/uploads/2023/06/LaunchingATechRevolution-Generation-Jun2023.pdf>)
- Meeting the World's Mid-career Moment (Source: <https://www.generation.org/wp-content/uploads/2021/07/Meeting-the-Worlds-Midcareer-Moment-July-2021.pdf>)
- Impact Report: Building Pathways to Economic Mobility in Europe (<https://www.generation.org/news/building-pathways-to-economic-mobility-in-europe-impact-report/>)





# RESEARCH REPORTS APPENDIX

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## **PATHWAYS TO WORK STRATEGY 2021 - 2025**

This strategy outlines the Government's commitment to improving labour market outcomes for all, with a particular focus on reducing long-term and youth unemployment, and increasing employment among disadvantaged or minority groups. Generation Ireland's inclusive, outcomes-focused bootcamps directly support these goals by helping individuals furthest from the labour market gain the skills, confidence, and support needed to access sustainable employment. Our model has demonstrated success in engaging underserved populations and delivering measurable employment outcomes—contributing to a more equitable and inclusive labour market.

## **NATIONAL YOUTH STRATEGY 2015-2020.**

The National Youth Strategy emphasises the importance of collaboration between statutory bodies and NGOs to improve outcomes for young people. Generation Ireland actively contributes to this vision by working alongside government agencies, employers, and training providers to deliver targeted bootcamps for young people who are not in education, employment, or training (NEET). Our programmes are designed to be mutually reinforcing with broader youth development initiatives—combining skills training, employability coaching, and wraparound support to help young people transition into meaningful employment.

Source link: <https://www.youth.ie/documents/national-youth-strategy-2015-2020/>

## **THE EXPERT GROUP ON FUTURE SKILLS NEEDS (EGFSN) - SECTOR SKILLS REPORTS (2024)**

EGFSN's research into sector-specific skill needs—particularly in Biopharma, Financial Services, and Construction—underscores the urgency of proactive skills planning. Generation Ireland's agile, scalable bootcamp model is well-suited to meet these emerging needs by quickly designing and delivering training in collaboration with employers. Our track record in sectors like technology and green construction (e.g. retrofit advisors, solar installers) demonstrates our capacity to align with evolving national priorities and fill urgent talent gaps in key industries.



# RESEARCH REPORTS APPENDIX

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## **MONITORING IRELAND'S SKILLS SUPPLY, SOLAS (2023)**

This report by SOLAS provides a valuable analysis of the current and projected supply of skills in Ireland. Generation Ireland complements this work by providing an alternative, employment-focused entry point into the labour market for adults outside the formal education system. Our bootcamps offer flexible, short-form training that bridges the gap between education and employment, directly supporting efforts to optimise the match between available skills and employer demand.

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## **GREEN SKILLS 2030**

The Green Skills 2030 strategy sets out a national framework for equipping learners with the competencies needed for Ireland's green transition. Generation Ireland is already contributing to this agenda through its delivery of green economy bootcamps, such as solar panel installation and retrofit advisory training. By embedding transversal skills, raising awareness of green career pathways, and collaborating with training partners, we align closely with the Strategy's five strategic priorities and are well positioned to expand our role in supporting a sustainable future workforce.





# RESEARCH REPORTS APPENDIX

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## **CEDEFOP SKILLS FORECAST IRELAND (2024)**

CEDEFOP's forecast points to sustained employment growth and increasing demand for higher-educated, high-tech workers through to 2035. Generation Ireland's model addresses these trends by offering accessible, high-quality training that prepares learners for jobs in growth sectors, particularly in tech and green industries. Our focus on practical, future-proof skills supports the forecast's vision of an evolving labour market, while ensuring that disadvantaged groups are not left behind in the shift toward a high-tech economy.

# RESEARCH REPORTS APPENDIX

## THE LABOUR MARKET ADVISORY COUNCIL - EVIDENCE BASED POLICY

Building and Enhancing Employer Linkages given its broad representation, the Labour Market Advisory Council is being asked to advise the Department of Social Protection on how Intreo can further strengthen its approach to engaging with, and building awareness among, employers. (Source: Pg. 28, Pathways to Work Strategy 2021 - 2025)

Sources: <https://www.gov.ie/en/publication/1feaf-pathways-to-work-2027/> /  
<https://www.gov.ie/pdf/?file=https://assets.gov.ie/152608/090ec83f-7e86-4479-a63cd3ee92bbce4a.pdf#page=8>

Modernising the Service - Embracing Digital Delivery

(Source: Pg. 40, Pathways to Work Strategy 2021 - 2025)

Investing in, and Ensuring Seamless Referral to, Work Skills Training and Education

(Source: Pg. 48, Pathways to Work Strategy 2021 - 2025)

Working for Employers

(Source: Pg. 52-53, Pathways to Work Strategy 2021 - 2025)

Working for All - Leaving No One Behind

(Source: Pg. 62-68, Pathways to Work Strategy 2021 - 2025)

Working for Older Workers and 'Returners'

(Source: Pg. 69-70, Pathways to Work Strategy 2021 - 2025)

Working for Young People with Disadvantage

(Source: Pg. 71-74, Pathways to Work Strategy 2021 - 2025)

Working for Minority Groups with Disadvantage

(Source: Pg. 75-78, Pathways to Work Strategy 2021 - 2025)

Informing Policy with Evidence

(Source: Pg. 80, Pathways to Work Strategy 2021 - 2025)

## THE LABOUR MARKET ADVISORY COUNCIL - EVIDENCE BASED POLICY

Education and training providers will place a stronger focus on providing skills development opportunities that are relevant to the needs of learners, society and the economy

- Employers will participate actively in the development of skills and make effective use of skills in their organisations to improve productivity and competitiveness

- There will be a specific focus on active inclusion to support participation in education and training and the labour market

We will support an increase in the supply of skills to the labour market

Sources: <https://assets.gov.ie/24472/0f5f058feec647bbb92d34a0a8e3daff.pdf>  
<https://www.skillnetireland.ie/publication/national-skills-strategy-2025/>

# RESEARCH REPORTS APPENDIX

## ACTION PLAN FOR 2018

Sources: <https://enterprise.gov.ie/en/pub/publications/publication-files/action-plan-for-jobs-2018.pdf>

## ACTION PLAN FOR EDUCATION 2016-2019

- Improve the learning experience and the success of learners
- Improve the progress of learners at risk of educational disadvantage or learners with special educational needs

Source: <https://www.gov.ie/en/collection/action-plan-for-education-2016-2019/>

## INTERNATIONAL BEST PRACTICE BY GOVERNMENTS AND GOVERNMENT BODIES

Country	Detail	Relevant Links
Italy	<p>€250 million fund of 4 years created for tech skills Bootcamp by Italian government.</p> <p>80,000 beneficiaries expected over fund duration. Budget of €3,000-€3,500 per learner. Special focus on Bootcamps for women.</p>	<p><a href="https://www.fondorepubblicadigitale.it/">https://www.fondorepubblicadigitale.it/</a></p> <p><a href="https://ital1.generation.org/digither">https://ital1.generation.org/digither</a></p>
Singapore	<p>SkillsFuture Singapore (SSG) drives and coordinates the implementation of the national SkillsFuture movement, promotes a culture and holistic system of lifelong learning through the pursuit of skills mastery, and strengthens the ecosystem of quality education and training in Singapore.</p>	<p><a href="https://www.skillsfuture.gov.sg/aboutssg">https://www.skillsfuture.gov.sg/aboutssg</a></p> <p><a href="https://www.thedigitalacademy.tech.gov.sg/">https://www.thedigitalacademy.tech.gov.sg/</a></p>



# INTERNATIONAL BEST PRACTICE BY GOVERNMENTS AND GOVERNMENT BODIES

Country	Country	Country
Singapore	Evaluation of Singapore Bootcamp programmes.	<a href="https://www.ilo.org/wcmsp5/groups/public/-/dgregorts/-/inst/documents/genericdocument/wcms_818049.gdf">https://www.ilo.org/wcmsp5/groups/public/-/dgregorts/-/inst/documents/genericdocument/wcms_818049.gdf</a>
Singapore	Press coverage of Generation Singapore Bootcamps with Microsoft.	<a href="https://www.skillsfuture.gov.sg/newsroom/microsoft-and-generation-gartner-singapore-government-to-launch-getread1sg-to-ugskill-and-boost-em glo1ment-for-ug-to-1-000-singaporeans">https://www.skillsfuture.gov.sg/newsroom/microsoft-and-generation-gartner-singapore-government-to-launch-getread1sg-to-ugskill-and-boost-em glo1ment-for-ug-to-1-000-singaporeans</a>
UK	UK Department of Education's - Bootcamp Platform provides a one-stop online shop for Bootcamp training. UK Govt. have pledged £7.5bn over 6 years, which at c.£3k per learner is 500k people, which is about 50-100k people per year.	<a href="https://www.gov.uk/guidance/find-a-skills-bootcamp">https://www.gov.uk/guidance/find-a-skills-bootcamp</a>
UK	Press coverage of Bootcamp model (FT).	<a href="https://www.ft.com/content/96e8099a-0154-4f31-beb7-d66ffa9837d6">https://www.ft.com/content/96e8099a-0154-4f31-beb7-d66ffa9837d6</a>

# CONTACT

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*Generation*  
**IRELAND**

