COMMITTEE ON ETHICS

EMPLOYEE POST-TRAVEL DISCLOSURE FORM ☑ *Original* ☐ *Amendment*

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and *file it with the Clerk of the House by email at gifttravelreports@mail.house.gov*, within 15 days after travel is completed.** Please *do not* file this form with the Committee on Ethics.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Name of Traveler: Scott Estrada
2. a. Name of Accompanying Relative: _____ *OR* ☒ None
   b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. Dates: Departure: April 21, 2025 Return: April 26, 2025
   b. Dates at Personal Expense, if any: _____ *OR* ☒ None
4. Departure City: Washington, D.C. Destination: London/Stockholm Return City: Washington, D.C.
5. Sponsor(s), Who Paid for the Trip: Third Way Foundation (PPI is a project of Third Way Foundation)
6. Describe Meetings and Events Attended: We met with employers and NGOs in London to discuss apprenticeship and with trade unions in Stockholm to learn about their sectoral bargaining system.
7. Attached to this form are ***each*** of the following, *signify that each item is attached by checking the corresponding box*:
   a. ☒ a completed *Sponsor Post-Travel Disclosure Form*;
   b. ☒ the *Primary Trip Sponsor Form* completed by the trip sponsor ***prior*** to the trip, ***including all*** attachments ***and*** the *Additional Sponsor Form(s)*;
   c. ☒ page 2 of the completed *Traveler Form* submitted by the employee; ***and***
   d. ☒ the letter from the Committee on Ethics approving my participation on this trip.
8. a. ☒ I represent that I participated in each of the activities reflected in the attached sponsor's agenda. *Signify statement is true by checking the box.*
   b. If not, explain: _____

I certify that the information contained on this form is true, complete, and correct to the best of my knowledge.

Signature of Traveler: Scott Estrada Digitally signed by Scott Estrada Date: 2025.05.05 17:11:01 -04'00' **Date:** 05/05/2025

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Robert C. "Bobby" Scott **Date:** 5/6/25

Signature of Supervising Member: Bobby Scott

last updated 7/2023

COMMITTEE ON ETHICS

SPONSOR POST-TRAVEL DISCLOSURE FORM

☐ *Original* ☐ *Amendment*

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip *within 10 days of their return.*** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

1. Sponsor(s) who paid or provided in-kind support for the trip: Third Way Foundation (PPI is a project of Third Way Foundation)
2. Travel Destination(s): London, United Kingdom and Stockholm, Sweden
3. Date of Departure: April 21st, 2025 Date of Return: April 26th, 2025
4. Name(s) of Traveler(s): Lois Lim, Skylar Borchardt, Scott Estrada, Bradley Thomas, Daniel Horning, Hayley Andrews, Caitlin Johnson

   Note: You may list more than one traveler on a form only if ***all*** information is ***identical*** for each person listed.
5. **Actual amount** of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total **Transportation** Expenses	Total **Lodging** Expenses	Total **Meal** Expenses	Total **Other** Expenses (dollar amount per item and description)
Traveler	$1,677	$925	$586	NA
Accompanying Family Member	NA	NA	NA	NA

6. ☒ All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. *Signify statement is true by checking box.*

I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature: Lindsay Lewis **Date:** April 29th, 2025

Name: Lindsay Lewis **Title:** Chief Executive Officer

Organization: Progressive Policy Institute

☒ ***I am an officer of the above-named organization. Signify statement is true by checking box.***

Address: 1919 M St NW

Telephone: (916) 496-4434 **Email:** llewis@ppionline.org

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

last updated 7/2023

COMMITTEE ON ETHICS

TRAVELER FORM

This form should be completed by House Members, officers, or employees seeking Committee approval of privately-sponsored travel or reimbursement for travel under House Rule 25, clause 5. The completed form should be submitted directly to the Committee by each invited House Member, officer, or employee, together with the completed and signed trip sponsor form(s) and any attachments. A copy of this form, minus this initial page, will be made available for public inspection.

This form and any attachments may be submitted at 1015 Longworth House Office Building or travel.requests@mail.house.gov.

Your completed request must be submitted to the Committee no less than 30 days before your proposed departure date. Absent exceptional circumstances, permission will not be granted for requests received less than 30 days before the trip commences. **You must receive explicit approval from the Committee before you depart on this trip.**

Name of Traveler: Scott Estrada

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.

I certify that the information contained on both pages of this form is true, complete, and correct to the best of my knowledge.

Signature: Scott Estrada Digitally signed by Scott Estrada Date: 2025.03.20 10:20:29 -04'00'

Name of Signatory (if other than traveler): _____

For Staff (name of employing Member or Committee): Committee on Education and Workforce

Office Address: 2101 Rayburn House Office Building

Telephone Number: 202-225-3725

Email Address of Contact Person: scott.estrada@mail.house.gov

☐ Check this box if the sponsoring entity is a media outlet, the purpose of the trip is to make a media appearance sponsored by that entity, *and* these forms are being submitted to the Committee less than 30 days before the trip departure date.

NOTE: You must complete all of the contact information fields above, as Committee staff may need to contact you if additional information is required.

KEEP A COPY OF THIS FORM. Page 2 (but not this page) must be submitted to the Clerk as part of the post-travel disclosure required by House Rule 25. Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting paperwork for three subsequent Congresses from the date of travel.

If there are any questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or via email: *travel.requests@mail.house.gov*.

last updated 7/2023

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: Scott Estrada

2. Sponsor(s) who will be paying or providing in-kind support for the trip:
Third Way Foundation (Progressive Policy Institute is a project of the Third Way Foundation)

3. City and State **OR** Foreign Country of Travel: London, UK and Stockholm, Sweden

4. a. Date of Departure: April 21, 2025 Date of Return: April 26, 2025

b. Yes ☐ No ■ Will you be extending the trip at your personal expense?

If yes, list dates at personal expense: _____

5. a. Yes ☐ No ■ Will you be accompanied by a family member at the sponsor's expense? **If yes:**

(1) Name of Accompanying Family Member: _____

(2) Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____

(3) Yes ☐ No ☐ Accompanying Family Member is at least 18 years of age?

6. a. Yes ☐ No ■ Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?

b. **If yes**, and you are requesting lodging for two nights, explain why the second night is warranted:

_____

_____

7. Yes ■ No ☐ *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.

NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.

8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**

As a professional staff member, I lead the workforce development policy portfolio for the Ranking Member of the Committee on Education and Workforce. This trip will provide an opportunity for me to learn about ~~comparative workforce systems, in the UK and Sweden, such as the UK's apprenticeship system.~~

_____

9. **Yes ☐ No ■ Is the traveler aware of any registered federal lobbyists or foreign agents involved in planning, organizing, requesting, or arranging the trip?**

10. For staff travelers, to be completed by your employing Member:

ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member: _____ **Date:** 3/24/25

COMMITTEE ON ETHICS

PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.

1. Sponsor who will be paying for the trip:

   Third Way Foundation (Progressive Policy Institute is a project of the Third Way Foundation)

2. ☒ I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. ***Check only one.*** I represent that:
   a. ☒ The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**
   b. ☐ The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**
   c. ☐ The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

   If "c" is checked, list the names of the additional sponsors: _____

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): See next pages

5. Yes ☐ No ☒ Is travel being offered to an accompanying family member of the House invitee(s)?

6. Date of Departure: April 21st, 2025 Date of Return: April 26th, 2025

7. a. City of departure: April 26th, 2025
   b. Destination(s): London, United Kingdom; Stockholm, Sweden
   c. City of return: Washington DC, United States of America

8. ***Check only one.*** I represent that
   a. ☐ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
   b. ☒ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
   c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. ***Check only one of the following.***
   a. ☒ I checked 8(a) or (b) above; **OR**
   b. ☐ I checked 8(c) above but am not offering any lodging; **OR**
   c. ☐ I checked 8(c) above and am offering lodging and meals for one night; **OR**
   d. ☐ I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. _____

10. ☒ Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*
11. ***Check only one of the following.***
   a. ☒ I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box;* **OR**
   b. ☐ *Not Applicable.* Trip sponsor is a U.S. institution of higher education.
12. For ***each*** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip ***and*** its role in organizing and/or conducting the trip:

    PPI has been conducting policy work and facilitating transatlantic dialogues between U.S. policymakers and international partners since 1989. This trip is part of PPI's continued commitments to facilitating connections between leaders in Europe and the U.S.

13. ***Answer parts a and b. Answer part c if necessary***:
   a. Mode of travel: Air ☒ Rail ☐ Bus ☒ Car ☒ Other ☐ (specify:_____)
   b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☐ Other ☐ (specify:_____)
   c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

14. ☒ I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*
15. ***Check only one.*** I represent that either:
   a. ☐ The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
   b. ☒ The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
      1) Detail the cost *per day* of meals (approximate cost may be provided): We're expecting approximately $100 per day
      2) Provide the reason for selecting the location of the event or trip: We have selected London to learn about their apprenticeship degree program and Stockholm to learn about their rapid reskilling labor education programs.
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:

    Hotel Name: The Westminster London, Curio Collection by Hilton City: London, United Kingdom Cost Per Night: 274.86
    Reason(s) for Selecting: Located close to meetings

    Hotel Name: Hilton Stockholm Slussen City: Stockholm, Sweden Cost Per Night: 188.93
    Reason(s) for Selecting: Located close to meetings

    Hotel Name: _____ City: _____ Cost Per Night: _____
    Reason(s) for Selecting: _____

17. ☒ I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

18. **Total Expenses for each Participant:**

☐ Actual Amounts ☐ Good Faith Estimates	Total **Transportation** Expenses per Participant	Total **Lodging** Expenses per Participant	Total **Meal** Expenses per Participant
For each Member, Officer, or Employee	$1,428	$925	$500
For each Accompanying Family Member			

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee		
For each Accompanying Family Member		

19. ***Check only one:***
    a. ☒ I certify that I am an officer of the organization listed below; **OR**
    b. ☐ *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. **I certify by my signature that**
    a. **I read and understand the Committee's Travel Regulations;**
    b. **I am not a registered federal lobbyist or registered foreign agent; and**
    c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature: Lindsay Lewis Date: April 29th, 2025

Name: Lindsay Lewis Title: Chief Executive Officer

Organization: Progressive Policy Institute

Address: 1919 M St NW

Email: llewis@ppionline.org Telephone: (916) 496-4434

If there are questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or travel.requests@mail.house.gov.

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

John H. Rutherford, Florida
Andrew R. Garbarino, New York
Ashley Hinson, Iowa
Nathaniel Moran, Texas

Deborah K. Ross, North Carolina
Glenn F. Ivey, Maryland
Sylvia R. Garcia, Texas
Suhas Subramanyam, Virginia

ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515–6328
Telephone: (202) 225–7103
https://Ethics.House.gov

April 17, 2025

Mr. Scott Estrada
Committee on Education and the Workforce
2101 Rayburn House Office Building
Washington, DC 20001

Dear Mr. Estrada:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to the United Kingdom and Sweden,[1] scheduled for April 21 to 26, 2025, sponsored by the Third Way Foundation.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than $480 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

Because the trip may involve meetings with foreign government representatives, we note that House employees may accept, under the Foreign Gifts and Decorations Act (FGDA), gifts "of minimal value [currently $480] tendered as a souvenir or mark of courtesy" by a foreign government. Any tangible gifts valued in excess of minimal value received from a foreign government must, within 60 days of acceptance, be disclosed on a Form for Disclosing Gifts from Foreign Governments and either turned over to the Clerk of the House, or, with the written approval of the Committee, retained for official use.

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[1] Please be aware that the Committee's review of the proposed trip does not extend to either the security situation in the destination country or security related to foreign travel in general. We recommend you contact the Office of House Security (OHS) for a safety and security briefing prior to your departure. OHS may be reached at (202) 226-2044 or ohsstaff@mail.house.gov. House travelers should also register for the U.S. State Department's Smart Traveler Enrollment Program at https://step.state.gov.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Michael Guest
Chairman

Mark DeSaulnier
Ranking Member

MG/MD:kjf

U.S. House Staff Invitees

StaffDel to London and Stockholm - April 21-26, 2025

Lois Lim
Senior Policy and Outreach Advisor
New Democrat Coalition

Skylar Borchhardt
Deputy Chief of Staff/Legislative Director
US Representative Angie Craig

Samuel Knapke
Legislative Assistant
US Representative Haley Stevens

Scott Estrada
Professional Staff Member
Committee on Education and Labor

Jackie Sobol
Legislative Assistant
US Representative Scott Peters

Brad Thomas
Deputy Director of Education and Human Services Policy
Committee on Education and Labor

Daniel Horning
Legislative Director
US Representative Rob Bresnahan

Hayley Andrews
Legislative Correspondent
US Representative Joe Wilson

Caitlin Johnson
Legislative Assistant
US Representative Jen Kiggans

The U.S. House of Representatives staff members listed above have been invited because of their subject matter expertise, leadership role in their offices, and experience working on education and workforce issues.

PPI Program:
April 2025

Monday, April 21st, 2025

6:30 PM	**Flight from Dulles (IAD) to Heathrow (LHR) UA 918**

Tuesday, April 22nd, 2025

6:55 AM	**Arrival in London**
7:45 - 8:45 AM	**Travel to Hotel** *Location: The Westminster London Curio, 30 John Islip St, London SW1P 4DD, United Kingdom*
8:45 - 9:30	**Check in to Hotel** *Location: 30 John Islip St, London SW1P 4DD, United Kingdom*
9:30 - 11:30 AM	**Trip Briefing by Deanna Ross and Bruno Manno** *Location: 30 John Islip St, London SW1P 4DD, United Kingdom* An overview of PPI's staff delegation program led by PPI Senior Advisory Bruno Manno and PPI's Director of Workforce Development Policy Deanna Ross.
12:00 - 2:00 PM	**Gatsby Lunch Meeting with Daniel Sanford Smith** *Location:* Daniel has led on several projects designed to support the development of intermediate STEM skills, including projects on technician registration, apprenticeships, and technical qualifications. He has an interest in making better use of labor market information to shape technical education. Daniel taught for 10 years and worked for the Institute of Physics and the Association for Science Education before joining Gatsby.
2:30 - 5:30 PM	**Site Visit to London Southbank University** *Location: 103 Borough Rd, London SE1 0AA, United*

Kingdom

London Southbank University is one of the largest providers of apprenticeship degrees in the United Kingdom. During the visit, staffers will discuss the apprenticeship degree pathways that the university offers.

7:00 - 9:00 PM

Dinner with Euan Blair of Multiverse
Location: TBD

Multiverse is a new tech-first institution that combines work and learning to unlock economic opportunity for everyone. They focus on delivering a new kind of apprenticeship by harnessing the best of human-centred coaching, technology and AI. It's a new approach to learning that's measured, applied, guided and equitable.

Wednesday, April 23rd, 2025

8:30 - 10:00 AM

Education and Employers Charity with Nick Chambers, Chief Executive
Location: TBD

Education and Employers is a UK-based charity launched in 2009 which aims to "provide young people with the inspiration, motivation, knowledge, skills and opportunities they need to help them achieve their potential". The charity believes that every young person in the UK, wherever they live, whatever their parents or carers' circumstances, should have the opportunity to meet a diverse range of volunteers and hear first-hand about jobs and the world of work. The charity works with state schools, employers, the national bodies that represent them, and a wide range of other partners, including the government and third sector organizations. Its flagship service, Inspiring the Future, uses innovative, free online match-making technology to connect schools and colleges across the country with tens of thousands of volunteers working in different sectors.

10:30 - 11:30 AM

Careers and Enterprise Company
Location: 120 Aldersgate St, London EC1A 4JQ

The Careers and Enterprise Company is a national organization and delivered through their network of

	Careers Hubs that bring together schools, colleges, employers, and apprenticeship providers in local areas across England, working in partnership with Mayoral, Combined and Local Authorities and, Local Enterprise Partnerships to connect with local skills needs.
12:00 - 1:30 PM	**Site Visit 2: JGA Developing Futures:** *Location: TBD* JGA Developing Futures has a strong suite of creative apprenticeships and apprenticeship outcomes and are well connected with the Greater London Authority activity through their Skills Academy Hub and Skills Bootcamp activity. They are also well connected to the West London Alliance and have strong employer links.
2:00 - 3:00 PM	**Meeting with Office of Helen Hayes MP, Chair of the Education Select Committee** Location: Palace of Westminster, London SW1A 0AA, United Kingdom Helen Hayes MP is the Chair of the Education Select Committee in the House of Commons. Discussion on the innovative workforce policies that MP Hayes has led as chair of the Select Committee.
3:00 - 5:00 PM	**Tour of Parliament** Location: Palace of Westminster, London SW1A 0AA, United Kingdom Staffers will engage in a tour of the Houses of Parliament learning both about the history of the building and making transatlantic connections with staffers.
7:00 - 9:00 PM	**Dinner with Tony Blair Institute (TBI) for Global Change Workforce Development Team** *Location: TBD* Dinner discussion with TBI team on their workforce development policy ideas.

Thursday, April 24th, 2025

7:00 - 9:00 AM	**Travel and Discussion of London Lessons Learned** *Location: Heathrow Airport* While traveling to Heathrow Airport, staffers will discuss what they believed has been successful from the British apprenticeship model and any policy ideas that could be brought back to Congress.
9:55 AM - 1:20 PM	**Flight from LHR - ARN SK 526** *Check in to Hotel* *Location: Hilton Stockholm Slussen Guldgränd 8, 104 65 Stockholm, Sweden*
2:00 - 3:00 PM	**Forum at Arenagruppen** Håkan Bengtsson *Location: Barnhusgatan 4 111 23 Stockholm* Arenagruppen is a forward thinking nonpartisan think tank that is working to advance radical reskilling workforce policies as part of their larger social policy agenda.
3:15 - 4:45 PM	**Volvo meeting with Workforce Development Team** *Location: TBD* Staffers will meet with the workforce development team at Volvo about how they engage with local communities and encourage non-traditional education programs.
5:00 - 6:30 PM	**The Swedish Trade Union Confederation (LO) with Johan Enfeldt** *Location: 10044 Stockholm Sweden* Staffers will discuss with how Sweden's preeminent trade union has been instrumental in the reorienting the Swedish labor market to be more responsive to the changing needs of the 21st Century.
7:00 - 9:00 PM	**Dinner MPs - Swedish Social Democratic Party** *Location: TBD* Staffers will engage with MPs from the Swedish Social Democratic Party about what the party has been doing to

reshape their economy for the 21st Century.

Friday, April 25th, 2025

10:00 - 11:30 AM

RWE Sweden Meeting on Renewable Energy Workforce Training
Location: Guldgränd 8, 104 65 Stockholm, Sweden

Staffers will discuss the RWE's focus on reskilling the workforce to engage in green jobs and how their work in building a green workforce from previous resource extraction jobs.

12:00 - 1:45 PM

Friedrich Ebert Stiftung meeting with Kristina Birke Daniels
Location: Barnhusgatan 10 111 23 Stockholm, Sweden

Staffers will meet with Kristina Birke Daniels, Director of the Nordic Office of the Friedrich-Ebert-Stiftung (FES) in Stockholm since 2022. The staffers will discuss workforce development in a European context as a whole and how multinational companies have been implementing different workforce development programs.

2:00 - 3:15 PM

Demos Helsinki - Finnish Think Tank
Location: TBD

Demos is a Finnish think tank that will offer a much broader view than the rest of the meetings on the trip. We will cover how workforce policy is similar and what differs across the Scandinavian countries.

3:30 - 5:00 PM

ABF Stockholm
Location: Sveavägen 41 Box 1305, S-111 83 Stockholm Sweden

ABF is an adult education center that focuses on building new skills for laid off and unemployed workers. The staffers will learn about ABF's efforts in this space and the policies that the Swedish government has implemented to facilitate their efforts.

7:00 - 9:00 PM	**Concluding Briefing Dinner with Deanna Ross and Bruno Manno** *Location: TBD* Staffers will discuss the lessons learned of the entire trip with Deanna Ross and Bruno Manno and what ideas the staffers can bring back to their offices to potentially implement.

Saturday, April 26th, 2025

8:10 AM - 10:00 AM	**Flight from ARN to LHR (BA 771)**
2:30 - 5:35 PM	**Flight from LHR to IAD (BA 291)**