

Where are the shortages, where are the workers?

The drivers behind labour shortages in Europe and how to tackle them
#Labourshortages

Brussels 29 March 2023





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in Europe and how to tackle them

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09:30 – 16:00 CET on 29 March 2023

Live webstream

Join the conversation #LabourShortages



EURES Report on labour shortages and surpluses 2022



→ ela.europa.eu



Employment and labour markets Measures to tackle labour shortages: Lessons for future policy



→ eurofound.europa.eu



Cosmin BOIANGIU

ELA Executive Director

Ivailo KALFIN

Eurofound Executive Director

Joost KORTE

Directorate-General for Employment, Social Affairs
and Inclusion



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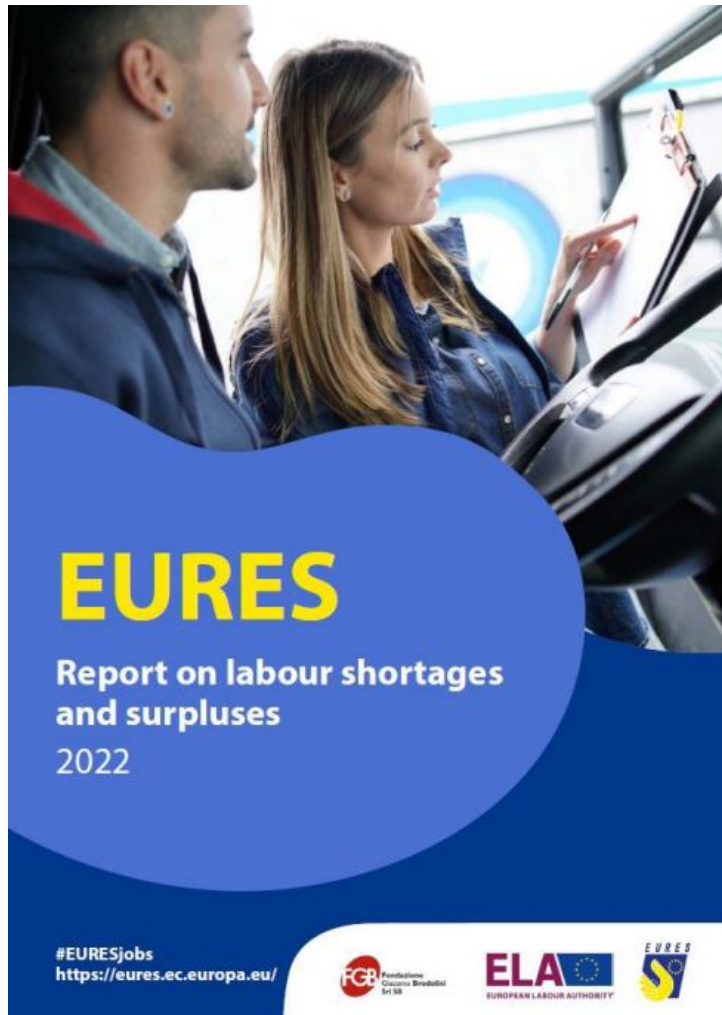
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Irene MANDL

ELA

EURES Report on labour shortages and surpluses 2022



Download the report



ela.europa.eu/en/labour-shortages-report

Irene Mandl
Head of Unit Information and EURES
European Labour Authority (ELA)

What are we talking about?

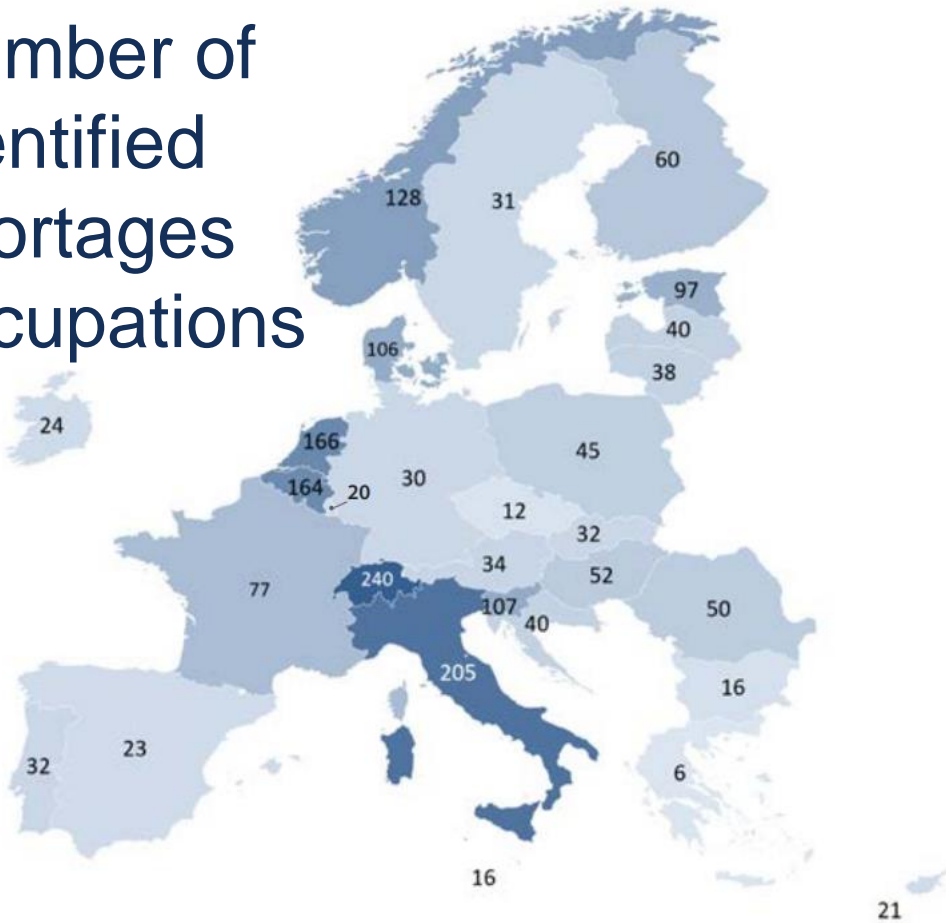
- Labour shortage: sufficient number of skilled persons, but an insufficient number of them take up employment in the occupation and location in question
- Skills shortage: insufficient supply of persons with the appropriate skills
- Labour surplus: a higher number of persons looking to take up employment in the occupation and location in question than there are jobs available
- Skills surplus: supply of persons with the specific skills is greater than the market requires

About the report

- Legal mandate – Art. 30 EURES Regulation (EU) 2016/589
 - collect and analyse information on labour shortages and labour surpluses
 - national and sectoral focus
 - paying attention to vulnerable groups and regions
- Objectives
 - Identification of shortages and surpluses and indication on their severity
 - Exploration of cross-border matching opportunities
 - Provision of examples of regional situations
 - Selected profiling of the affected workforce
 - Exploration of drivers of shortages and surpluses
- Methods
 - Input from EURES National Coordination Offices
 - Secondary data
 - Literature review, focus groups

Incidence of labour market imbalances in Europe

Number of
identified
shortages
occupations



Number of
identified surplus
occupations



Most common shortage and surplus occupations

Shortage occupations

Bricklayers and related workers

Carpenters and joiners

Heavy truck and lorry drivers

Metal working machine tool setters and operators

Nursing professionals

Plumbers and pipe fitters

Building and related electricians

Welders and flame cutters

Concrete placers, concrete finishers and related workers

Sheet metal workers

Surplus occupations

Graphic and multi-media designers

Administrative and executive secretaries

General office clerks

Shop sales assistants

Secretaries

Interior designers and decorators

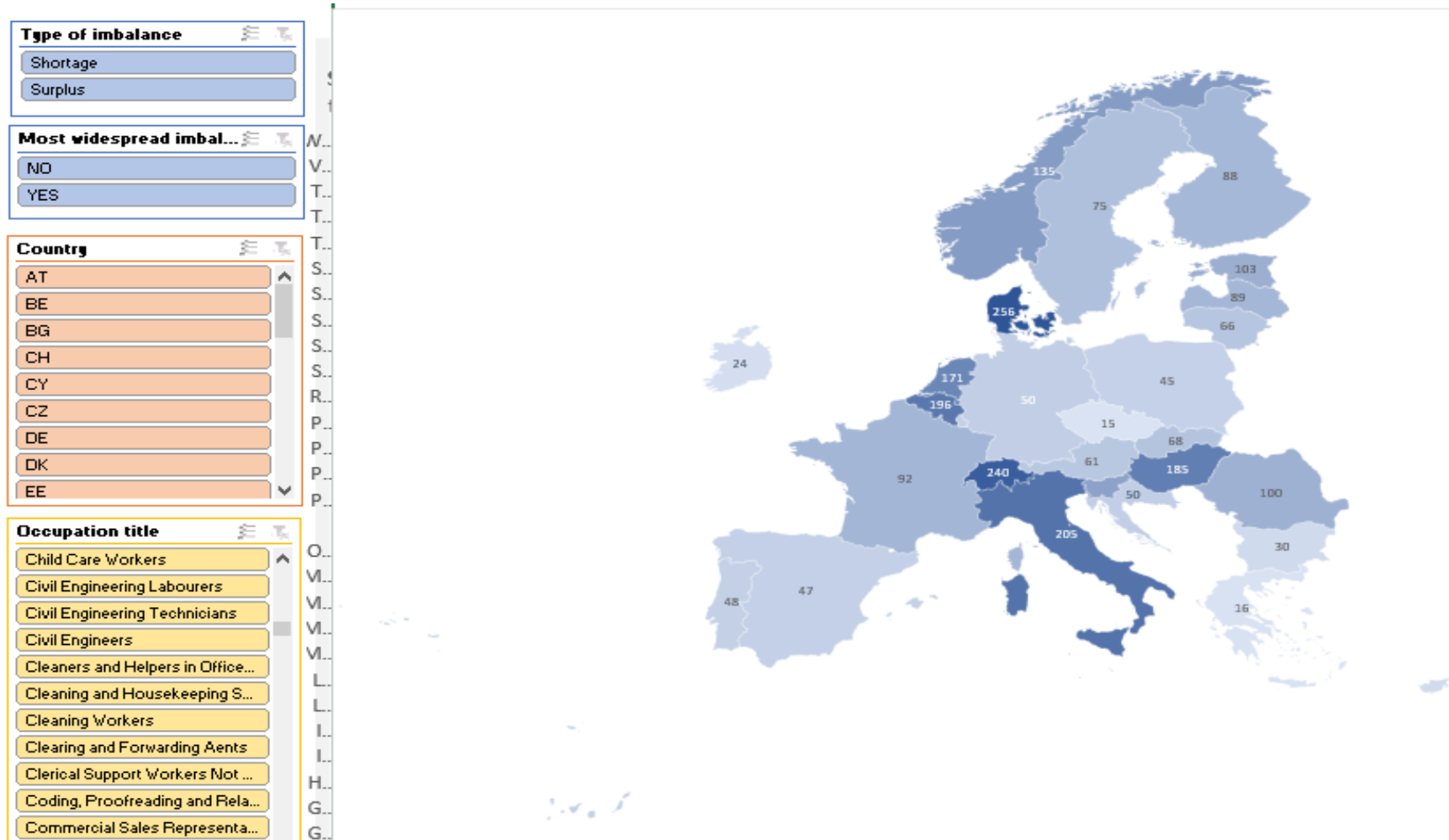
Journalists

Elementary workers not elsewhere classified

Car, taxi and van drivers

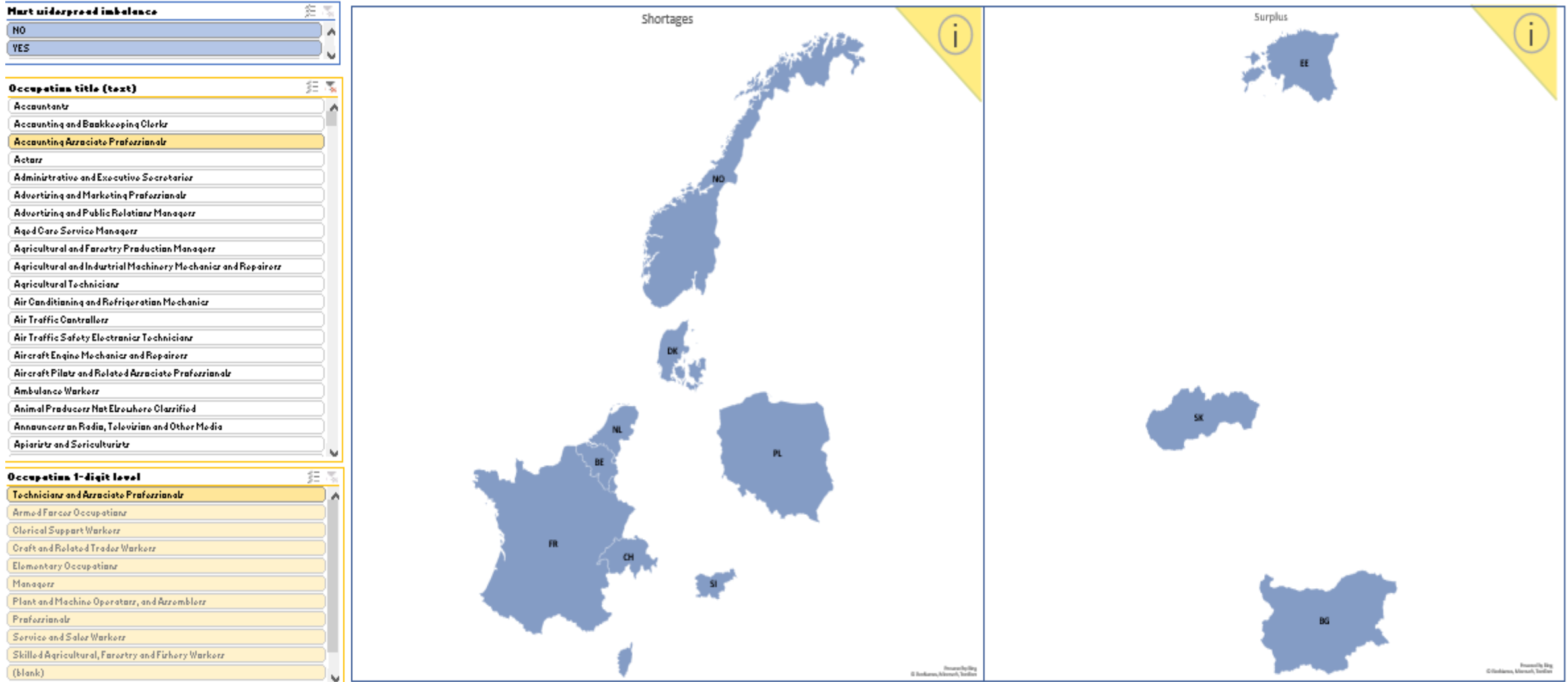
Photographers

More detailed information – the dashboard



https://eures.ec.europa.eu/living-and-working/labour-market-information_en

Potential cross-border matching of shortages and surpluses



https://eures.ec.europa.eu/living-and-working/labour-market-information_en

Workforce affected by labour market imbalances

- About 40% of the workforce in the studied countries work in shortage or surplus occupations
- Females represent almost 2/3 of workforce in surplus occupations, but only 1/3 in shortage occupations
- About half of the shortage occupations have a lower than average share of young workers
- Medium qualification level dominates shortages occupations

First insights into the causes for labour market imbalances



Thank you for your attention!

Irene.Mandl@ela.europa.eu

Practical experiences and impact of shortage and surpluses

Károly LESS

Worker– Slovakia

Céu FILIPE

Director at AEP – Portuguese Business Association
EURES Cross Border Cooperation Portugal-Spain

Liisa LARJA

Senior Specialist
The Ministry of Economic Affairs and Employment Finland

Moderator: **Irene MANDL** – ELA

Impactful Activities

Céu FILIPE

Director at AEP – Portuguese Business Association
EURES Cross Border Cooperation Portugal-Spain



Impactful Activities | Focus Group

A way to generate **smart discussions**

Listen to companies

Guiding them to build appealing job offers

Understand their needs and challenges

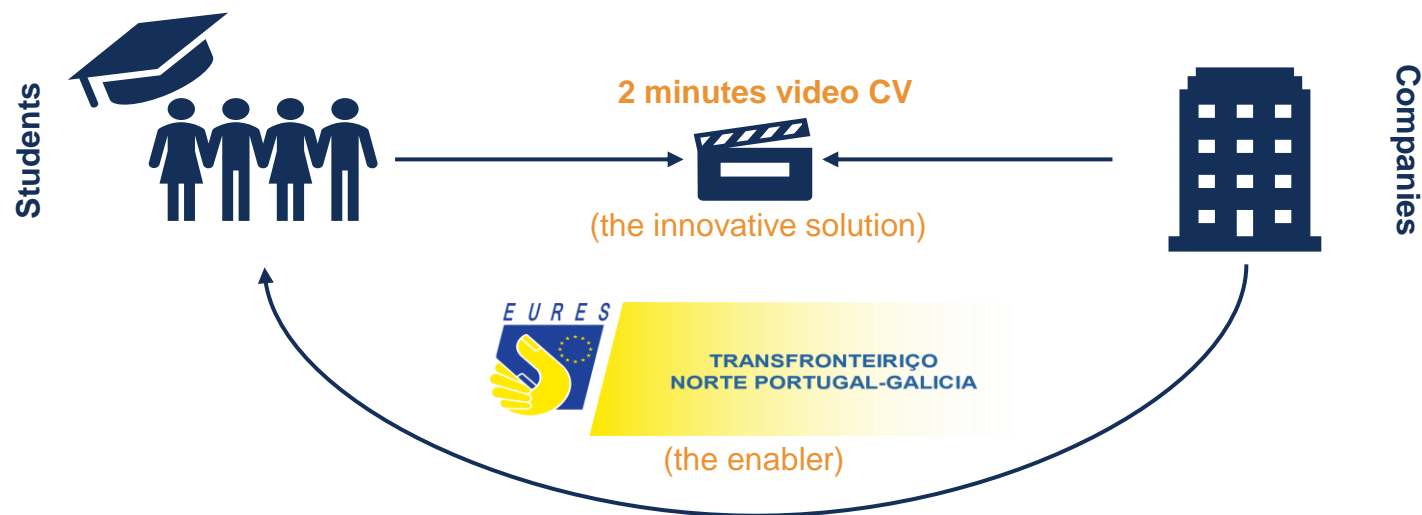
Exploring opportunities and solutions together

Being a trustful companies' partner



Impactful Activities | VideoTalentum

A brief speech that students and jobseekers use to **summarise the value** that they can give to a company



+80 companies | **+70** participants | **+60** interviews

Impactful Activities | One Stop Shop

A tailor-made service

A network of doers

A network of solvers



Contacts

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Now it's time for a coffee break!

Enjoy your coffee and see you back at 11:45





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Tina WEBER

Eurofound

Addressing labour shortages

What works for whom and why

Tina Weber

Research Manager, Eurofound



Eurofound research on labour shortages

- Multi-annual programme 2019 – 2024
 - 2019-2021: Focus on main sectors and occupations of shortage, drivers of shortage, trends and classification of main measures taken at Member State level to address them
 - Report: Tackling labour shortages in EU Member States
 - 2021-2023: Policy focus on evaluated measures to address shortages in healthcare, ICT and in relation to green and digital transition
 - Report: Measures to tackle labour shortages: Lessons for future policy
 - 2023-2024: Organisational measures to tackle labour shortages



Urgency of addressing labour shortages



Limits production,
innovation,
competitiveness
and quality
service delivery



Threatens the
achievement of
climate neutrality
and digital
upskilling targets



Leads to work
intensification
which – together
with demographic
trends – risks to
further aggravate
shortages

Different sectors, different drivers, targeted solutions



Drivers:

Challenging working conditions, gender segregation, underinvestment

Solutions:

Enhanced pay and working conditions, such as autonomy over working hours, training and career development, improved staff-patient ratios; enhanced societal appreciation; attract under-represented groups



Drivers:

Poor forecasting and matching, gender segregation

Solutions:

Ongoing forecasting efforts involving stakeholders matched with training provision; offer of training with work experience; attract under-utilised groups



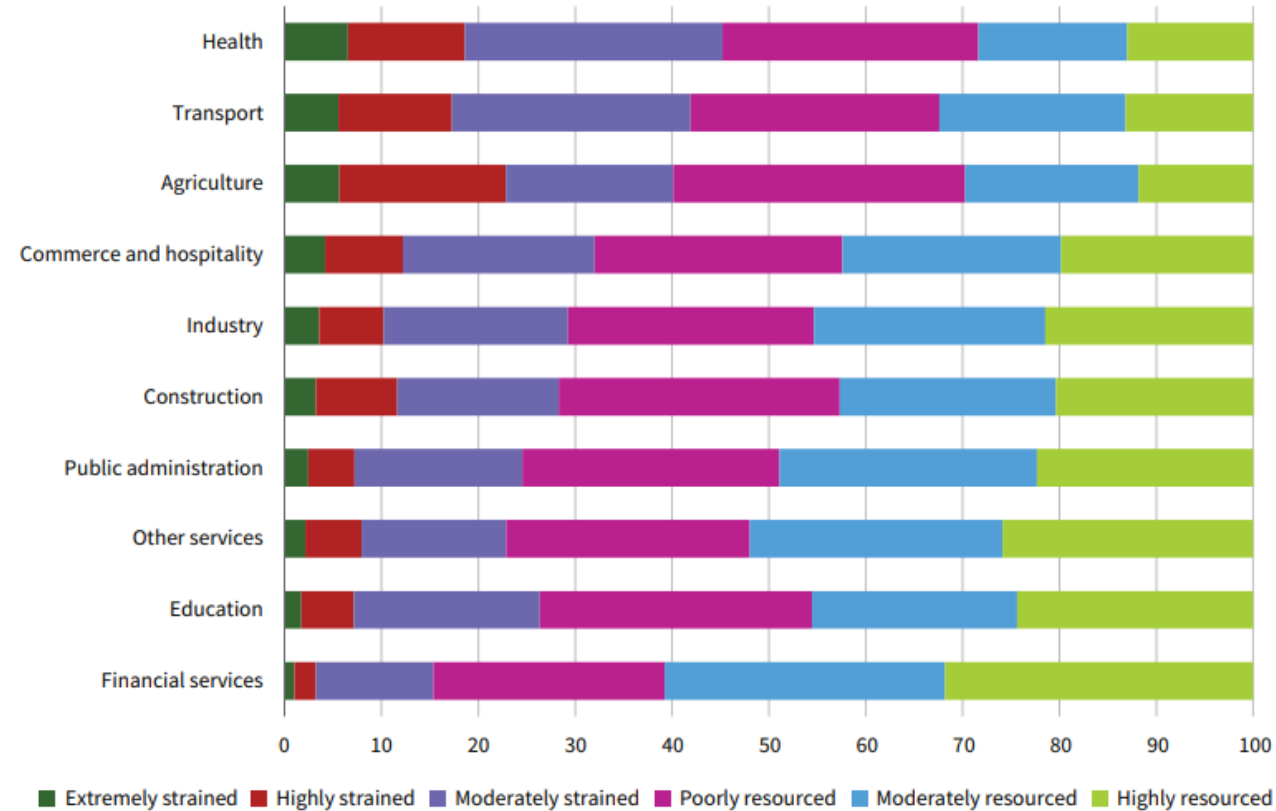
Drivers:

No clear classification of 'green' jobs and skills, poor skills forecasting and matching, curriculum development, gender segregation

Solutions:

Similar to ICT/digital, but also specific curriculum development; alignment with policy priorities (climate targets), improving conditions

Shortages in health and long-term care: Job quality main driver



Source: EWCTS 2021

Measures to address shortages in health and long-term care

- **Attracting labour**

- Pay rises (across the board, pandemic bonuses, incentives to move to less attractive areas)
- Improve working conditions (greater autonomy, reduced bureaucracy, higher staff to patient ratio, enhanced training and career opportunities)

- **Activating under-utilised labour**

- Attracting more men into caring professions
- Improve processes for accreditation of qualifications gained abroad

- **Enhance use of existing labour**

- Enhanced forecasting
- Supported training for shortage occupations
- Support for lifelong learning (particularly in SMEs)
- Reintegration of medical personnel with physical and mental health conditions

- **Impact**

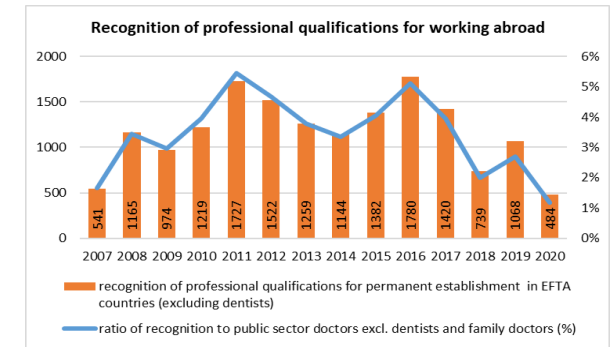
- Higher retention
- Improved recruitment
- Improved integration

- **Supporting factors**

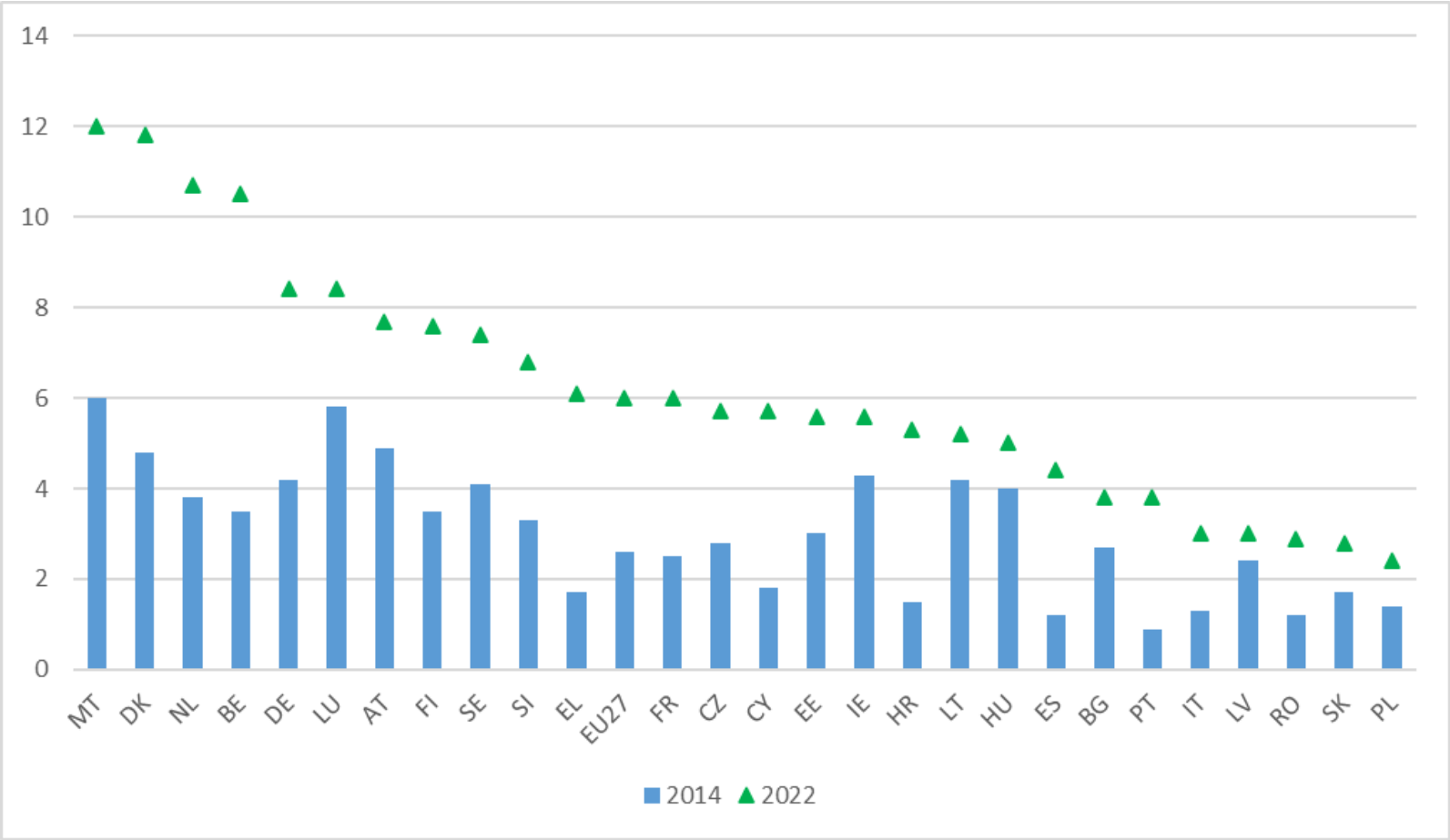
- Holistic policy package
- Stability of political decision making
- Support with housing/other integration measures

- **Barriers**

- Lack of attractiveness of living conditions/poor infrastructure
- Cost of training for specialisation
- Need to link forecasts with training provision
- Short-term project based funding/bureaucracy
- Remaining stereotypes
- Pandemic impact on training provision
- Fragmentation of recognition infrastructure/costs



Shortages in ICT and digital skills



Measures to address shortages in ICT/digital

- **Attracting labour**
 - Target women/girls to enter ICT professions/digital skills training including through enhancing attractiveness of sector
- **Activating under-utilised labour**
 - Target migrants/refugees/asylum seekers and women by offering training and other support structures (e.g. care provisions, language training)
- **Enhance use of existing labour**
 - Better forecasting
 - Supported training for shortage occupations; including intensive short courses
 - Enterprise led training development and specific training provision
 - Specific training provision for SMEs
 - Development of new vocational routes bridging gap between tertiary education and apprenticeships
- **Impact**
 - Enhanced share of women
 - Improved recruitment and integration of vulnerable groups into labour market
- **Supporting factors**
 - Involvement of NGO and peer support
 - Involvement of stakeholders in forecasting and curriculum design on ongoing basis
 - Availability of role models and post-training mentoring support
- **Barriers**
 - Remaining stereotypes
 - Short-term project based funding/bureaucracy
 - Lack of integration with national/regional industrial policy
 - Lack of trainers
 - Emphasis on tertiary education
 - Risk of deadweight without targeting

Shortages in skills to support the green transition

Label	Description	Share of workers in such occupations
No-greening	Occupations with limited or no impact of greening	63%
New and emergent	New occupations not currently classified	9%
Enhanced skills	Existing occupations requiring changes in skills	14%
Increased demand	Existing occupations not requiring new skills but seeing increased demand	14%

Measures to address shortages in green skills

- **Enhance use of existing labour**
 - Better forecasting
 - Alignment of curriculum and training effort with environmental strategy
 - Development of curricula for new skills
 - Supported training for shortage occupations, including adjustment of active labour market policies
 - Retraining of workers in carbon intensive sectors
 - Support for SMEs/new entrepreneurs in circular economy and green/blue sectors
- **Impact**
 - Establishment of new curricula
 - Improved recruitment
 - New enterprise creation
- **Supporting factors**
 - Close integration with climate neutrality plans/regional development strategies
 - Involvement of stakeholders in forecasting and curriculum design on ongoing basis
- **Barriers**
 - Lack of clear definition of green jobs/skills
 - Lack of involvement of stakeholders in curriculum development
 - Short-term project-based funding/bureaucracy
 - Lack of suitable training provision
 - Insufficient financial investment/cost of courses
 - De-prioritisation of green targets due to energy crisis

Main messages

- Implementing effective approaches to address shortages is crucial
- Drivers of shortage vary by sector, occupation and region
- Shortages are particularly prevalent in sectors with challenging working conditions and highly gender segregated sectors
- Measures to address them must respond to these drivers in different ways
- Need for more high quality policy evaluation and peer learning



Measures to tackle labour shortages: Lessons for future policy



As economies emerge from the impact of the COVID-19 pandemic, labour shortages are becoming increasingly evident. These include shortages exacerbated by the crisis in some sectors and professions where they had been endemic for some time. This report will look at measures implemented at national level to tackle labour shortages in the health, care and information and communications technology sectors, as well as those arising from the twin digital and green transitions. Focusing on evaluation measures, the report will provide policy recommendations on what works to address shortages in which context.

Author: Tina Weber

Reference n°: EF22015

Publication date: 28 March 2023

Permalink: eurofound.link/ef22015

Language(s): English



Addressing labour shortages and surpluses – practical examples

George CHRISTOPOULOS

Deputy Governor - PES Greece

Sophie JONKE

ReDI school - Germany

Yordan DIMITROV

Balkan Institute for Labour and Social Policy

Dragos ADASCALITEI

Eurofound

Moderator: **Tina WEBER** - Eurofound

ReDI School of Digital Integration

Sophie M. Jonke

www.redi-school.org

How the integration of refugees can help solve the tech labour shortage



We are ReDI!

ReDI School of Digital Integration is a non-profit tech school providing newcomers and locals free and equitable access to digital education.

Education

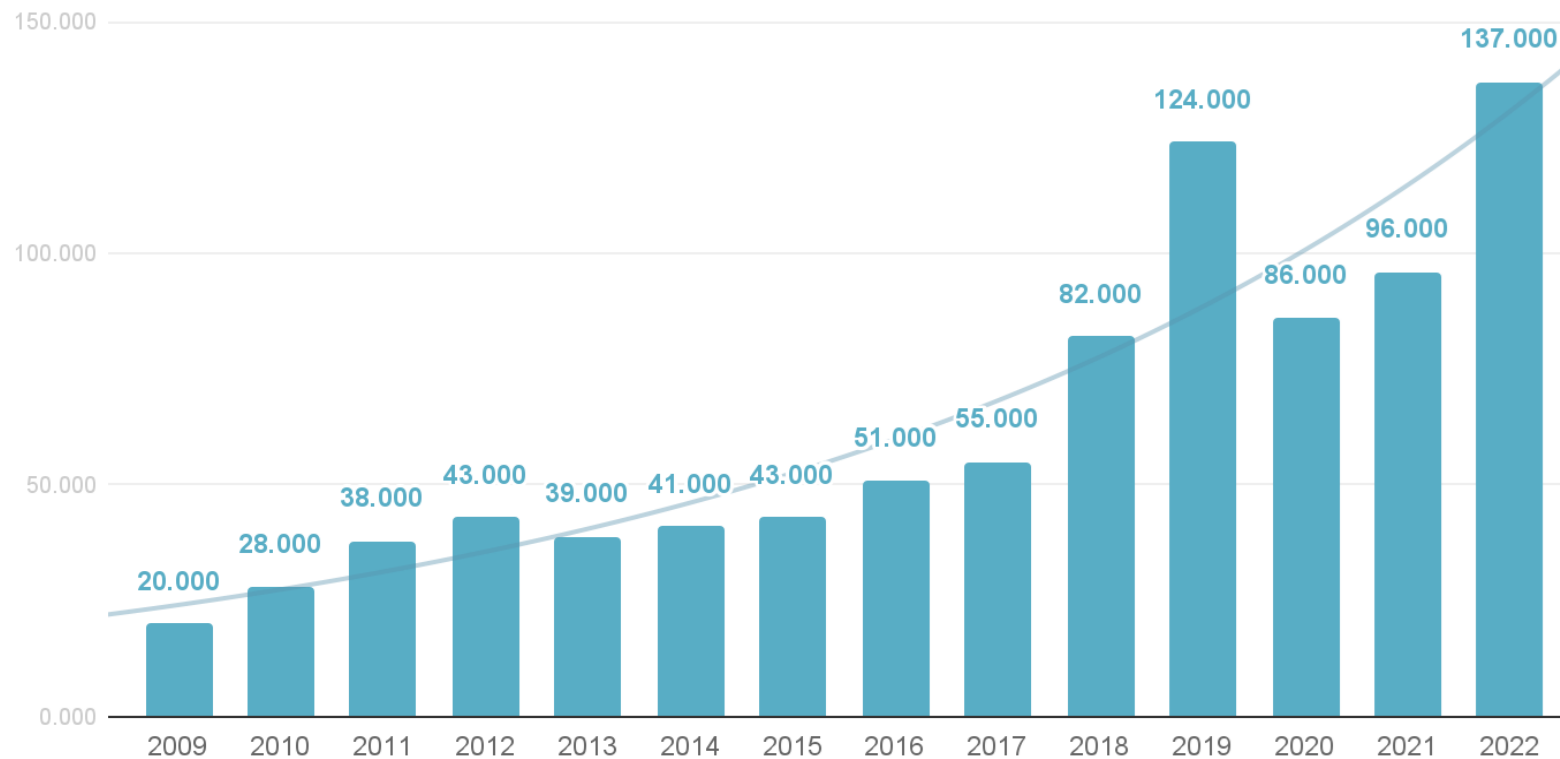
Digitization

Integration

137.000 open positions for IT-experts in Germany

Despite war and crises: Demand for IT specialists on the rise

Number of IT positions to be filled in the overall economy

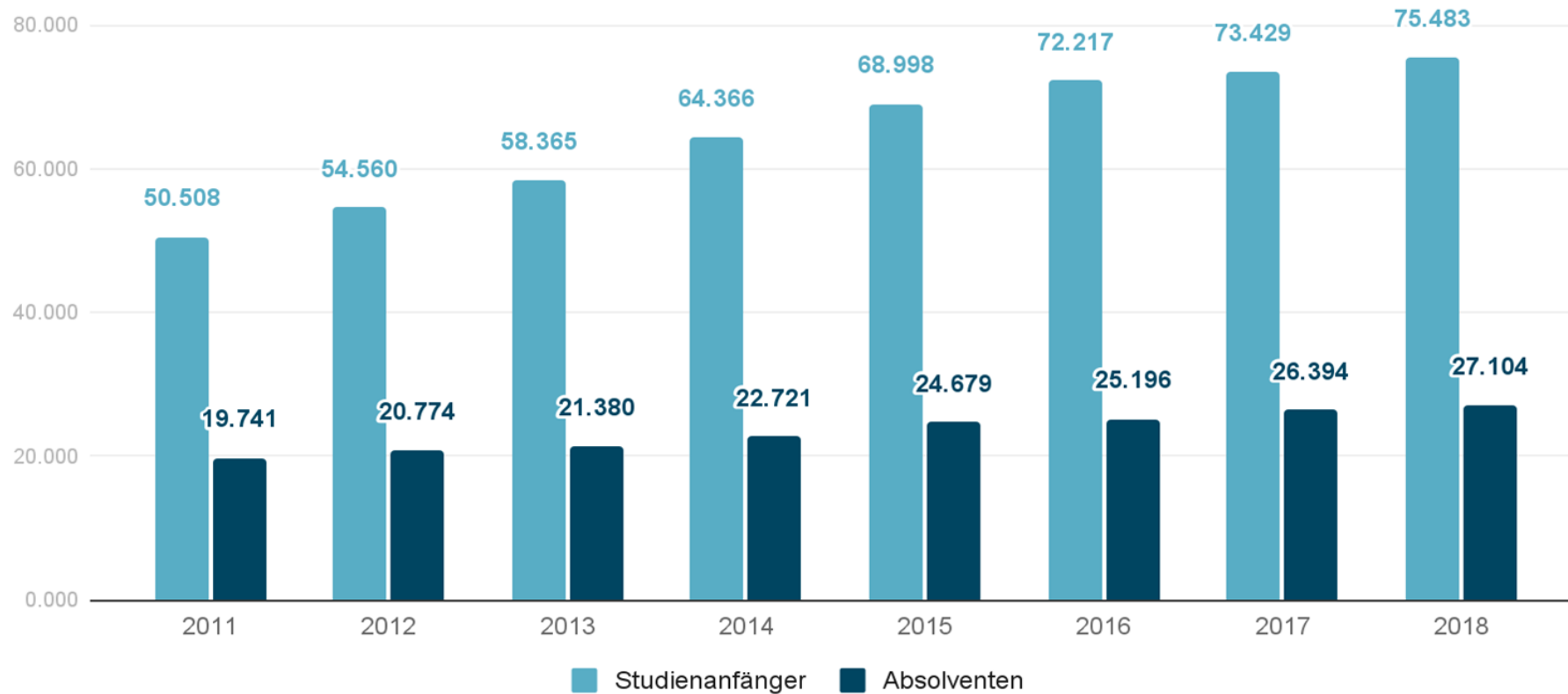


* Source: Bitkom 2022

“As a result of the shortage of computer scientists, Germany loses more than five billion euros in value added each year - directly, without downstream effects. The economic losses are therefore far greater”

Too few computer scientists come from the universities

First-year students and graduates in computer science at German universities



8 Mio

Displaced Ukrainians since the beginning of war

Source: Statista

An aerial, black and white photograph showing a large, dense crowd of people, mostly men and children, gathered behind metal crowd control barriers. The people are packed closely together, and the scene appears to be outdoors on a paved area. The text "2.4 Mio" is overlaid in large white font across the center of the image.

2.4 Mio

Asylum seekers in Germany since 2015

Source: Bundesamt für Migration und Flucht



Less than 30%

of refugees within the EU
found a job within 5 years

Quelle: <https://www.oecd.org/els/mig/Finding-their-Way-Germany.pdf>

WIN

WIN

WIN



INDUSTRY

SOCIETY

REFUGEE

Integration brings shared value


How?

Stop talking about refugees - talk with refugees!



What we teach



Certified / Corporate courses	Career Support: Workshops & Mentoring	Azure Fundamentals	Azure Data Fundamentals	Salesforce	Cisco Networking	Taught in English	
Digital Career Program		Introduction to Computer Science					Taught in English
		Frontend HTML & CSS Javascript React	Backend Java Python	Data Data Analytics Machine Learning	UX/UI Figma	Cloud Azure IOT	
Digital Women Program		Digital Literacy	Intro to Coding	Digital Design	+Childcare +Coaching	Taught in English & German	
Kids & Teens, Youth Programs (age: 9 – 29)		Sunday Courses	School Courses	Refugee Camps	BayCode 	Taught in German	



The Volunteers

ReDI heroes: rise by lifting others

Our mission at ReDI School is supported by the local tech community, who teach, mentor, and support our students along the way. We are looking for a variety of volunteers who can bring their professional experience to help our students grow.





Getting hired...

50%

is what you know

50%

is **who** you know

Without a network, finding a job can be really challenging – even with tech skills. That’s why ReDI School is not only offering technical skills but also a professional network.

Career Support Services

Tech Skills & Network Soft Skills

Career
Workshops

Mentorship
Program

Company
events
& Job Fair

Major Partners & Donors 2021-22 (*above 100.000 EUR / annual)

accenture

Cognizant
Foundation

THE VELUX FOUNDATIONS
VILLUM FONDEN X VELUX FONDEN



Bayerisches Staatsministerium
für Digitales



Beisheim Stiftung

Deloitte.

L'ORÉAL
FUND FOR WOMEN

FONDATION
CHANEL



Landeshauptstadt
München
Referat für Arbeit
und Wirtschaft

Microsoft



JPMORGAN CHASE & CO.

DigiCo



Large Partners & Donors 2021-22 (*above 40.000 EUR / annual)



okta



SCHMIDT
KRANZ GROUP



DEUTSCHE BAHN
STIFTUNG

Steelcase



COYA



klöckner & co

Hiring partners

Internships & jobs

Berlin & NRW

Munich

Denmark (CPH, Aarhus)

Funding support

(+10.000 euro)

Accenture
Amboss
Apple
asioso
Bosch
Beck et al.
Bertelsmann
Capgemini
Cisco
CGI
Delivery Hero
Deutsche Welle
Deutsche Bahn
eBay
Emnify
EngageLabs

Klöckner.i
Microsoft
Mila Health
Moxa
Nintendo
NRC
Odin
ProSieben
RaySono
SAP
Supplyon
Straight Solutions
Volkswagen
Westcon
Zalando
and more...

ACENT
Adesso
APPTIO
CAF America
Campana u Schott
Classmethod
Deutsche Welle
diconium
Digital Academy
Expleo Tech
FAKTOR D
Group M
Haniel Stiftung
IDG Bus. Media
Ignore Gravity
Handelsblatt

Lemonade
Penta
Rotary
Senacor Tech
Software AG
Schwarzkopf
Telefonica
Vodafone
Foundation
and more...

Allianz Group
Alexander Thamm
Apple
asioso
Arvato Systems
adidas
Bean United
BMW Group
damovo
Chemistree
Coca-Cola
Computacenter
CGI
FC Bayern
Fujitsu
Google
IBM

PAYBACK Group
Medialab Bayern
Messe München
Personio
ProSieben Sat1
Samsung
Shiftschool
Siemens
Skaylink
Sky
Stylight
Straight Solutions
Suse
Telefonica
UX Gruppe
Wayra
Werk 1, and more

3Shape
Adapt Agency
Cisco DDK
Coca-Cola DK
DAMVAD Analytic
Dansk Industri
Dansk Erhverv
Dansk IT
Danske Bank
DataCamp
DFDS
Digital Lead
GoAgile

IBM
IKEA
Kim Jybak KMD
Netcompany
Otto Bruuns Fond
Pandora
SAP Danmark
Tata CS
TDC
Tech BBQ
Teknologipagten
Wingmen Solutions
Østifternes Fond

Capgemini
Google
Facebook
Henkel Foundation
IKEA
Mimecast
Paypal
Qualcomm
Østifternes Fond

+ Betterplace
+ Private donors

Does it work?



ReDI Berlin
2016



ReDI Munich
2018



ReDI in
Cyberspace
2022



ReDI NRW
Düsseldorf, Duisburg
2020



ReDI Hamburg
2022

Award 2022:
**City of Munich &
ReDI School Munich**

Category:
Act together – skills and
competencies for the
future





ReDI
Copenhagen
Denmark, 2019



ReDI
Malmö
Sweden, 2022



ReDI
Aarhus
Denmark, 2022



ReDI
Addis Ababa
Ethiopia, 2022

The ReDI Community

107
nationalities

6,200+ 10,000+ 500+

Tech Leaders & Volunteers

extraordinary engaged Tech-Evangelists, IT-Experts, Coders, Software-Engineers, Data-Scientist, Designers, HR-Experts and Leadership have trained since 2016...

Tech Talents & Students

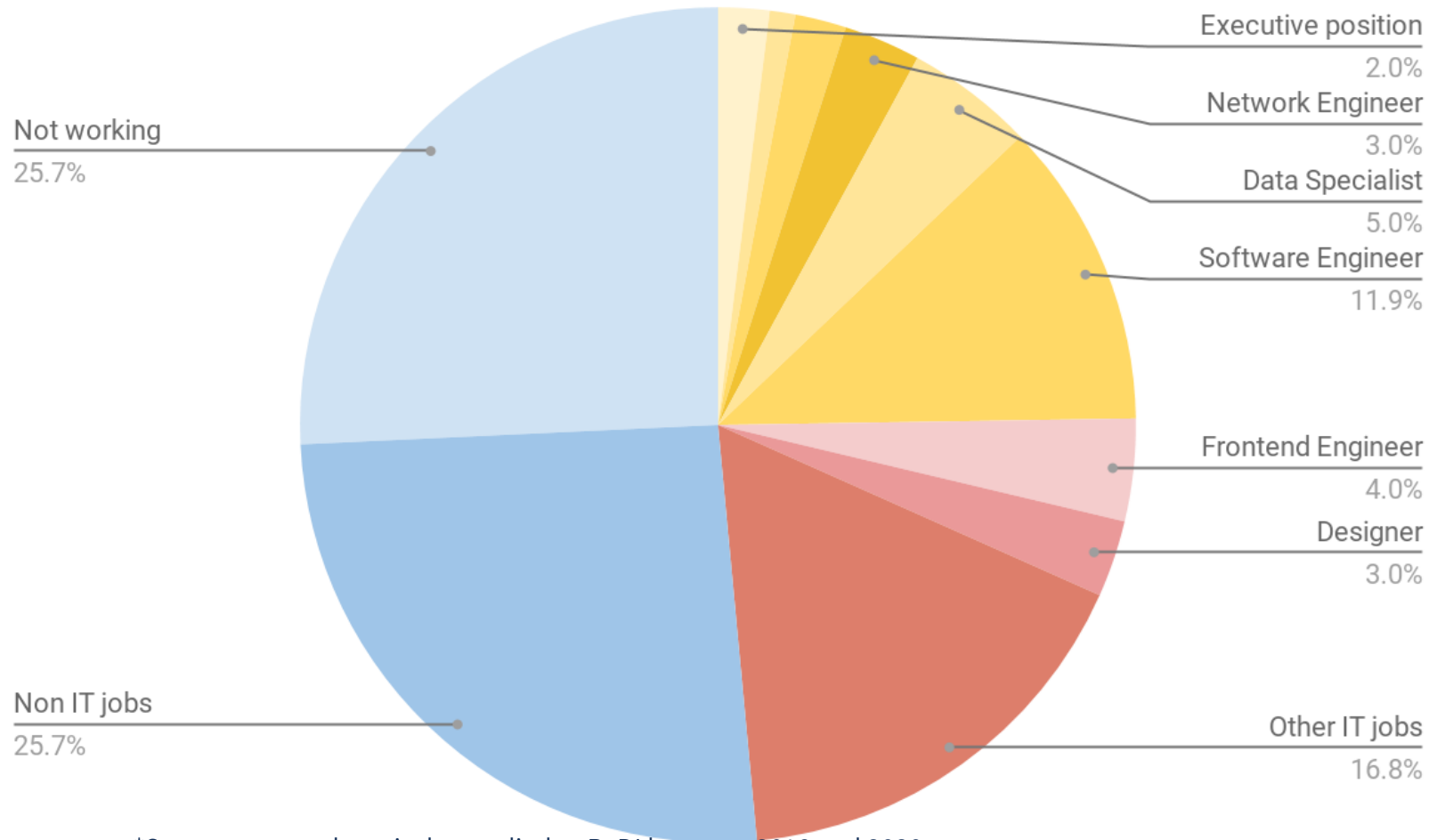
highly motivated refugees, migrants and newcomers from more than 50 countries at ReDI School in Berlin & Munich supported by...

Companies

e.g. Amazon, Accenture, Cisco, Deloitte, Facebook, Fujitsu, Generali, Google, Handelsblatt Group, Microsoft, City of Munich

Job Integration

What are our students doing after ReDI? (June 2022)



*Survey sent to alumni who studied at ReDI between 2016 and 2020

n = 101

2	Executive position (COO, CTO)
1	Backend Engineer
2	Cloud Engineer
3	Network Engineer
5	Data Specialist (Data Scientist, Analyst)
12	Software Engineer
4	Frontend Engineer
3	Designer (UX/UI, Brand)
17	Other IT jobs (QA, Backoffice, Digital Marketing, Technical Writing, Work students etc)
26	Non IT jobs (Customer Service, Salesforce, Teacher, Accountant, Delivery Driver etc)
26	Not working (Student, Unemployed)



60%

Women

When ReDI started training tech skills, only 10 % women joined the classes. With implementing the Digital Women Program we manage to have 60 % female students in our school in total. And 45% in the Digital Career Program.

Award 2022:
**City of Munich &
ReDI School Munich**

Category:
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competencies for the
future



Role Models — ReDI Alumni



Mohammad
ServiceNOW
Developer
Accenture



Rami
Full-stack
Developer
kloeckner.i



Rita
Solutions Systems
Engineer
Cisco



Omar
Gründer der
App Bureaucrazy



Abdulsalam
Start up! Trainee
Deutsche Telekom



Amro
IT Consultant
Accenture



Natalia
Web Designer
Ellusion



Mohamed
Azubi
Fachinformatiker
ProSiebenSat.1



Abdullahi
Software Engineer
Moxa
Ada Fellowship
Allianz



Idlir
IT Support
Specialist /
Microsoft 365
Beck et al.



Parisa
Data Scientist
MHP - Porsche



Ferdaus
Netzwerk-Admin.
Intel / Experis



Sajjad
Software Ingenieur
Amazon



Amr
Blockchain
Developer
Capgemini



Tung
Developer
Associate
SAP



Yasaman
Business Analytics
Werkstudentin
Kloeckner.i





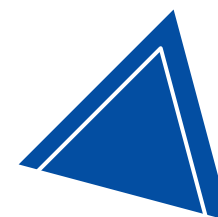
Questions?



Contact

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Local Head
ReDI School Munich

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Monthly remuneration to providers of primary outpatient care for work in areas/ regions characterized by adverse working conditions (a.k.a. adverse working conditions payment)

Bulgaria

Yordan Dimitrov, Balkan Institute for Labour and Social Policy



Design and introduction

- Measure introduced in 2000 as part of the first National Framework Contract for Medical Activities. Stable measure ever since.
- Stakeholders
 - Main stakeholders
 - National Health Insurance Fund (NHIF)
 - Bulgarian Medical Association (BMA)
 - Secondary stakeholders
 - Regional Health Insurance Fund
 - National Association of General Practitioners in Bulgaria (part of BMA)
 - Executive Agency Medical Supervision
 - Regional Health Inspectorates
- Addressees – providers of primary outpatient care (GPs) with registered practices
- Annual fixed budget for the whole country – BGN 5,000,000

Rationale and objective

- Rationale
 - Consistent and widespread medical professionals shortages in hospital and outpatient care
 - External migration
 - Internal migration to the larger cities
 - Ageing of the labour force
 - Unattractiveness of general medicine as a specialisation for young professionals
- Objective - to **attract GPs to practices that are less popular** than, for example, practices in larger cities. **By extension**, the measure **has the aim of retaining** GPs to work in settlements with adverse working conditions

Implementation mechanism. Coverage. Evaluation

- Monthly payments of fixed amounts to GPs for the duration of the framework contract according to a specialized Methodology
- Amount calculation
- Coverage statistics
- Evaluation of the measure. Outcomes and impact

1 BGN = 0.51 EUR

Year	Funds budgeted in the 2020 Framework Contract (BGN)	Number of settlements in the list	Reported and paid funds (BGN)	Average number of practices receiving funds during the year	Average income per adverse work conditions practice per month (BGN)
2016	5,000,000	1,074	4,769,287.36	878	452.67
2017	5,000,000	1,074	4,738,955.46	818	482.78
2018	5,000,000	1,139	4,816,292.93	865	464
2019	5,000,000	1,164	4,941,286.97	867	474.94
2020	5,000,000	1,184	5,024,335.99	887	472.03
2021	5,000,000	1,187	4,968 661.77	855	484.28

Number of points - t	Criteria
2	A settlement more than 15 km away from another outpatient clinic or emergency medical centre / branch for settlements located in a flat area and 10 km for settlements located in a hilly or mountainous area.
2	A settlement more than 20 km away from another outpatient clinic or emergency medical centre / branch for settlements located in a flat area and 15 km for settlements located in a hilly or mountainous area.
2	Settlement away from the nearest hospital located more than 30 km away for settlements located in a flat area and 20 km for settlements located in a hilly or mountainous area.
1	III or IV class road network of the settlements covered by the medical establishment
2	Hard access terrain with over 600 m above sea level and the presence of III or IV class road network
3	Hard access terrain with over 1000 m above sea level and the presence of III or IV class road network
4	Area with unfavourable geographical terrain - mountainous or semi-mountainous and / or with unfavourable road infrastructure and time for access to the nearest hospital over 60 minutes.
1 point for each settlement	Medical institution serving two or more settlements and a doctor's work schedule of at least 1 hour per week for every 50 people with health insurance and continuous health insurance rights for outpatient and home examinations in each settlement.
1	A medical institution in a rural area in which $\geq 50\%$ of the registered population are people with health insurance under 18 years of age and over 65 years of age.
3	A medical institution that serves refugee accommodation centres.
3	Medical institution that serves homes for medical and social care and persons accommodated in special schools and homes for upbringing and education of children deprived of parental care, in homes for children with physical disabilities, in homes for children with mental disabilities and children using residential services.

Case study Klima:Aktiv

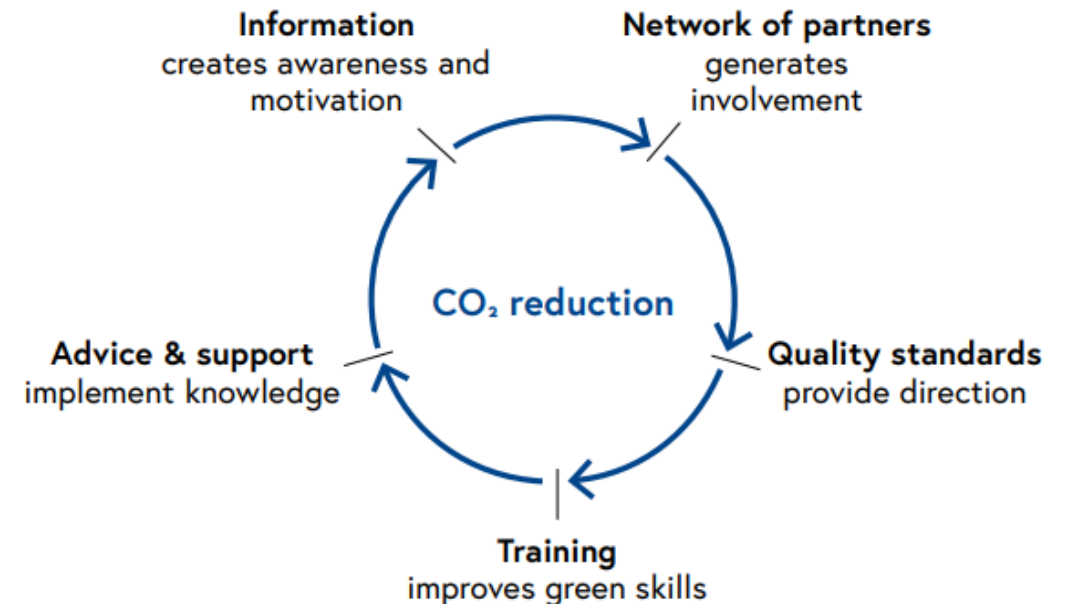
Dragos Adascalitei

Research Officer, Eurofound



Rationale & general objectives the measure

- **National initiative**, in response to GHG emission reduction targets initially set in the Kyoto Agreement, and later the Paris Climate Accord
- **Chronic shortage** of workers in occupations associated with the green transition but **lack of national data**
- **Four thematic areas of work**: construction and renovation; energy efficiency; renewable energy; and mobility
- Key **objectives**:
 - Promote **involvement** through new and existing networks of partners
 - Set new **quality standards** in areas such as construction and retrofitting that will promote green technologies and practices.
 - Provide **advice** and support to implement climate knowledge to meet these standards.
 - Promote climate information **and create awareness** and motivation amongst households and individuals.
 - Promote **training** and improve green skills for consumers and professionals.



Design of the measure

- Stakeholders
 - The Ministry for Climate Protection, Environment, Energy, Mobility, Innovation, and Technology (BMK) : Lead stakeholder, responsible for strategic management.
 - Austrian Energy Agency: Responsible for the overall management and coordination of the programme.
- **Klima:aktiv networks**: building links between industry bodies and enterprises to share intelligence about emerging green technologies & needs
- **Direct involvement** in training delivery by establishing co-operation agreements with training partners including colleges, research institutions, and industry associations
- **Flexible approach** to each training programme depending on the local context

Evaluation of the measure

- Two evaluations 2004-2012; 2013-2020
- **Process evaluation**: assessment of organisational structure, control processes and communication activities
- **Impact evaluation**: outcome and impact indicators on
 - The type and number of activities
 - Number of people trained through the programme
- No assessment of:
 - Broader labour market impact due to lack of data on green skills
 - Whether training leads to employment

Outcomes

- 100,000 trainees have **successfully completed** Klima:aktiv training courses across all thematic areas over the past ten years
- Current enrolment – 21,000 trainees including 6,500 renewable energy professionals, 1715 fuel-saving trainers, and 237 e-bike technicians
- Subjective evaluations: 47% participants found the training to be **good or very good**
- Qualitative assessment: positive impact through **integration** of the Klima:aktiv building standards into the training of energy consultants

Success factors and challenges

Success factors

- **Support** for the development of national certifications.
- Capacity to **test market demand** prior to course development
- Courses are guided by a **collaboration** of government and the relevant market actors.
- Focus on **short/flexible training** as a catalyst for change.

Challenges

- **No link** between evaluations and broader labour market impacts
- No follow-up data on **employment outcomes** for participants
- **Reactive approach** to addressing shortages



Where are the shortages, where are the workers?

The drivers behind labour shortages
in Europe and how to tackle them

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It's Lunch time!

Enjoy your lunch and see you back at 14:30





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Round table – An EU solution?

Cristina TILLING

European Transport Workers' Federation

Teresa HORNUNG

Deputy Director for European Affairs at Confederation of German Employers' Associations – BDA

Stefan OLSSON

DG EMPL – Deputy Director-General

Moderator: **Rrap KRYEZIU**



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Cosmin BOIANGIU

ELA Executive Director

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Thank you for your participation!
Cocktail time

