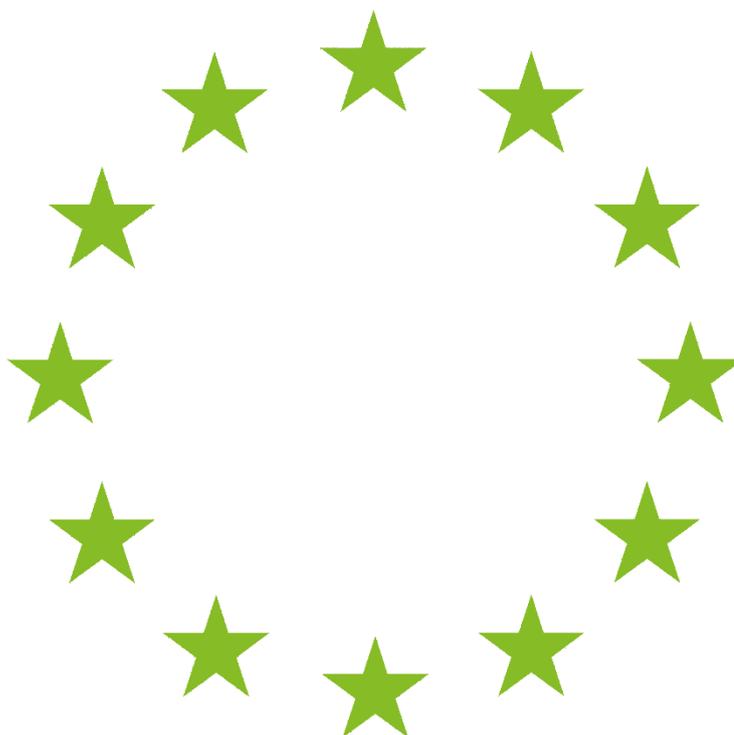




European  
Commission

# **Study on a Pilot project: Making the EU transport sector attractive to future generations**

## **MOVE-A1/5/2016-LOT3**



### **Final Report**

### **22 June 2017**

**A study prepared for the European  
Commission DG Mobility and Transport**

This study was carried out for the European Commission by



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# Executive summary

## Introduction

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### Objectives of the project

This is the draft Final Report of a study commissioned by the European Commission's Directorate General for Mobility and Transport (DG MOVE); which has been prepared by Deloitte, in conjunction with Coffey and Panteia, supported by a network of experts.

The study addresses two main issues:

- The extent to which the transport sector is, or is not, seen to be an attractive work place by young people, given current and foreseeable labour shortages in the sector
- What can be done to assist the recruitment of young people to the sector, including attracting more young women.

The study focuses particularly on young people with only low or medium level schooling qualifications, but who might have the motivation and soft skills that employers are increasingly seeking. Wherever possible, the report seeks to identify differences between the views and objectives of young women and men, as well as the attraction of different subsectors, or modes, of the transport sector.

### Research methodology

Given the scale, range and diversity of the sector and its sub-sectors/modes, and the complexity of the issues to be addressed, a variety of approaches were taken to the collection of evidence.

In addition to desk research, the research involved the following:

- An open on-line questionnaire addressed to employers and social partner organisations
- A web-based survey of young women and men aged 16-25 across all 28 Member States regarding their perception of jobs in the transport sector
- A series of focus-group sessions in a selection of Member States to explore the same issues with young people in greater depth
- A review of successful, and potentially replicable, good practice initiatives from across the sector and its sub-sector/models that might be encouraged or supported across the EU.

### The scale and nature of the challenge

The transport sector plays a central role in the effective working of the EU economy and provides some 10.5 million jobs – around 4% of total employment. However, it faces many

challenges for the future. Firstly, a third of all transport sector workers are now over 50 years old. Secondly, there is an excessive reliance on men who currently account for more than three-quarters of the total workforce. Thirdly, forecasts suggest that any existing labour shortages are liable to worsen, with the transport sector facing increasing competition from other sectors of the economy for the types of workers and skills it needs.

In that respect, the quality of recruitment and employment practices in general have been reviewed, noting in particular that the proportion of women working in transport is less than half that in the rest of the EU economy.

## Key findings

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Key findings are presented in relation to the following issues:

- The attractiveness of the sector to young people
- Labour market challenges and what employers are doing about them
- Gender issues and the extent to which they are being addressed
- Successful communication activities across the sector and sub-sectors

### Attractiveness of the sector

The views of young people regarding the attractiveness of the transport sector and jobs within its various parts, appear to be both complex and confused. This seems to be due, at least partially, to the fact that they are poorly informed about what the sector does, what types of jobs are available, and what part they might play in it given their educational background.

In this respect, a large proportion of the young people who completed the on-line survey questionnaire appear to be attracted to transport as an area of work. On the other hand, their personal experience of the sector was limited, with their most referenced groups being adults working as drivers of trucks or taxis, or employed in the rail sector.

Less than 10% of young people said that they thought the transport sector had a poor or very poor reputation, while over 40% thought it was average – i.e. no better or worse than any other sector - and over 45% saw it as good or very good. Moreover, there was no obvious difference between the overall assessments of young women and men.

However, in terms of the relative attractiveness of the different transport modes - air, road, rail, maritime - reports from both the online survey and the focus-groups suggest that young people have very different views of the attractiveness of these sub-sectors. There is a general and positive, possibly excessively positive, view of air transport; very limited knowledge of maritime; and views on road and rail transport appear to be largely related to limited daily experience.

Probably reflecting their limited knowledge, the responses of young people appear to be heavily influenced by the nature of the questions asked and the depth of the enquiries. Thus, while open discussions on transport as a sector produced positive responses, with, for example, the prospect of travel being mentioned by nearly 80% of those surveyed, good

wages by nearly 50%, and the social aspect of the work and working hours by some 40%, the in-depth focus-group discussions tended to produce negative reactions: noisy/dirty in relation to road transport based on motorway experiences, with rail being seen to be unattractive due to strikes and poor industrial relations.

The survey results also indicate that the degree to which the views of young people are positive about the attractiveness of the transport sector, varies somewhat systematically between Member States. The most positive views on transport jobs are reported in the newer Member States, followed by the Scandinavian countries, then the Benelux countries, with the sector being viewed least positively in the larger older Member States. This could, possibly, be explained, by the extent to which other work alternatives are available for those with limited qualifications.

### **Meeting the aspirations of young people**

While these views and assessments by young people are clearly based on very limited evidence, the research suggests that only the organisations with the most progressive recruitment strategies are attempting to address young people's knowledge gaps by, for example, including careers advice provision in their approach. Many employers seem unaware of the extent to which lack of knowledge and limited experience among young people is an obstacle to their potential recruitment.

More specifically, employers do not seem to fully appreciate the aspirations of young people with respect to jobs in the sector, whether in terms of money, work-life balance, working conditions, the content and variety of the work, and potential career development, quite apart from more formal industrial relations issues regarding working conditions or contractual arrangements.

In terms of recruitment, many employers seem to place more reliance on suggestions from existing employees than a systematic search of the labour market. On the other hand, young people surveyed indicated that, in looking for a job, the internet would be their first destination (80%), then the public employment services (50%), followed by contacts with companies (40%) or social media (35%).

In terms of mobility, although the majority of young people surveyed said they would expect to work in their own region or country, over 30% said they would be willing to work in another EU Member State, and over 20% would be willing to work outside the EU.

### **Labour market challenges**

While the overall labour market challenges for the transport sector appear all too clear, it is more difficult to identify, collect evidence and compile data on specific labour market problems and shortages that can be directly used to focus promotional recruitment activities. Not least due to the diversity of the sector in terms of skills and occupational needs. While some shortages already exist, many employers do not appear to be sufficiently aware of the potential scale of the problems they will face. While some recognise that they are in competition with other sectors for much of the labour they seek - especially for low

qualified workers, as well as ICT and the associated technology - others seem to totally overlook this problem.

Given the time needed to recruit and train new employees, insufficient awareness is likely to seriously hamper the search for solutions to the recruitment problems. Information remains relatively scarce regarding the views of employers in general regarding the qualities sought in potential younger recruits – in particular the relative importance of their more general attributes, such as ‘soft’ skills and motivation, rather than qualification-based skills, where the certification of competences is required.

Moreover, as automation increases and, for example, reduces the number of drivers and on-board stewards, the public will still feel a need to interact with transport company employees. Staff will need much more service-oriented competences.

Based on company responses to the on-line enquiries, and previous research, it appears that many transport firms and agencies need to ‘up their game’ regarding human resource practices, for example in terms of:

- Looking to their labour needs in the short, medium and longer term, taking account of demographic trends and technological changes
- Moving from a reliance on informal contacts to find new employees to positive actions drawing on the full labour market potential, through public and private agencies and social media
- Providing more information to potential young employees regarding the diversity of opportunities that are available, and the personal qualities they are seeking, irrespective of formal qualifications
- Addressing training needs more pro-actively given that 80% or more of young men and women surveyed say they are positive about undertaking training, and 65% accept that they might receive less pay while training
- Tackling the considerable gender imbalances across the sector, not only in response to EU policy guidelines, but to improve their image, meet their own recruitment needs, bring on board more ‘soft’ skills, and improve economic performance. The quality of industrial relations varies between and within sectors, but young people are seen to be discouraged by the conflict situations they witness, notably in the rail, but also in the aircraft and sometimes the road sectors.

In this respect, market changes taking place in the provision of taxi services, and the rapid growth of same day delivery services - which often rely heavily on short-term or insecure contractual relationships - do little to encourage young people to see the sector as an opportunity for career development.

These market changes may be a natural response to a period of economic stress, but they pose numerous long term risks if they encourage, or assist, a ‘race to the bottom’ in terms of minimum employment standards. That would be likely to be viewed as a negative

development by young people, who would start to see the sector more as primarily a source of temporary work rather than permanent employment.

## Gender issues

The on-line survey of young people suggested that when young people are asked about working in transport in general, then young women and men express similar responses, considering transport to be more-or-less equally attractive. However, when young people reflect on specific jobs, 'in-built' gender bias comes quickly to the fore, with young women tending to prefer certain types of jobs. This translates into the current massive imbalance between women and men, not just numerically, but also in the types of jobs they fill.

When asked about preferences in terms of working inside or outside an office there seems to be no difference between young women and men, with a 50:50 balance and, in terms of working hours, around 60% of both young men and women prefer flexible hours against 40% for fixed working hours. Regarding working arrangements, around 60% preferred team working against working on their own, although young women expressed a somewhat stronger preference for working more independently.

However, more stereotypical differences did emerge in certain respects with, for example, young women expressing a greater preference for dealing with people (70% vs 40%) than with machinery or equipment (15% vs 30%).

This is reflected in some specific jobs, with over 50% of young women responding positively to the prospect of working in human resources or as travel attendants, as opposed to 30% and 20% respectively for young men.

In contrast, only 15% of young women respond positively to the prospect of driving a truck, train, bus or tram, despite positive experiences in some Member States. Interest in piloting a plane is less gender related – although it is under 20% of young females and over 30% of young men – even if the prospects are likely to be extremely low for everybody given the high certification barriers.

In terms of positive actions to make jobs equally attractive to young men and women, some 70% of young women supported proposals to, for example, set up promotional schemes, present successful examples of women taking up previously male-dominated positions, improve the working environment and make any necessary changes in education and training.

However less than half that number of young men supported such actions. While that response is disappointing, it is worth noting that, in terms of whether transport jobs are seen to be equally open to people from different national backgrounds, over two-thirds of both young men and women felt that they were equally open. However, here again the research highlighted that organisations that take a proactive approach to addressing gender imbalances in the workplace, have identified the importance of ensuring that men engage in and understand the issues and become part of the solution.

However, the gender issue is not only an issue of attitude or perception. There are many practical obstacles to gender equality, not least in mundane terms of providing separate gender-specific rest rooms and other facilities. These are, of course, commonplace in most workspaces, but appear to be lacking or inadequate in many areas of transport – a factor that will clearly have to be actively addressed as part of any initiative to tackle the massive gender imbalances within the sector. In addition, the heavy dominance of men in certain roles can lead to women feeling isolated in the workplace, particularly if they experience sexist attitudes during their work. For this reason, many organisations place an emphasis on networking women across the organisation and/or sector.

## **Understanding how young women and men view the transport sector**

In terms of jobs, young people – whether male or female - are looking for much the same thing, namely a combination of reasonable pay, good work-life balance, decent working conditions and work that is interesting and not boring.

However, for those with limited or no work experience, the world of work is obviously some distance away, and young people need to feel some relationship with the work involved to be comfortable in joining. Emotional disconnects seem strongest in relation to road and rail transport – especially for young women – even though these sectors are nevertheless seen to be stable areas of employment.

In terms of emotional attachment, the aviation sector and air transport generally has a positive profile, being seen to be prestigious and exciting. However, young people recognise that entry is unlikely to be easy.

At the other end of the scale is sea transport and inland waterways, about which young people are no better informed than the average adult, although they are aware that the more senior jobs in the sector require qualifications.

The main bright spot for potential employees is seen to be tourism shipping, with more enthusiasm for shipping in countries with more experience/activity in this mode, such as Sweden, Spain and Germany - three of the eight countries with focus groups<sup>1</sup>.

## **How best to attract more young women and men take up jobs in transport?**

### ***EU level***

This study has identified significant discrepancies in the way that recruitment promotion and practices are organised and managed by different organisations across the EU Member States. There is a perception problem when it comes to young people and women and their views on working in transport. While differences in approach can be expected, particularly given the different cultural and linguistic situations across the EU, the fact remains that some employers are failing to adequately address this problem and may also be failing to recognise that it is a problem in the first place. Furthermore, this situation appears to be somewhat worse in some countries than others.

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<sup>1</sup> Based on focus group findings

This study has identified a number of highly effective promotional practices, which could be transferable across the full spectrum of transport sectors in the EU Member States. The practices highlight the importance of tailoring efforts to specific opportunities targeted towards specific candidates. They also confirm that generally raising public ‘awareness’ of issues would not hit the spot.

This confirms that an EU campaign is unable to provide the level of tailoring and face-to-face engagement that is necessary to generate an increase in applications for transport jobs<sup>2</sup>. However, there are many opportunities that can be grasped by the European Commission to support the necessary local level actions.

### ***Sector level***

It is likely that most of the good practices in promotional activities for recruitment identified in this study could be transferrable across different sectors.

There is a role for sector level associations and organisations to support the uptake of jobs by young people and women, by:

- sharing good practices
- ensuring sector-wide recognition and dialogue on skills shortages and recruitment challenges
- supporting research into the common reasons behind labour shortages and staffing problems.

This research highlights, in some countries, sector-level initiatives where companies or organisations work together to improve the possibilities of meeting their own employment needs by creating opportunities for young people.

### ***Company level***

Companies do not necessarily need substantial resources to support effective communication for recruitment. Many examples in this study involve small teams making the most of networks, partnerships, employees and resources already at hand.

What is required, however, is a detailed and targeted plan, without which efforts are unlikely to be sufficiently focussed and hence much less effective.

Attracting young people to jobs in transport is a complex challenge. Jobs must be attractive to actually appear to be attractive. In some cases, this may require significant changes, including the way in which organisations present themselves and manage their relationships with employees. Young people are more likely to be attracted to organisations that are dynamic, open and modern than conservative, traditional and old-fashioned.

Promotional efforts, which engage young people on a face-to-face basis work well, particularly when they:

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<sup>2</sup> Based on case study findings.

- provide opportunities to explain what is involved in the range of jobs available
- help young people to understand the fit between their skills and transport jobs
- give young people opportunities to meet others who are employed in these jobs.

Women, in particular, feel more supported in environments which recognise the range of skills they have, provide opportunities for progression and take a firm line on sexist behaviour – all of which requires conscious and active policies and practices.

Focussing promotional efforts on attracting more female recruits only addresses part of the problem. Transport organisations need to have strategies in place to:

- generate male employee buy-in to addressing the problem
- support female career progression
- openly recognise the contribution of female employees and
- facilitate more flexible working for carers (male or female)

Effective promotion is strategic, highly tailored and needs to precisely correspond with individuals' needs. Young people are no more homogenous than older people. It is important to understand the specific limitations and constraints that affect their choices within a given locality, this requires research and planning.

## Recommendations regarding Communication

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### EU level

Organising a **debate to discuss the list of 10 good practices** is recommended. Some of the companies and organisations who were willing to share their insights as part of this study could take part in the event. The purpose of this discussion would be to agree on the relevance and usefulness of the good practices outlined. This would help to confirm their validity for further debate and dissemination.

Once the good practices are confirmed, **dissemination of the strategies and good practices** described in this report to national authorities and transport stakeholders is recommended. This would help to show that the issues relating to skills shortages are high on the EU agenda and offer practical suggestions to help those working in transport.

Obviously, promotion of transport employment can have some overarching European dimension – not least since transport is, by its nature, a sector where a significant part of its activities transcends national borders, drawing on good practices across the EU. At the same time, though, the operational actions should mainly be bottom-up, not top-down – whether led by private firms or public authorities.

The EU "Platform for Change" to be launched in November 2017 to strengthen women's employment and equal opportunities from men and women in the transport sector, will help disseminate good practices, including communication actions.

For greater visibility, awards could also be attributed at EU level. For instance, an award for **bold strategic initiatives to increase diversity** in the work place could be set up. Companies

and / or organisations are invited to put forward their ideas for the development and subsequent implementation of strategic plans, which take significant steps to improve gender diversity across their transport workplace. This should seek to harness male and female employees' experiences of working in a range of different roles, for example using focus groups and surveys to better understand how to increase diversity. This could include a focus on working environments, job specifications and mentoring and training opportunities. However, for an award to be put in place, a dedicated budget would be required.

## National level

**Facilitating a wider discussion on strategies and ways to promote jobs in transport sectors** is recommended. A series of events in the Member States would support the sharing of best practices and the transfer of ideas across and between different sectors. This could be part of a wider event drawing attention to challenges faced by transport sectors and engages the media to spread key messages.

Financial support could also be given to promote:

- **Creative and thought-provoking social media campaigns**, which awaken young people to the opportunities available within a particular, company, organisation or sector and challenge gender stereotypes. Content should be fun, accessible, engaging and shareable across a range of social media. Initiatives, which engage young social media stars to communicate key messages, as well as those which engage young staff members will be favoured. These should be creative ideas, which get young people interested and provide links to real jobs.
- Support for the setting up and / or strengthening of **women's networks** to support the recruitment and retention of women in technical fields of transport. Networks can be at national and regional or regional-only level and could be sector-wide or relate to one individual organisation. Funding could be available to support the setting up or continued growth of established networks, which should focus on the provision of the following types of activities, with clear outputs and target outcomes defined.
  - Administration, promotion and growth of the network
  - Networking events to discuss career issues / technical issues
  - Research and training activities to support local transport employers and help them to better understand their current and future skills shortages
  - Mentoring schemes, which engage men and women
  - Senior leadership engagement programmes to support diversity
- A portfolio of activities that improve **careers advice provision** to young people about the diverse roles available in a specific field of transport, this could include:

- Transport careers days in schools, which provide opportunities for school leavers to meet young recruits to discuss what it is like to work in a particular sector
- Specific hands-on initiatives to challenge existing perceptions of jobs
- Development of careers information packs
- Training sessions for careers advisors
- A series of careers advice videoclips
- Come to work days or weeks, which provide opportunities to find out what a job is really like
- Support for **sector-wide communication initiatives**, involving a minimum of three organisations and / or a sectoral association, which provide opportunities to support increased recruitment of young people into real jobs. By joining together, organisations should be able to make a bigger ‘splash’. Initiatives should prioritise activities, which facilitate young people talking to other young people and highlight the value and variety of transport roles available including to parents.
- An **award for the best ‘home-grown’ transport recruitment** strategy and promotion to address skills shortages. Companies are invited to ask their employees for ideas on how best to promote jobs to young people and may include employees in the design of content or narratives and / or to star in their own campaigns. Original ‘outside the box’ ideas are welcomed.

## Sector level

While the focus of the report is on developing effective communication, more effort clearly needs to be made in terms of managerial development within the transport sector, if companies and authorities are to deliver the organisational responses to the communications challenges. These issues include:

- **Manpower planning**, with particular focus on the consequences of demographic trends and technological advances
- **Recruitment methods**, making far more use of public and private agencies, together with internet and social media possibilities and finding opportunities to expand upon careers advice provision, to highlight the range of roles available
- **Human resource management**, to ensure that the full potential of employees is realised, including standard elements such as training contractual arrangements, in addition to other more deliberate strategies to foster inclusion and individual development, including facilitating mentoring, showcasing women in a wide range of roles and establishing networks to support cohorts of women and young people as they progress in their careers

- **Gender balance** issues, addressing them in all the relevant ways – from the mundane (provision of rest room facilities) to a gender-neutral approach to the majority of jobs in the sector, as well as encouraging internal communication strategies to support increased understanding of the importance of gender balance and the engagement of male staff in this process.

In addition, the sector will have to be closely involved in the implementation of the above recommendations at national level. Specific sectors within the transport sector (e.g. different transport modes) will require specific strategies.

## Company level

There is a pressing need to confront misconceptions about what the transport sector offers to new employees – not with exaggerated claims, but with concrete information about the possibilities that exist, the types of employee that different employers are seeking and the ways in which young people can access jobs and eventually build a career.

A key starting point is for companies to self-assess, providing a better understanding at all levels of the current profile of the work force, the issues faced if the status quo continues and the challenges ahead. This study confirms that the companies who are most successful at promoting their recruitment activities developed strategies based on research, rather than assumptions.

Employees are an available source of feedback for company directors. Engaging staff in internal reflection processes, to better understand the workplace as experienced by young people and women employees, can send a strong and positive signal to the workforce and ensures that solutions take account of the actual situation on the ground.

There are many low cost survey tools that can be used to support internal research. The insights gained can be supplemented by staff focus groups that allow HR professionals to ‘tease out’ more in-depth insights.

The initiatives proposed, to support increased recruitment and retention of young people and women, need to include sensible ideas that they should already be following but currently are not. However, they can also bring on board ‘daft ideas that work’, such as getting men in very male-dominated jobs to dress for work in women’s clothing – something that is more likely to attract public attention and change ways of thinking than public policy declarations.

## The importance of telling the truth

Focus group discussions with young women and men measured their responses to a variety of actual communications presentations, this led to strong recommendations regarding the **content** of company communications. Such communications should:

- **Be honest** about the work, including any negative aspects of the jobs involved and ideally have real employees talk about their jobs in videos;

- **Tell stories that are not only realistic, but real.** ‘Day in the life’ videos were the preferred format, while there was also a need to develop information on-line to raise interest among potential viewers<sup>3</sup>;
- **Connect emotionally** with those considering working in the sector, demonstrating the experiences and satisfaction on offer, so that they can decide whether it is likely to work for them;
- **Focus on the facts** regarding the type of work involved: the working conditions, hours of work, pay, type of contract, opportunities.

### Cost effectiveness

It was difficult to assess the detailed costs of the specific cases reviewed in this project, or to measure their cost-effectiveness, since most organisations contacted have used existing resources, networks and partnerships. Nevertheless, it is possible to approach cost measurement issues in a relatively scientifically way by benchmarking communication metrics, as demonstrated in recent European Commission campaigns in other policy areas.

Two key metrics are cost per thousand impressions (CPM) that can be used for campaigns disseminated via various channels from TV to billboards and the click-through rate (CTR) that relates to on-line campaigns. The CPM metric indicates the cost of reaching a thousand people, which in recent Commission cases have ranged from 3 or 4 euro to twice that amount.

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<sup>3</sup> Based on focus group discussions.

The table below provides an overview of our recommendations and the operational level at which they should be implemented. The recommendations concern the fields of information (both in terms of labour market data and information on transport jobs for jobseekers), communication and actions related to working conditions.

*Table 1 – Overview of recommendations per operational level*

Action field	EU level	National level	Sector level	Company level
Information	Forecast the <b>impact of innovation</b> – in qualitative and quantitative (scenario analysis)			
	Increase <b>availability</b> of transport labour market <b>data</b> , in particular for occupations and modes (in combination)			
	Forecast supply and demand of labour <b>in such a way that they can be confronted</b> , e.g. using the same level of detail for occupations and sectors.			
	Promotional activities and awareness campaigns related to the EURES portal (with the integrated Drop'pin@EURES) and its services should <b>specifically target transport companies</b> given the cross-border nature of their professions. <b>Displaying apprenticeships and traineeships</b> in the different transport sectors on Drop'pin@EURES could offer a solution for the training needs expressed by some employers	Promotional activities related to EURES and Drop'pin@EURES carried out by the national Public Employment Services should <b>target national transport companies and young jobseekers</b>	Facilitate <b>cooperation</b> on recruitment strategies	<p><b>Dos:</b></p> <p>Target communication on young people's actual job expectations:</p> <ul style="list-style-type: none"> <li>• Include <b>information about training provision</b> and career development paths to attract aspirational young people</li> <li>• Promote fair pay and working conditions and work/life balance by <b>highlighting good social practices</b></li> <li>• Emphasise contribution</li> </ul>

Action field	EU level	National level	Sector level	Company level
	<p>Make use of a <b>specific ‘skills passport’</b> on the EURES portal reflecting transport-related competences and experiences to facilitate matching</p> <p><b>Display success stories</b> on people (including women and third country nationals) working in (cross-border) transport jobs on the EURES portal or a dedicated platform managed by DG MOVE</p> <p>Increase promotion of the <b>European Job Days platform</b> to transport companies for the entire EU to increase the number and EU-coverage of transport companies participating and exhibiting at future job events</p> <p>Adapt the EURES portal <b>search filters for</b></p>			<p>to society to show workers deriving <b>pride and satisfaction</b> from their work</p> <p>Information and campaigns should be <b>gender-neutral:</b> they should not emphasize gender differences as information needs and job expectations do not differ significantly for men and women</p> <p><b>Don'ts:</b></p> <ul style="list-style-type: none"> <li>Do not <b>differentiate between students and young workers</b> in information and communication as their job expectations and perceptions are broadly aligned</li> </ul> <p>Present <b>travel opportunities</b> as an <b>added value</b> of transport jobs rather than the main argument to join the</p>

Action field	EU level	National level	Sector level	Company level
	jobseekers to better funnel down transport professions and occupations and increase matching efficiency			sector as young people appear to value work/life balance more than the ability to travel extensively <sup>4</sup>
			Work on clear <b>information on current and future shortages</b> and <b>coping strategies</b>	Provide information on <b>jobs in the sector</b>
Communication	<ul style="list-style-type: none"> <li>The operational actions should mainly be <b>bottom-up</b>, not top-down – whether led by private firms or public authorities</li> <li>Use <b>research</b> to confirm the approach</li> <li>Communicate with young people <b>on their terms</b></li> <li>Showcase <b>real people as role models</b></li> </ul>			
	Organise a <b>debate</b> to discuss the list of 10 good practices  Disseminate the strategies and good practices described in this report to <b>national authorities and transport stakeholders</b> , including via the EU “Platform for Change”	Facilitate wider discussion on strategies and ways to promote jobs in transport sectors.  <b>Organise</b> Member States-level events and discussions about transport  Overview initiatives <b>at</b>	Support <b>strategic HR development</b> in companies  <b>Raise awareness</b> of the importance of the skills shortages, loss to sector of gender imbalance and aging workforces  Encourage <b>sector-wide discussion</b> on ways to	Take a <b>strategic approach</b> , involving research detailed planning with specific objectives targeted to specific profiles of young people and women  <b>Showcase young people and women</b> in recruitment initiatives

<sup>4</sup> These dos and don'ts apply to some extent to both information and promotional efforts. Dos and don'ts are listed under 'Information' as they focus on the content of the information messages to be disseminated to target groups (in line with findings on perceptions, needs and expectations).

Action field	EU level	National level	Sector level	Company level
	Set up an award for <b>bold strategic initiatives to increase diversity</b> in the work place	<p><b>sectoral level</b> to facilitate debate and discussion</p> <p><b>Align</b> transport policies and set <b>national targets</b> for transport sectors to buy into</p>	<p>address this including good strategic HR and promotional practices</p> <p>Consider <b>sector-wide recruitment drives</b></p> <p><b>Involve</b> specific sectors in the implementation of strategies <b>at national level</b></p>	<p>Confront potential recruits with <b>misconceptions</b> about particular types of work</p> <p>Provide opportunities to <b>experience the job</b> to young people to raise their interest.</p> <p>Take <b>role models into schools, colleges and universities.</b></p>
		<p>Set up a call for initiatives to support the recruitment of young people and the retention of women in transport sectors, requiring tenderers to define clear outputs and set targets for achievable outcomes:</p> <ul style="list-style-type: none"> <li>• Social media campaigns</li> <li>• Support for the setting up and / or strengthening of <b>women's networks</b> to support the</li> </ul>	<p>Use <b>networks</b> and <b>mentoring</b> to support female retention</p> <p>Use <b>existing resources and networks</b> to increase cost effectiveness</p>	<p>Use <b>networks</b> and <b>mentoring</b> to support female retention</p> <p>Use <b>existing resources and networks</b> to increase cost effectiveness</p> <p>Build in <b>careers advice</b> provision to promotional strategies</p>

Action field	EU level	National level	Sector level	Company level
		recruitment and retention of women in technical fields of transport <ul style="list-style-type: none"> <li>• A portfolio of activities that improve <b>careers advice provision</b> to young people about the diverse roles available in a specific field of transport</li> <li>• Support for <b>sector-wide communication initiatives</b></li> <li>• <b>An award</b> for the best 'home-grown' transport recruitment strategy and promotion to address skills shortages</li> </ul>		
	Communicate the <b>urgency of active labour market strategies</b> for all transport businesses			Develop <b>recruitment toolkit</b>
	Disseminate results of forecasts			
			Highlight <b>technological innovation</b> and the <b>diversity</b> of the sector to create a more positive	

Action field	EU level	National level	Sector level	Company level
			image of the sector, create awareness of the various opportunities and move away from direct association with male-dominated, dirty, boring road jobs.	
Actions related to working conditions				Improve working conditions where relevant, for example in line with principles and values defined in social charters.
	Cooperate to ensure sufficient <b>work-based learning capacity, up-to-date curricula</b> and <b>recognition of competences</b> learned on the job			Address training needs proactively: <b>initial</b> and <b>continued training</b>

# 1. Introduction

This is the Final Report of a study commissioned by the European Commission's Directorate General for Mobility and Transport (DG MOVE) concerning a pilot project to help make the EU transport sector more attractive to future generations. It follows a request for services under the Framework Contract PO/2012-3/A3 on the provision of services in the field of evaluation of communication activities.

The work has been undertaken by Deloitte, in conjunction with Coffey and Panteia, supported by a network of national experts.

This report contains the following material:

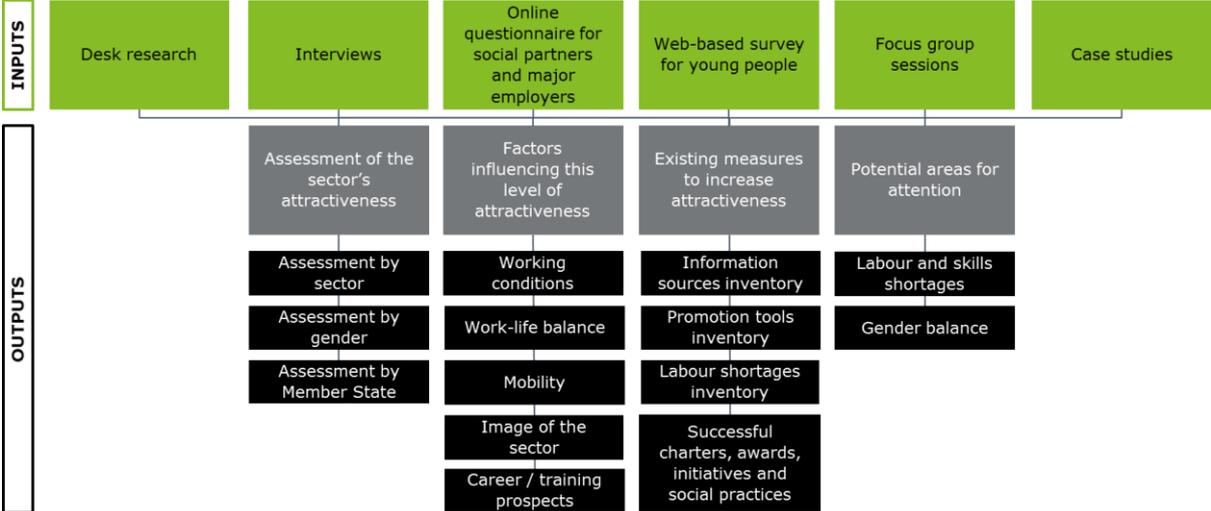
- **Chapter 2** presents the context and objectives of this study;
- **Chapter 3** presents the methodology;
- **Chapter 4** presents our key findings on job expectations and perceptions of the transport sector;
- **Chapter 5** presents our key findings on current practices;
- **Chapter 6** presents our key findings on good communication and social practices;
- The **Annexes** consist of:
  - **Annex A:** Literature review
  - **Annex B:** Inventories
    - **Annex B.1:** final inventory of main existing information sources on transport jobs;
    - **Annex B.2:** final inventory/typology of existing promotion tools for transport jobs;
    - **Annex B.3:** final inventory of activities concerning expected job vacancies, skills mismatches and recruitment difficulties;
    - **Annex B.4:** final inventory of successful charters, awards and similar initiatives in the transport sector;
    - **Annex B.5:** final inventory of good social practices in the transport sector;
  - **Annex C:** Surveys
    - **Annex C.1:** the full results of the online questionnaire for national and European social partners, youth organisations and major employers;
    - **Annex C.2:** the full results of the questionnaire for the web-based survey for youth;
  - **Annex D:** the full results of the focus groups for the 8 selected Member States.

The figure below provides an overview of the sources of information used and developed to assess the attractiveness of the transport sector.

A comparative analysis of the evidence highlights the fact that these different sources of information can provide somewhat different insights, underlining the need to dig deeper into certain issues – including notably the gender dimensions - and to carefully compare the evidence from the different sources.

This includes comparisons between the somewhat differing judgements of employers and employees and their representatives regarding the attractiveness of the sector. Whether the views of young potential employees coincide with those already working in the sector. While recognising that rather different assessments can emerge depending on the depth of the discussions with young people.

Figure 1 – Overview of the study’s inputs and outputs



## 2. Context and objectives of the study

*This chapter presents the general context of the study and its main objectives.*

### 2.1 Study objectives

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The central objective of the study has been to investigate the perception that the sector is an unattractive work environment for young people and to ascertain to what extent that assumption is correct, incorrect or misleading and to then determine how it can be addressed or corrected.

In that respect, a particularly important part of the study has been to explore the potential to attract young members of the EU labour force, with particular focus on young people who may only have low or medium level schooling qualifications but can have qualities that employers increasingly value – motivation, personality, or ‘soft’ skills generally.

At the same time, there is widespread recognition that the transport labour force is heavily loaded with men, some young but in general older, and that the gender imbalance is a major failing of the sector. This inhibits its performance greatly and denies young women equal access to sectors and activities that they may find interesting and rewarding.

In that respect, an effort has been made to identify communications actions and programmes that have contributed positively to these goals, with a view to ensuring that they are used and developed much more widely.

At the same time, the surveys and analyses that underpin this work have revealed shortcomings in the approach of employers to the development of a more modern and attractive work environment, making sub-optimal use of modern management methods, not least in respect of modern recruitment methods and positive human resource approaches to retain and develop the potential of their workforce.

In this respect, it is hoped that the positive promotional campaign examples can also serve to strengthen operational activities in the sector, with benefits for all concerned.

### 2.2 Labour market and demographic developments

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In 2012, the transport sector<sup>5</sup> accounted for some 4.0% of total EU28 GDP and more than 5% of total employment in the EU, accounting for about 10.5 million jobs<sup>6</sup>. Overall, the sector is relatively capital intensive, as reflected in the level of labour productivity, although this varies across subsectors.

The economic and financial crisis and its aftermath has led to the postponement or halting of investments in transport, infrastructure and business in general, which has, in turn, affected

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<sup>5</sup> Including postal and courier services.

<sup>6</sup> EU Transport in figures – Statistical pocketbook 2015, European Union, 2015.

the EU transport labour market. In addressing the characteristics of the EU transport labour market, it is important to note two factors:

- Firstly, that connections between the labour markets of the various modes of transport are relatively limited
- Secondly, that the companies in these various sub-sectors are generally competing with companies in other sectors of the economy for much of their labour.

Enterprises in the various modes and subsectors are involved in many different labour markets, many of which must conform to specific legal requirements – whether these are defined at global, EU, or national level – together with more general EU labour market and social legislation. Hence, while some labour requirements may be very specific, others can be much broader. The fact that the entire transport sector is competing with companies and organisations across the rest of the economy is particularly relevant in terms of attracting younger age groups, including school-leavers with limited formal skills.

Even within the (sub)modes, there can be major differences between business activities, with plenty of examples in national and cross-border trucking, coastal and international maritime transport, low fare carriers and legacy carriers, traditional taxi companies and Uber. It is also important to note that transport occupations exist in non-transport sectors of industry as well as in the transport sector as such. Notable examples are truck drivers and logistic professionals.

According to recent Cedefop material<sup>7</sup>, the 10 most common occupations in the transport sector are (% of jobs in the sector):

- Drivers and mobile plant operators (41%)
- Numerical and material recording clerks (8%)
- Other clerical support workers (8%)
- Labourers in mining, construction, manufacturing and transport (6%)
- Business and administration associate professionals (5%)
- Science and engineering associate professionals (<5%)
- Customer services clerks (<5%)
- Production and specialised services managers (<5%)
- Personal service workers (<5%)
- General and keyboard clerks (<5%).

Consequently, it is important to recognise that:

- For the public, including the target groups of potential employees addressed in this project, there may not be any clear distinction between the transport sector and transport jobs and professions
- Competitors from outside the sector need to be considered when designing actions, especially if they could be included in the actions.

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<sup>7</sup> Cedefop Forecast (2016), <http://skillspanorama.cedefop.europa.eu/en/content/cedefop-skills-forecast>

While modal labour markets may be separate, in some cases they may nevertheless have similar experiences: ageing, low female participation, the needs of high mobility workers, fatigue and stress, the reconciliation of private and professional life, skills upgrading, global competition, law compliance and enforcement, may all represent challenges to be addressed in terms of best practices.

Many sectors and countries are faced with shortages in their labour markets that can be characterised as a mismatch between supply and demand.

Population ageing is a challenge for virtually all European labour markets which, according to forecasts by Cedefop<sup>8</sup>, will be heavily affected by the challenge of filling the vacancies left by the baby boomers who retire. In this context, skills shortages are likely to emerge unless education and training systems provide the skills required and trainers that it needs.

Overall, transport activity is expected to grow in the future, even under rather weak economic scenarios, although this is not expected to be uniform across modes and market segments, creating local/temporal imbalances. In addition, growing demand may increase pressure on a workforce that is older than the average of the whole economy and with a particularly large gender imbalance.

Mismatch problems already exist in the transport labour market and are expected to increase. This not only concerns the typical transport occupations but also the occupations that occur in other sectors of the economy. While it is difficult to briefly summarise the findings or create a clear typology of shortages, it is possible to say that the main problematic vacancies are expected in the following occupations:

- Mid and high level technical and ICT jobs. This is a general problem, not specific to the transport sector, but seems to be overlooked by many transport organisations
- High level jobs, e.g. management, logistical planning etc. Again, this is not a sector specific problem, although there are some exceptions (e.g. air traffic control)
- Administrative staff (low to medium level). This is not necessarily sector specific but sectoral particularities may be relevant as 'changes' (mainly IT and task related activities) may be particularly relevant in transport
- Mobile jobs (at all levels, particularly jobs that imply being away from home for long periods). Long haul truck drivers being the most obvious example
- Jobs related to innovation and the follow-up/incorporation/implementation thereof (mainly at high level). Currently this is highly uncertain and depends on actual innovations: will unmanned vehicles, platooning and IT based client contacts become the norm and by when?

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<sup>8</sup> Cedefop, (2015), Replacement demand: driving millions of job openings across the EU: [http://skillspanorama.cedefop.europa.eu/en/analytical\\_highlights/replacement-demand-driving-millions-job-openings-across-eu](http://skillspanorama.cedefop.europa.eu/en/analytical_highlights/replacement-demand-driving-millions-job-openings-across-eu).

## 2.3 Policy initiatives

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A number of policy initiatives have been launched to support opportunities in the transport sector from employment to social protection and working conditions.

At the level of the European Commission, the policy objectives of jobs and growth in the transport sector are to be supported through some 195 transport projects, which will receive 6.7 billion euro in funding under the Connecting Europe Facility. These projects will contribute especially to digitalisation and decarbonisation in transport (in keeping with the H2020 goal for transport). This investment is expected to facilitate a combined budget of 9.6 billion euro in private and public funds and is estimated to create up to 100,000 jobs in the European transport economy by 2030.

Approaching economic competitiveness from a more social perspective, the President of the European Commission has also established priorities for the European Commission on improving working conditions to reflect the changing social realities surrounding work, with a particular focus on developing a European Pillar of Social Rights<sup>9</sup>, which takes account of the changing realities of the world of work and can serve as a compass for the renewed convergence within the euro area<sup>10</sup>. The first two batches of the new Labour Mobility Package were developed in the context of the Pillar and have recently resulted in proposals to be discussed by the Council in June. Important for the transport sector is the part on the posting of workers<sup>11</sup>. It will propose several measures aiming to support workers' rights in road transport and strengthen the enforcement of rules.

DG MOVE has launched several general studies and evaluations into working conditions and employment in the transport sector:

- Analysis of the trends and prospects of jobs and working conditions in transport<sup>12</sup>
- Study to evaluate the effectiveness of the European Works Councils in the transport sector<sup>13</sup>
- Study on employment and working conditions in air transport and airports<sup>14</sup>.

The issue of working conditions, reducing skills mismatches (in the context of more flexible and digital methods of working, as well as demographic shifts), is prevalent on the European policy agenda. DG MOVE has also been active in certain transport modes such as the

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<sup>9</sup> With the appointment of a past European Commission Director-General of Employment and Social Affairs to assist as Special Adviser.

<sup>10</sup> [http://ec.europa.eu/priorities/deeper-and-fairer-economic-and-monetary-union/towards-european-pillar-social-rights\\_en](http://ec.europa.eu/priorities/deeper-and-fairer-economic-and-monetary-union/towards-european-pillar-social-rights_en)

<sup>11</sup> 2 May 2017, Speech on the exchange of views with the European Parliament in the context of the Structured Dialogue, Commissioner Thyssen. [https://ec.europa.eu/commission/commissioners/2014-2019/thyssen/announcements/speech-exchange-views-european-parliament-context-structured-dialogue\\_en](https://ec.europa.eu/commission/commissioners/2014-2019/thyssen/announcements/speech-exchange-views-european-parliament-context-structured-dialogue_en)

<sup>12</sup>

<http://publications.jrc.ec.europa.eu/repository/bitstream/JRC93302/move%20jobs%20%20jrc%20final%20report%20final%2020150113.pdf>

<sup>13</sup> [https://ec.europa.eu/transport/sites/transport/files/themes/social/doc/final\\_report\\_ewcs\\_in\\_transport.pdf](https://ec.europa.eu/transport/sites/transport/files/themes/social/doc/final_report_ewcs_in_transport.pdf)

<sup>14</sup> <https://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf>

aviation sector and maritime sectors, particularly in improving working conditions and the attractiveness of careers in these sectors. Some recent policy changes relevant to job quality include:

- Communication "A European Strategy for more Growth and Jobs in Coastal and Maritime Tourism" (COM(2014) 86) to help implement the maritime social agenda, which includes further provisions on career development and management for the sector
- Port State control amending Directive (2013/38/EU) adopted on 12/08/2013 and Flag State responsibilities (2013/54/EU) adopted on 20/11/2013:’ to promote better enforcement of the Maritime Labour Convention
- Directive EU/2015/1794 amending five Directives adopted on 18/09/2015: which provided for the inclusion of seagoing workers in several EU labour Directives, thus enhancing the workers’ rights of these non-seafaring, yet sea-going workers<sup>15</sup>
- The social pillar of the Labour mobility package concerns the mobility of workers in the road transport sector
- Proposal of 18/02/2016 for a Directive (COM(2016)82) on the recognition of professional qualifications in inland navigation
- Directive 2014/112/EU of 19/12/2014 implementing the European Agreement concerning aspects of the organisation of working time in inland waterway transport, concluded by the European Barge Union (EBU), the European Skippers Organisation (ESO) and the European Transport Workers' Federation (ETF).

The European Parliament has particularly focused on the issue of working conditions and the promotion of a stronger, more social Europe. Ensuring social inclusion for European citizens in the context of change is a key priority. With regards to transport and supporting sectors, the European Parliament points to the pressures on prices and service delivery, combined with concerns about working conditions.

In the European Commission 2015 Conference on A Social Agenda for Transport, unfair competition was identified as a major source of problems, with EU rules being abused and companies putting pressure on wages and working conditions especially in countries where wages and working conditions had traditionally been quite good<sup>16</sup>.

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<sup>15</sup> European Commission, (2016), *Commission Staff Working Document - The implementation of the 2011 White Paper on Transport "Roadmap to a Single European Transport Area – towards a competitive and resource-efficient transport system" five years after its publication: achievements and challenges*, SWD (2016)226 Final, Brussels.

<sup>16</sup> [http://ec.europa.eu/transport/media/events/2015-06-04-social-agenda-for-transport\\_en.htm](http://ec.europa.eu/transport/media/events/2015-06-04-social-agenda-for-transport_en.htm)

# 3. Methodology

*This chapter presents all methodological tools and methods used to collect data in order to draw our key findings for the main study objectives.*

## 3.1 Literature review and desk research

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A first step in gaining a thorough understanding of the context and background of this study was to conduct an extensive literature review. Relevant studies, policy papers, publications and databases for each of the transport modes were consulted and analysed.

That review also aimed to assess the gaps that needed to be filled through other activities and sources (such as interviews and surveys), drawing on material from the private sector, the public sector, academia and user organisations.

This desk research not only provided essential general information on the current state of play in terms of issues, policy responses, and trends but also deepened our understanding of specific employment concerns across each transport mode.

Results from desk research was further refined and augmented with additional in-depth reviews of information sources such as databases, legal documents, reports, including sources recommended to the project team during the development of the project. To ensure a thorough and comprehensive approach, the project team established an evidence database, bringing together information according to title, content, date, relevance to specific evaluation questions, and key findings.

A consolidated literature review, focusing on the most relevant sources of information identified, is presented in Annex A.

## 3.2 Interviews

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During the inception phase, the team conducted a series of strategic interviews with a number of identified stakeholders. In total, some 20 such interviews took place between 28/11 and 15/12. These interviews covered:

- European Commission officials from relevant DGs (13 interviewees)
- Officials from other European institutions (4 interviewees)
- Social partners and associations, representing all modes (7 interviewees).

Details of the strategic interviews held with identified European Commission officials and other relevant stakeholders can be found in the validated Inception Report.

Prior to the interviews, a strategic workshop was held with European Commission officials from DG MOVE and DG EMPLOYMENT.

Findings from these interviews are embedded throughout the study report.

### 3.3 Expert validation

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For this study, an EU-wide network of national transport and labour market experts was established to provide support in validating the data collected. Experts were contacted and given clear task descriptions and a FAQs document. They checked the inventories of the promotional tools for transport jobs and the skills shortages and added further material where possible. The experts also collected examples of successful, interesting promotional activities, to identify good practice promotional activities and to collect examples of social charters and/or awards and other positive social practices. Some of these national experts also supported the delivery of the case studies.

The final validated inventories can be found in Annex B.

### 3.4 Online questionnaire for stakeholders

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An important additional data source for enhancing our knowledge of transport occupations with respect to expected jobs vacancies, skills mismatches, recruitment difficulties and awareness of existing experiences with social charters and awards and good social practices, was an online questionnaire addressed to national social partners – employer and trade union organisations, together with European youth organisations and major employers.

The questionnaire was an important success with 141 respondents from 25 EU Member States<sup>17</sup>.

- Half of the responses received were from EU or international level organisations (15% EU or international level trade unions, and 35% EU or international level employer representatives)
- However, over 85% of respondents were either employers (36%) or employer representatives (50%) and, among employers, close to 60% of respondents represented employers of over 500 employees
- Moreover, over 40% of the responses came from the aviation sector.

It is important to note that employers and the aviation sector are overrepresented among survey respondents which introduces a bias in the assessment of job characteristics. The results of this questionnaire fed into the web-based surveys aimed at young people and adults.

### 3.5 Web-based survey for youth

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An important subtask under the study was to determine the state of knowledge and common perceptions of young people regarding positive and negative aspects of jobs in the transport sector. To this end, a web-based survey was launched in all Member States targeting young women and men aged between 16 and 25 years.

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<sup>17</sup> The exceptions being Hungary, Poland and Slovenia

The survey was translated into all EU languages, launched in mid-February 2017 with an eventual total sample size of over 6,000 from across EU-28, with national sample sizes ranging from 175 in the countries with the smallest populations to 250 in Germany, Italy, Poland, France, Spain and the UK. Of the total respondents, 56% were female and 44% male. The full survey results, including a differentiation of replies by educational level, age and gender, can be found in Annex C.

### 3.6 Focus groups

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A second sub-task involved the organisation of in-depth focus group sessions – two per Member State - which were held in eight Member States i.e. 16 focus group sessions in all. The sessions were held in France (which served as a pilot), Bulgaria, Spain, Germany, Sweden, Poland, Italy and the United Kingdom.

In each Member State, one of the sessions focused on students at secondary level or those following vocational education or training and the other session focused on low to medium level qualified workers, all sessions involved a balanced gender match – four young women and four young men.

The focus groups gathered views on the following questions:

- What do young people with this background expect when applying for a job?
- What is their image of the transport sector in general? And as an employer? What are the 'drivers' of this image?
- What is the specific image of the different transport modes (specific questions for road, rail, air and water)?
- What messages addressed to these young people would motivate them to apply for a job in the transport sector?
- What kind of communications do these young people expect? What needs to be done to convince them to apply for a job in the transport sector? What media should be used?

Analysis of the focus groups outcomes provided important insight into the thoughts and motivations of young people with this background and enabled research analysts to create some general results based on widely used methodologies e.g. a brand mandala for the transport sector, a SWOT analysis and a positioning of the transport sector in the Censydiam<sup>18</sup> frame. As well as the whole sector, each transport mode (road, rail, water and air) was addressed and analysed using these tools. Full details and results from the focus groups can be found in the slide-deck covered in Annex D.

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<sup>18</sup> Censydiam is a modular suite of solutions which helps company develop growth strategies for their brands. It shows how brands can connect with deeper human motivations to gain true competitive advantage. (<http://ipsos-na.com/products-tools/marketing/censydiam.aspx>)

### 3.7 Case studies

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Given the policy perception of gaps and deficiencies in the way in which many jobs in different transport sectors are commonly communicated, part of the project involved the identification of case studies of good communication practices in promoting transport jobs.

The selection, conduct and reporting of the case studies involved the following steps:

- The creation of an inventory of promotional tools
- The collection of evidence on where most job vacancies are expected
- The selection of case studies
- The conducting of interviews
- The reporting on the case studies

Based on an inventory of possible promotional tools and areas of expected job vacancies, in liaison with stakeholder experts and the client, some 25 examples of recruitment promotion in ten Member States (Belgium, Bulgaria, Germany, Spain, France, Italy, the Netherlands, Poland, Sweden and the UK) were selected for in-depth analysis.

The sample aims to ensure coverage of all the transport modes in this study, although not all modes are covered per country. In the end, the cases were not restricted to the selection of 8 Member States from the inception phase but expanded to include good practice examples, irrespective of national context.

All case studies included interviews with the organisations responsible for the different promotional activities, selected to provide as much understanding as possible about the effectiveness and efficiency of the activities undertaken, any pitfalls and important lessons learned, as well as any specific aspects tailored to local and national audiences.

As part of our process to identify good practices, the organisations were asked to provide additional information, such as, copies of promotional strategies and materials, information relating to costs and outcomes. As a result, 25 short case study reports were produced; one per promotional campaign and merged into one country report (10 country reports) Key findings from the reports were analysed and used to draft an integrated good practices section.

### 3.8 Data triangulation and analysis

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Following the substantive and differing amounts of data available for this study, we have assembled all data sources into one comprehensive overview. The overview below indicates which method/tool was relevant to drafting the key findings on a specific theme in relation to the attractiveness and perception of transport jobs.

Figure 2 – Research matrix of sources used for each theme

	Literature review/Desk research	Inter-views	Information sources inventory	Promotional sources inventory	Jobs and skills inventory	Successful charters and awards inventory	Good social practices inventory	Stakeholders survey	Youth survey	Focus groups reports	Case study reports
4. Transport jobs needs and perceptions	✓							✓	✓	✓	✓
4.1 Job expectations	✓							✓	✓	✓	✓
4.2 Perceptions of the transport sector	✓							✓	✓	✓	✓
5. Overview of current practices	✓	✓	✓		✓	✓	✓	✓			
5.1 Increasing attractiveness	✓	✓		✓							
5.2 Awareness of labour shortages and competition	✓	✓			✓			✓			
5.3 Working conditions	✓	✓				✓	✓	✓			
5.4 Training and career development	✓	✓				✓	✓	✓			
5.5 Recruitment	✓	✓	✓		✓			✓			
6. Good communication and social practices	✓	✓		✓		✓		✓		✓	✓
6.1 Communication practices	✓	✓		✓		✓		✓		✓	✓
6.2 Social practices	✓	✓				✓	✓	✓			
6.3 Cost-effectiveness	✓										✓

## 4. Key findings on jobs expectations and perceptions of the transport sector

*This chapter presents the key findings on the job expectations and information needs of young people and women across Member States, as well as their perception of transport sector jobs.*

### 4.1 Job expectations

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An outline of the job expectations of young people between 16 and 25 was drawn from the youth survey (Annex C) and focus groups organised across 8 Member States (Annex D).

It appears that most young people consider certain features to be essential, while others constitute an added value that is not the main determinant in deciding whether to pursue a career.

It should be noted that few variations appear between genders and age groups regarding both working conditions and jobs.

#### *Fair pay*

Across all Member States, age, gender and education groups, young people consider that fair pay for the tasks performed is a mandatory requirement for jobs. Most people do not demand a much above minimum wage but seek appropriate compensation. These results are consistent across genders, with a slight difference between young workers and secondary level students without experience of the job market, who expect higher remuneration levels. Being well paid and receiving extra benefits such as travel opportunities are considered a bonus rather than a mandatory job expectation for most young people.

#### *Work/life balance*

Work/life balance is equally important in considering job options for most young people across genders, it is of utmost importance that work does not hamper their private life. This has various implications in terms of expectation of working conditions. The survey of a representative sample of young Europeans revealed a preference for flexible rather than fixed working hours for 58.5% of respondents, including if the former entails working at night and on weekends. Both genders showed similar inclinations, with 61% of young men and 56% of young women choosing flexible rather than fixed working hours. However, discontinuous shift work is perceived to be hard and inconvenient. Therefore, the work/life balance is synonymous with working hours that fit family life and spare time but also have clear regulations on overtime.

#### *Fair working conditions*

Fair working conditions are particularly important in the eyes of young employees. This includes labour protection and rights, such as: vacations, maternity leave, reasonable

working hours, pension and retributions on the one hand and a suitable working environment on the other hand. In that respect, young women appear to be equally attracted to office and outside work, while young men indicate a slight preference for working outside (55% of male respondents to the youth survey).

### *Variety and fun*

Finally, young people seek jobs that offer a diverse and fun content. Variety can be associated with day-to-day experiences on the job – these should not be monotone nor mundane – or, for more aspirational young people, with adventure and travel opportunities. It should be noted however that the latter is an attractive aspect for certain profiles and slightly more so for young women than young men.

### *Job content*

While students with higher expectations emphasise vocational preferences, young workers with experience of the labour market expect to derive satisfaction, pride and pleasure from their work. Young people from Member States with less favourable labour markets (e.g. Bulgaria, Italy, Spain) place less emphasis on finding dream jobs since they are aware that the chances of getting one is slim. In other Member States, young employees tend to value the social status provided by their job.

Young men are slightly more willing to be self-employed rather than an employee, with 60% of youth survey male respondents and 49% of female respondent choosing this option. On the other hand, 59% indicate that they prefer white-collar to blue-collar work while a higher proportion of young women (68% of female respondents) express the same preference.

A few other characteristics represent added bonuses but are not decisive in the choice of a job or career path.

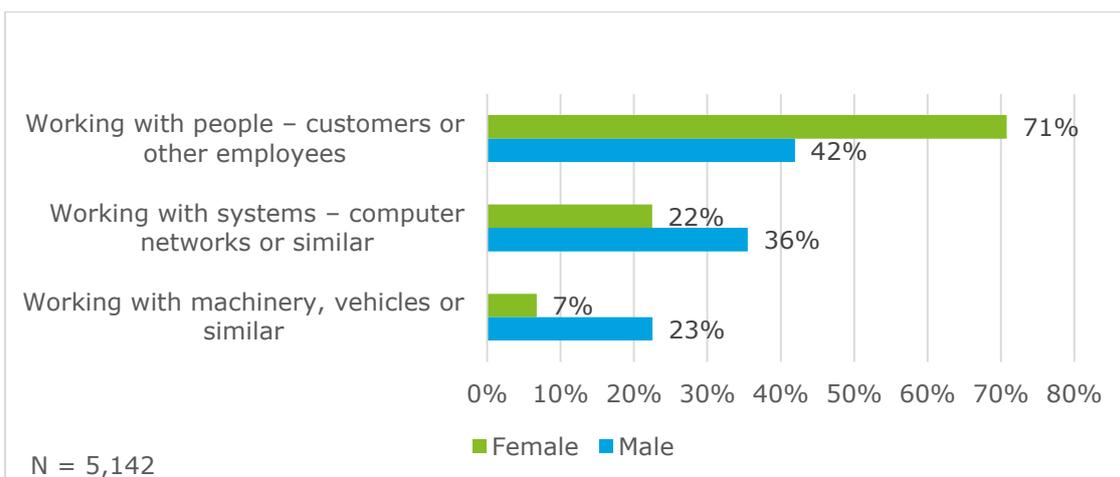
### *Job security*

From the focus groups, it appears that young people seek job security. The ability to secure fixed contracts with mid- to long-term commitments is considered particularly important by young people with experience of difficult labour markets.

### *Interaction*

Interaction is a desirable, if not necessary, job feature, whether it takes place with colleagues within a team or with customers. Young women express a strong preference for working with people (71% of youth survey female respondents) rather than systems or machinery (respectively 22% and 7% of female respondents). Young men's preferences are more equally spread across these three job categories, as shown in Figure 3 below. Nonetheless both genders indicate a preference for jobs centred on social interaction. Young men are more eager to work in a team, with 63% of male respondents and 56% of female respondents preferring it to working on their own.

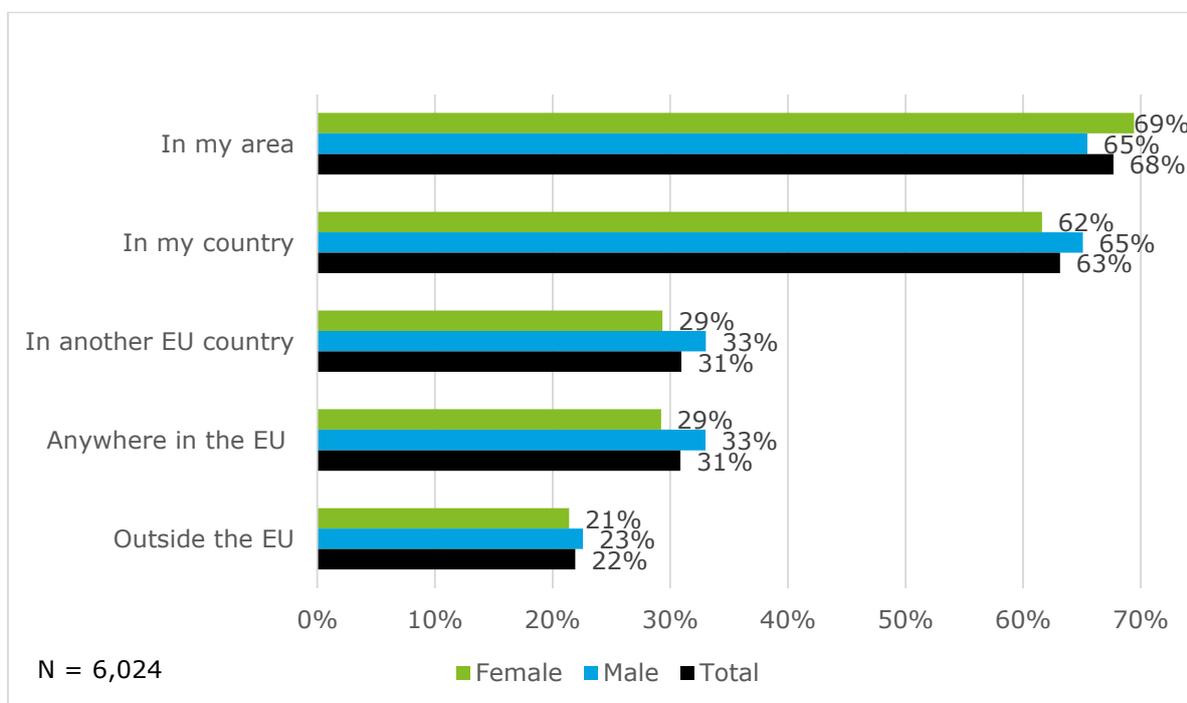
Figure 3 – Most appealing types of jobs for youth survey respondents by gender



### Mobility

Most focus group attendees saw a bearable commute as desirable, since it facilitates a better work/life balance, but not a necessity. Trends in the willingness to work in various locations are largely comparable across genders. Two thirds of youth survey respondents stated that they were equally willing to work in their region and country (respectively 68% and 63% of respondents), while nearly a third were willing to work in another EU Member State and a fifth were ready to go beyond the EU. International mobility therefore appears to be an attractive job feature for a large proportion of young people in Europe.

Figure 4 – Answers to the youth survey question “Where would you be willing to work?” (rating)



When it comes to the scope of travelling, over half of the respondents prefer travelling for short periods (56% of respondents) to travelling for long periods (30% of respondents) and not travelling at all (14% of respondents). Young women are slightly more in favour of short-

distance over long-distance travelling (respectively 58% and 27% of female respondents, compared to 53% and 34% of male respondents).

### *Training possibilities*

Few young people mention training opportunities as a desirable job feature, but over 80% of survey respondents find the idea of training acceptable and two thirds of them stated that they would accept less pay while in training. Focus groups showed a lack of awareness among students of employers providing on the job training.

While one could expect differences in terms of expectations between age or education level, our data reveals that needs and expectations are aligned:

*Table 2 – Would you consider working in the transport sector? (distinction between level of education)*

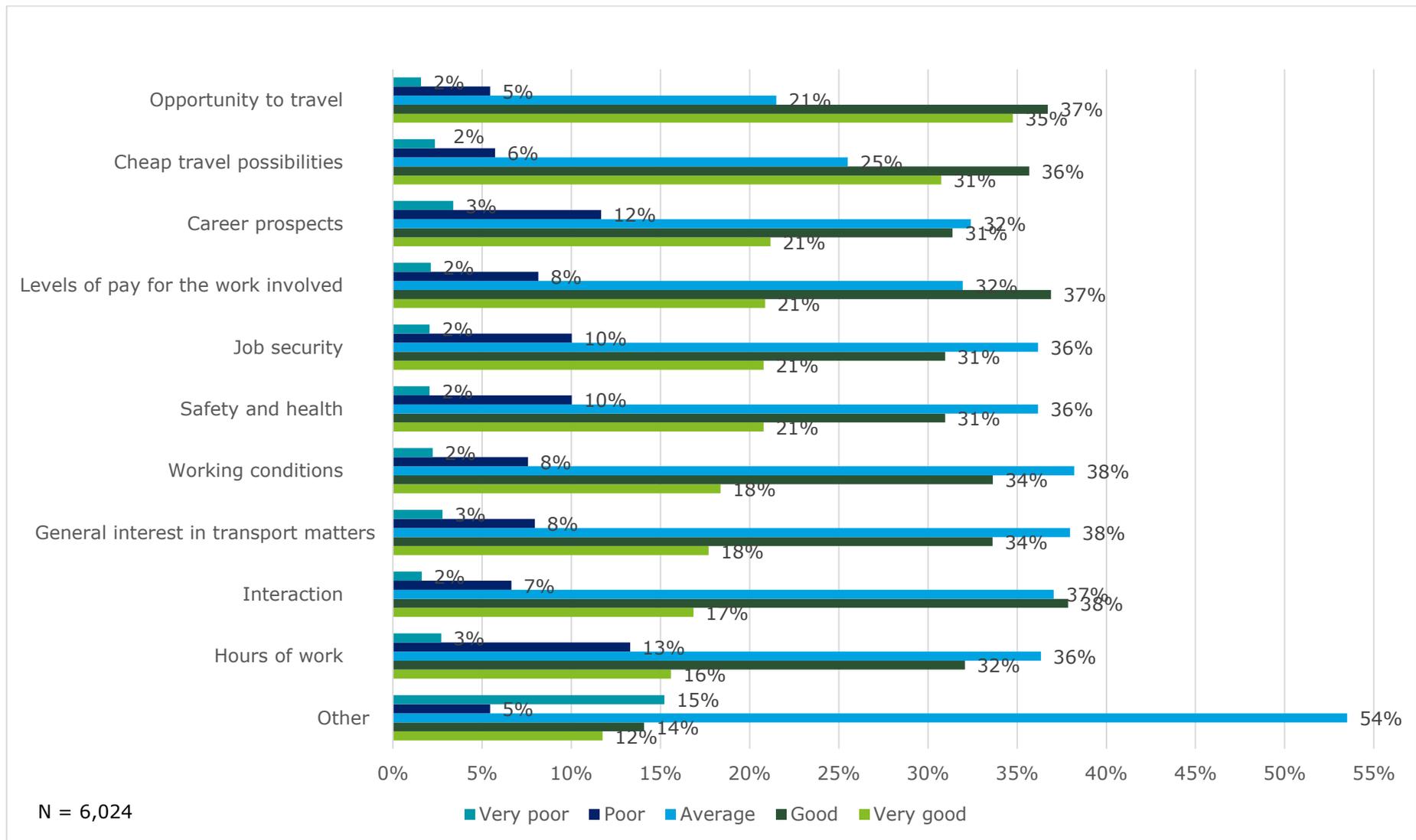
If you have not worked in any of the transport areas mentioned, would you ever consider doing so?	Secondary (%)	Higher (%)
Yes	21%	20%
No	32%	32%
Maybe if I had more information	47%	48%

*Table 3 – Mode-specific considerations (distinction between education level)*

If you did consider working in transport, do you have any particular area of transport in mind?	Secondary (%)		Higher (%)	
	Yes	No	Yes	No
Aviation	44%	56%	50%	50%
Inland waterways	8%	92%	10%	90%
Maritime	18%	82%	22%	78%
Ports	13%	87%	14%	86%
Rail	24%	76%	27%	73%
Road	35%	65%	30%	70%
Logistics	33%	67%	36%	64%
Urban Transport	27%	73%	26%	74%

The data also indicates that in the eyes of young people the most attractive aspects of transport jobs do not meet their main job expectations. This assessment is consistent across genders, age and education groups. Travelling opportunities and career prospects are seen to be the most attractive feature of transport jobs, but these are not the most important factors for young employees. On the other hand, interaction and hours of work, which are valued by most young people, are not seen to be a key strength of the sector.

Figure 5 – Assessment of the most attractive aspects of transport jobs by young people (%)



### Information needs

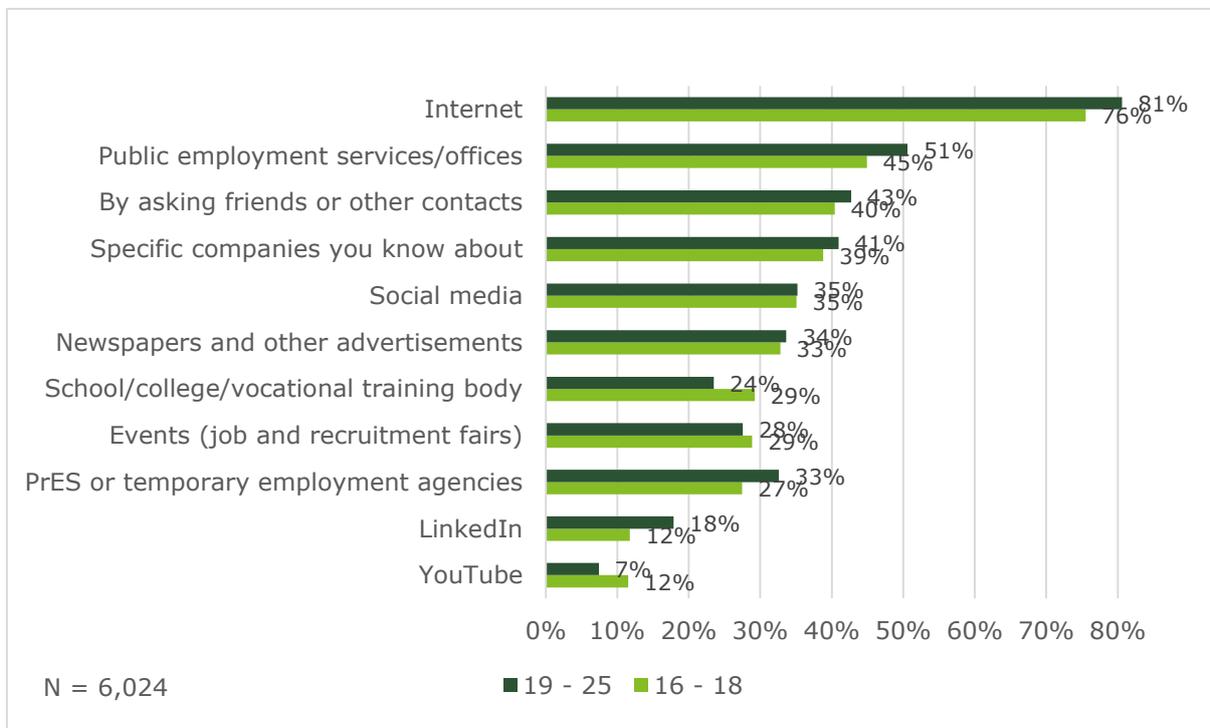
Wage levels and working conditions are key factors for young people considering a job or career path.

Our data shows that their main information source for jobs is the Internet, followed by public employment services and word-of-mouth through friends and other contacts.

The prominence of the public employment services among youth responses may seem surprising, since their labour market profiles are not generally very high, but it may be that high levels of youth unemployment, especially for the less qualified, have already brought them in contact with such services.

LinkedIn and YouTube do not appear to be primary sources and only a third of survey respondents consider social media as a source of job information.

Figure 6 – Sources of job information by age group



Information needs vary across age groups – with the ‘older’ age group (19-25) using more diverse sources for their job searches (Table 5) and expressing more interest in additional information sources (Table 6).

It can be noted that the preferred information sources of youth for their job searches are not aligned with the employers preferred recruitment channels (for example, there is a mismatch between the use of public employment services on the labour demand and labour supply sides).

*Table 4 – Where would you look for a job? (distinction between, age groups)*

Type of source	16 - 18 (%)		19 - 25 (%)	
	Yes	No	Yes	No
Public employment services/offices	45%	55%	51%	49%
Private employment agencies or temporary employment agencies, such as Manpower and Monster	27%	73%	33%	67%
Specific companies you know about	39%	61%	41%	59%
Internet	76%	24%	81%	19%
Newspapers and other advertisements	33%	67%	34%	66%
LinkedIn	12%	88%	18%	82%
Social media	35%	65%	35%	65%
YouTube	12%	88%	7%	93%
School/college/vocational training body	29%	71%	24%	76%
Events (job and recruitment fairs)	29%	71%	28%	72%
By asking friends or other contacts	40%	60%	43%	57%

*Table 5 – Information needs (distinction between age groups)*

If you thought about working in transport, what additional information or help would be useful?	16 - 18 (%)			19 - 25 (%)		
	Yes	No	N/A	Yes	No	N/A
Events where different transport sectors present the kinds of jobs on offer?	71%	20%	9%	77%	16%	8%
Presentations from companies/people already working in particular transport jobs?	68%	23%	9%	74%	19%	7%
General information about jobs in transport through social media, etc.?	70%	21%	9%	77%	16%	7%

## 4.2 Perceptions of the transport sector

General perceptions of the transport sector, including by young people, have been gathered through several data collection tools.

It should be said that some of the evidence collected in this study, through various approaches, is quite divergent and clearly needs to be interpreted with care<sup>19</sup>.

In general, while the whole transport sector is viewed rather positively, as seen in the results of the survey questionnaire addressed to young people aged 16 to 25 (Annex C), it is also a

<sup>19</sup> As mentioned below, there are notable divergence in perceptions of the transport sector gathered through the online questionnaire and the focus groups, despite a similar target group. This can be partially explained by the data collection approach: the online questionnaire is an anonymous multiple choice exercise done individually by each respondent while the outcome of the focus groups is the result of interactive exchanges between the participants, occasionally probed by the facilitator. As such, focus groups allow to draw upon respondents' attitudes, feelings, beliefs, experiences and reactions in a way in which would not be feasible using other methods. Focus groups elicit a multiplicity of views via the social gathering and the interaction which being in a focus group entails.

fact that stereotypical views prevail among perceptions and they are generally unaware of the range of job opportunities that exist.

Generally, the more young people are questioned about their views on the sector (Annex D), the more polarised their thinking appears to be, with negative stereotypical reactions to many transport modes, occupations and communication efforts<sup>20</sup>, with possibly excessively positive thoughts about the prospects in certain sectors – notably air transport.

### *Prevalence of stereotypes among young people*

There is a strong tendency for young people to see transport as a male-dominated sector requiring hard and dirty physical work, that is boring and monotone, with stressful situations (deadlines, unhappy customers). Career opportunities are also seen to be lacking.

These perceptions may be driven largely by personal experience, with awareness and expectations based largely on people with which they have contact: drivers of varying modes of transport (taxi, bus, truck, tram, etc.) or visible front-line support staff (controllers, check-in staff, baggage handlers, etc.). There is a widespread lack of knowledge about the job opportunities that may actually exist for them.

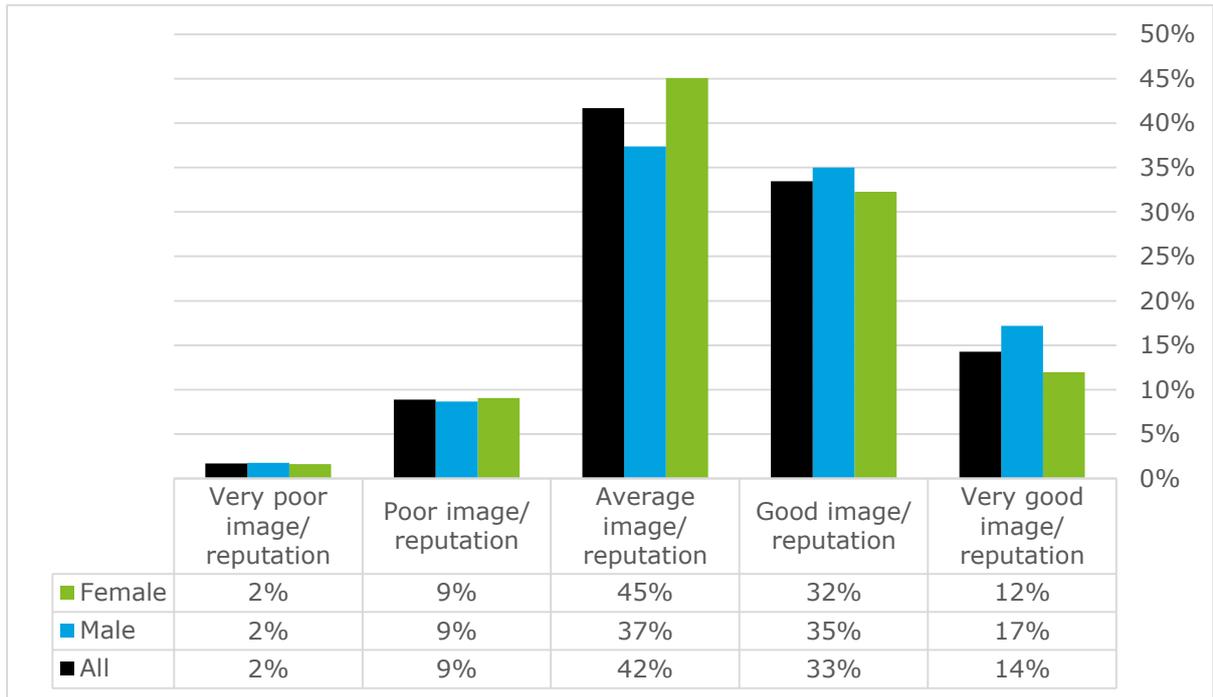
### *Image and reputation of jobs in the transport sector*

At the same time, these preconceptions contrast with overall impressions of the sector. Young people between 16 and 25, which constitute potential newcomers to the sector's workforce, seemingly have positive views on the quality and attractiveness of jobs in transport, with 47% having a good or very good perception, 42% an average one and only 11% a negative one. While the variations are not significant, the sector is seemingly more attractive among respondents to men (52% good or very good) than to women (44% good or very good).

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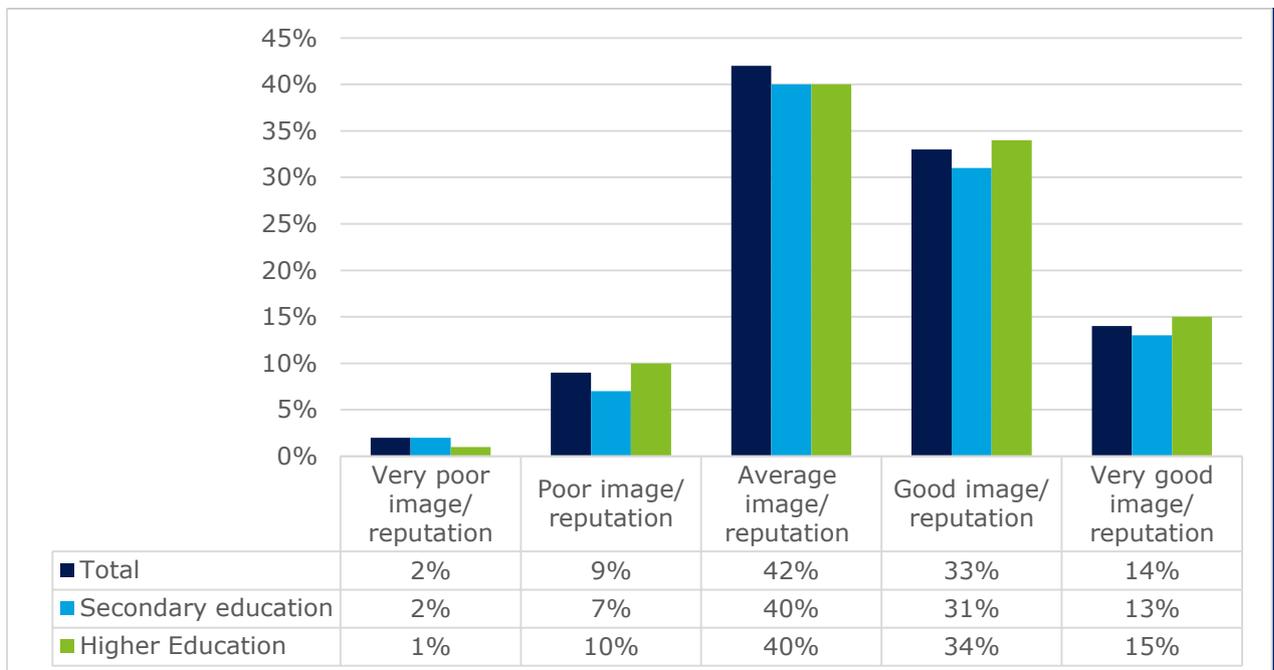
<sup>20</sup> This appears for example in the negative reactions to the "Üstra rockt" campaign among the focus group participants, which contrasted with the positive results in terms of the recruitment yielded by the campaign.

Figure 7 – What impression do you have concerning the quality and attractiveness of jobs in transport generally?



Similarly, while one could expect differences in terms of expectations between age or education level, our data collection efforts reveal that needs and expectations are aligned.

Figure 8 – What impression do you have concerning the quality and attractiveness of jobs in transport generally?

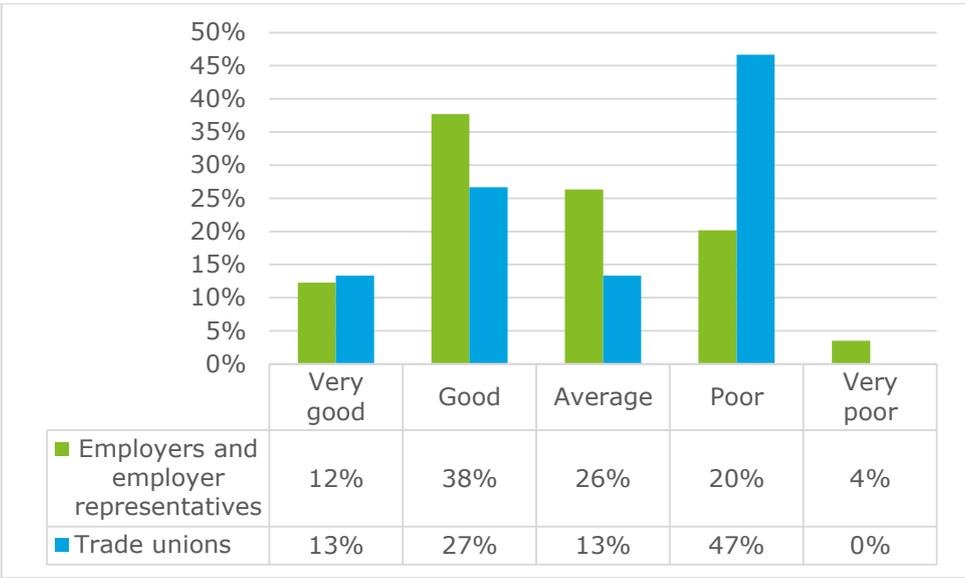


This overall positive view can be explained by the fact that, beyond working conditions, the transport sector is viewed as playing a **central role in the economy and being future-**

**oriented.** In addition, the transport of people, as opposed to cargo, is associated with positive perceptions due to human interaction.

Stakeholders are typically aware of these perceptions. Figure 9 shows that, while there are noteworthy differences between employers/employer representatives and trade union respondents, between 40% and 50% of stakeholders believe the sector has a good or very good image. Almost half of the trade union respondents that took part in the survey think the sector’s image is poor, in line with their perception of the reality in the sector.

*Figure 9 – Assessment of image of the transport sector (with distinction between employers/employer representatives and trade unions)*



*Willingness to work in the transport sector*

Most respondents would consider working in the transport sector, particularly if they had access to more information, regardless of education level and, while the low participation of women is an issue, women generally seem willing to work in the transport sector, with 17% considering employment in the sector and almost half expressing potential interest depending on additional information.

*Table 6 – Would you ever consider working in the transport sector?*

	Total	Female	Male	Secondary education	Higher education
Yes	20%	17%	25%	21%	20%
No	32%	35%	28%	32%	32%
Maybe, if I had more information	48%	48%	47%	47%	48%

## *Perceptions of transport modes*

There are significant differences across modes: aviation is by far the most attractive sector, while road and rail have more negative perceptions. The sectors of water transport are much less known.

The positive perceptions of the *aviation sector* are widely associated with exciting travel opportunities and a degree of glamour. However, jobs in the aviation sector often require a high level of qualifications, which the young people surveyed are generally unlikely to achieve, although there can be exceptions.

Moreover, there are very stereotypical gender divisions of labour in aviation, customer service jobs are typically filled by females, while pilots, mechanics and maintenance staff, air control, etc., are largely male-dominated positions.

Perceptions of the *road sector* are generally negative and strongly linked to a negative image of lonely male truck drivers, with low education and skill levels, performing a physically demanding job, while receiving low wages. It can be seen as a **temporary job** rather than a career job with growth opportunities.

However, a distinction can be made between the transport of people and the transport of goods. Similarly, perceptions vary between national and cross-border road transport, with national transport being seen to be more stable in terms of working hours and more compatible with private life.

*Rail* is seen to be a stable job, but negatively impacted by common perceptions of the sector such as strikes and delays. However, a distinction can also be made between the transport of people and goods, as well as local and international.

*Water transport* is seemingly less known among young people. It is perceived as a sector requiring specific training and skills and thus less accessible. It is also generally seen to be a male-dominated sector due to the physically demanding work and long periods at sea.

## *Communication*

In general, young people recall some advertising on careers in the transport sector (mainly navy and army, Uber, national public railroad company and flight companies) but they cannot remember the details.

## Conclusions

- Young people consider certain job features to be essential while others constitute an added value which is not the main determinant in choosing a career. The former includes **fair pay** in compensation for the work done, with slightly higher expectations from students with little experience of the labour market. **Fair working conditions** and **work/life balance** appear to be equally important: young people's preferences tilt toward **flexible working hours** to accommodate family life and leisure.
- Young people expect jobs to offer a **diverse and fun** content but deriving **satisfaction, pride and pleasure** is the most important feature. **Job security** ranks high on the list of young people's job expectations. Both genders also indicate a preference for jobs centred on or involving **social interaction**.
- **Mobility** can be an attractive feature, if travelling is for short periods and within the EU: only a fifth of survey respondents were willing to work outside the EU while two thirds of them preferred to remain in their local area. **Travel opportunities** are the most attractive aspect of transport jobs but are not a mandatory job expectation for most young people.
- The opportunity to follow **training** on the job is valued, even when it is a mandatory requirement for a job and young people are ready to undertake training even if paid less. However, most students are **not aware** that employers offer such possibilities.
- Overall, job expectations **do not vary significantly** across genders, age and education levels. Preferences are broadly the same, however it should be noted that students who have not yet entered the labour market have slightly higher expectations in terms of pay and vocational preferences.
- Findings from our data collection indicate that the most attractive aspects of transport jobs in the eyes of young people do not correspond to their job expectations.
- The main information sources on jobs are the **Internet, public employment services** and **word-of-mouth**, with the 19-25 age group using more diverse information sources for their job searches and expressing interest in additional sources compared with their younger peers.
- On the one hand **stereotypes** are prevalent among young people, of the whole transport sector as well as specific modes of transport. These stereotypes relate to both working conditions and specific jobs. Young people appear generally **unaware of the range of job opportunities** within the sector, especially in water transport. They have particularly negative reactions to road and rail occupations and excessively positive thoughts about prospects in air transport.
- Nevertheless, young women and men, with differing educational levels, seem willing

to consider the transport sector as a **possible sector of employment**, especially if provided with the kind of information they need to make sensible decisions.

- Stakeholders are generally, but not always, aware of these perceptions.
- There are some **challenges in interpreting the evidence** we have on the views of young people regarding the attractiveness of the transport sector. In one sense, this makes it difficult to draw strong, simple and precise conclusions but, at the same time, it may help define the ways and direction in which positive actions should be developed.

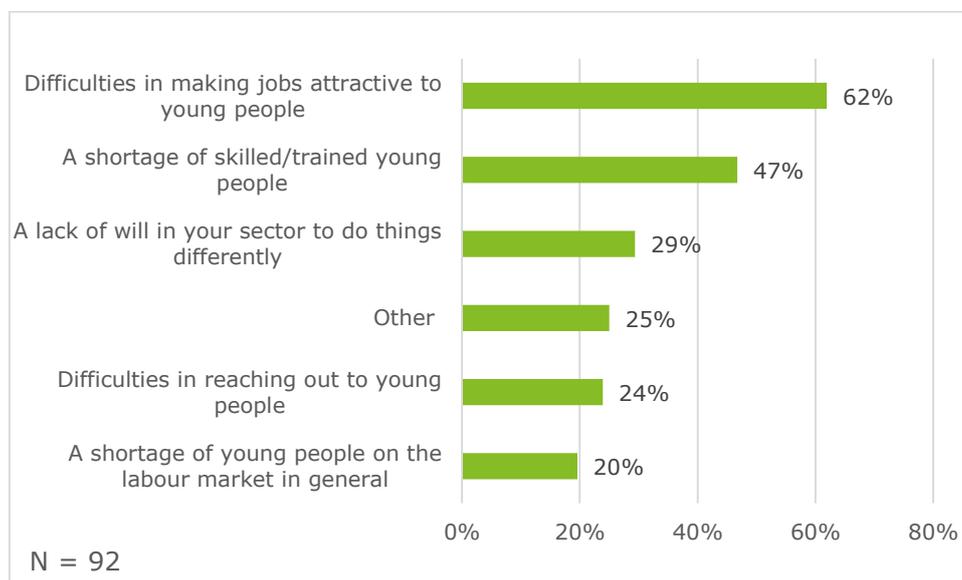
## 5. Key findings on current practices

*This chapter aims to identify specific actions that may be taken to improve the attractiveness of transport jobs. It predominantly presents the employers' view and is mainly based on the survey of large employers and social partners. Full results of this survey are included in Annex C.*

### 5.1 Increasing attractiveness as a solution to recruitment issues

Respondents were asked to identify the main reasons for recruitment problems in the transport sector. The results are presented below.

*Figure 10 – Main factors of recruitment problems in the transport sector*



The most salient factor was **difficulties in making jobs attractive to young people**, this was mentioned by 62% of respondents, while only 29% of them think that difficulties in reaching out to young people are significant. A shortage of skilled or trained young people is the second most important factor, according to almost half (47%) of the respondents. Only one in five respondents suggested that a general shortage of young people in the labour market is a cause of recruitment problems.

In the survey, respondents were asked to suggest actions to solve the current recruitment problems in their respective transport mode. The suggested actions can be divided into four broad categories:

- Actions to improve working conditions
- Actions to enhance education and training opportunities
- Actions to change recruitment practices
- Communication and promotional activities of transport jobs.

As the main topic of investigation an entire chapter is dedicated to communication and promotional activities. This chapter discusses the first three categories, mainly it considers

views on the relevance of these topics, current practices and actions aimed at improvements. However, the chapter starts with a discussion on the awareness of employers and social partners of skills mismatch and labour shortages, currently and in the next 10 years.

## 5.2 Awareness of labour shortages and competition

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Labour shortages have various backgrounds:

**Quantitative labour shortages** occur when there are insufficient qualified school leavers or job seekers in a sector.

**Qualitative labour shortages** occur, on the other hand, when there is both a sufficient supply of labour and a sufficient number of vacancies but the demands and wishes of employees and employers regarding level of qualification, content and organisation of the work diverge.

**Information asymmetries** relate to a lack of transparency within the labour market. In such cases, employers and job seekers are unable to find each other, due to poor job search and recruitment strategies on either side, or flawed impressions of the sector or job seekers.

The study finds that the availability at the EU level of data on the transport labour market is limited. There are several dimensions to this issue:

- Data that is available, for instance based on the Labour Force Survey (LFS), on the level of mode and occupation is not easily traceable. Publications like ‘Transport in figures’ only provide very limited data on this issue, for example.
- Available data is often at a level of aggregation that is not useful for businesses and their representatives. This problem is relevant to several modes and most of the occupations. Aggregated data specifically implies:
  - Figures cover several occupations, several modes or even sectors outside the transport sector
  - Data is only relevant to the dominant (in terms of sheer numbers) modes or occupations, and/or
  - Contradicting trends in different groups muddle the view on actual trends at the level of (sub)-modes, occupations, etc.
- No data is available on a variety of characteristics of employees and potential employees (e.g. youth, unemployed), for example on skills that are expected to be required more often in the future, such as soft skills combined with practical transport skills.
- Specific studies, of which many are included in the literature review, do not contain enough detail to offer good insight into, for instance, required competences per occupation. Moreover, combining such mode data results in overlap, inclusion of parts of other sectors, incomparable definitions, etc. In other words, they are not useful for a study on transport as a whole.

The study identified that there is not much data on current and future shortages or mismatches in the labour market. This holds at both the EU and national level, although there are exceptions in some Member States where national level data is available. This specific problem is further heightened by the fact that, at this stage, it is very difficult to judge the impact of transport innovations on the labour market.

Combining a variety of sources (see also Annex B), it is possible to say that the main recruitment problems are anticipated in the following types of occupation:

- Mid and high level technical and ICT jobs. This is a general problem, not specific to the transport sector
- High level jobs, e.g. management, logistical planning etc. Again, not a sector specific problem
- Administrative staff (low to medium level). Not necessarily sector specific but sectoral particularities may be relevant when changes to job requirements (mainly IT and task-related activities) relate to the transport sector
- Mobile jobs (at all levels but, in particular, jobs that imply being away from home for long periods). Long haul truck drivers being the most obvious example
- Jobs related to innovation and the follow-up/incorporation/implementation thereof (mainly at high level). Currently, this is highly uncertain and depends on actual innovations: will unmanned vehicles, platooning and IT based client contacts become the norm and if so, when?

In the survey, large employers and social partners were asked to identify the professions where they foresee recruitment problems, in other words skills shortages. They were asked to answer for their own transport mode or modes, concerning the current situation and those in 5 and 10 years. Comparing the results with other information produces several relevant findings:

- A large proportion of the respondents was aware of shortages in mobile jobs (particularly (truck) drivers), technical and ICT jobs
- However, for these and other occupations, the respondents do not anticipate increasing problems. They suggest that future shortages will remain at roughly the current level. As explained in Annex B3, there are many reasons to assume that shortages will increase, for instance the proportion of 55+ aged drivers and the economy wide increase in demand for technical and ICT staff
- High level jobs and administrative jobs are apparently not on the respondents' radar. Only a few mentioned managers and executives.

It is difficult to judge the jobs linked to innovation on the basis of the survey. This can work in two ways: new jobs will occur and current jobs can disappear. One expert suggests that IT specialists will be the main recruitment problem in the next decade. His reasoning was that given the ongoing automating of transport and the Smart Cities Agenda, there will be a significant number of IT specialists needed in the future. The point was made that addressing

this future deficiency requires advanced planning, given that bus drivers can be trained in half a year but training IT urbanisation specialists can take a decade.

Another expert noted: “the development of automation in the rail sector could act as a deterrent for potential future drivers who could hesitate in committing to learn certifications which could be obsolete in a few years. For that reason, it needs to be shown that the rail sector is modern but that people will not be entirely replaced by machines in the near future.”

It has been explained that different modes compete with each other on the labour market, especially when it comes to attracting young people and those with low to medium skills. Once people enter the labour market, there is very limited mobility between different jobs and/or (sub)modes.

Many professions in transport are not only relevant to transport companies. Competitors from outside the sector must be considered. Even jobs that are seen to be typical transport occupations also exist in non-transport sectors of industry. Two important examples are truck drivers and logistic professionals.

Employers and their representatives identified other sectors they compete with in the recruitment of young people. These cover all sectors – although most are only mentioned by a few respondents. The exceptions being other transport modes and the ICT sector. Competing sectors that were mentioned more than a few times are: industry, manufacturing, engineering, construction, services, hospitality and retail.

### 5.3 Working conditions

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Working conditions are a key aspect of the transport labour market’s attractiveness. Desk research into the issue and the views of young people and employees were discussed. This section commences with the main results from the survey of large employers and social partners (full results in Annex C). In addition, the results of an inventory of social practices is provided.

It should be noted that this study does not focus on (improving) working conditions. However, in line with the recommendation to be honest about working in the sector, this aspect cannot be ignored completely. Clearly the working conditions in many jobs in the sector are NOT attractive. This will hamper the impact of any communication-based intervention – even contaminating interventions in the context of occupations that ARE attractive.

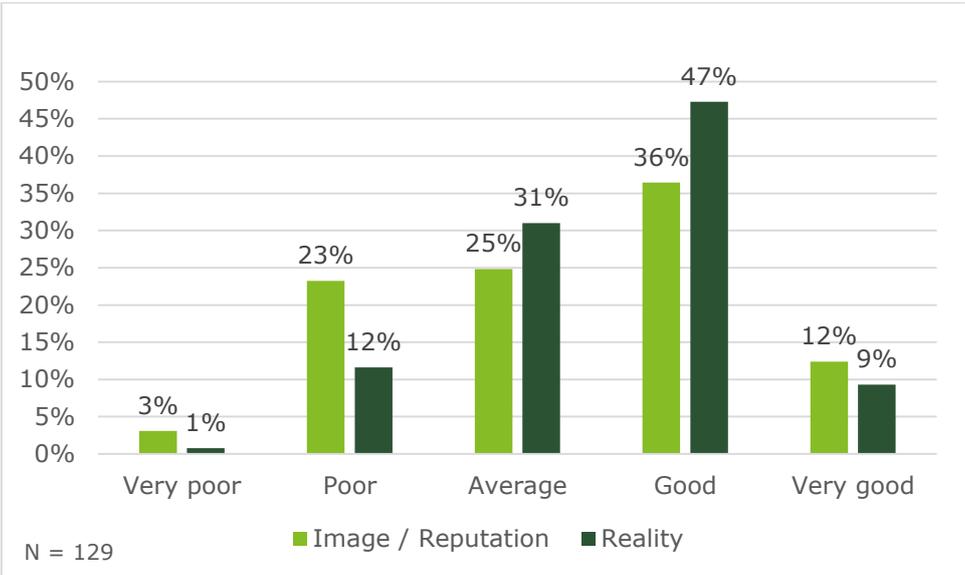
A key recommendation to employers and their representatives, at all levels, is to undertake urgent action on improving actual working conditions. This will require some supporting legislative action but the main effort should be from the employers side. The study provides some interesting, innovative social practices that might serve as examples.

#### Views on current working conditions

Respondents were asked to rate the image of the transport sector in general and to assess how this image compares with reality. Overall, respondents indicated that the sector’s

reputation is more negative than it really is. Figure 11 shows that nearly half (48%) the respondents think the sector has a good or very good image, whereas more than half (56%) of them see the reality of the sector as good. Inversely, 26% of respondents think the sector’s image is poor or very poor, while half of that number (13%) think that is the reality. A quarter of respondents think the sector is perceived as average, which is slightly less than the number (31%) who deem that it really is average. As explained in Annex C, differences between modes and occupations plays an important role, so one must take care interpreting the results. In particular, employers and the aviation sector are over-represented among respondents to the survey.

Figure 11 – Assessment of image vs. reality of the transport sector



An example is provided by a rail expert: *“People that work within the sector consider themselves as a “rail family”, and consider the sector attractive although the image is more negative for external people”*. The rail mode’s image is quite mixed and depends largely on the actual working conditions, which are determined by national legal frameworks and the level of investment. There are also differences between Member States on the attractiveness of the rail sector, depending on the:

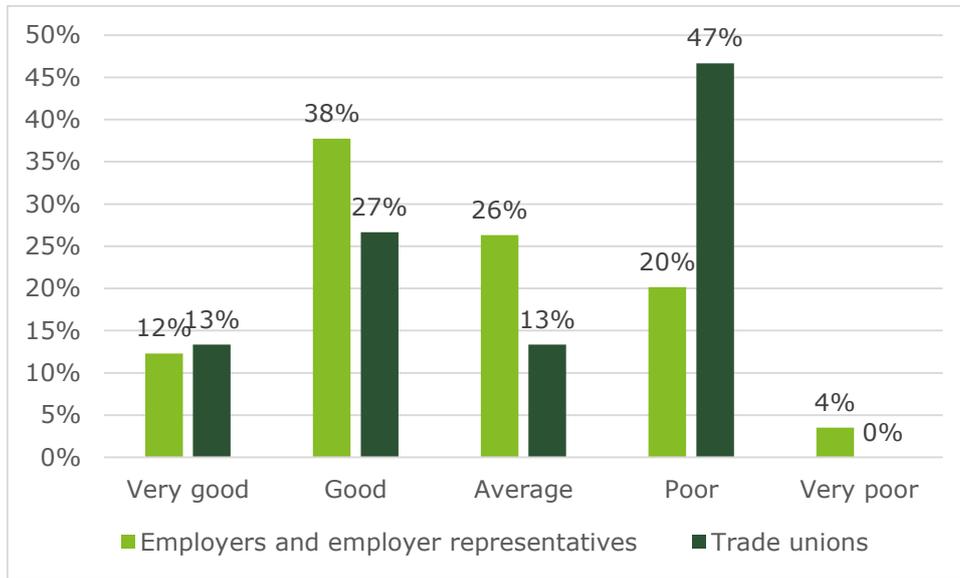
- Lack of investment in large parts of the rail infrastructure (central Europe) which negatively influences attractiveness
- Image of the rail sector as being run by old fashioned public enterprises
- Image of the rail sector being run as a private enterprise with a trend of hiring/firing in MS with recent liberalisation/opening up of the market.

Judging the attractiveness of the sector reveals substantial differences between the employers/employer representatives and trade unions, as illustrated in the two figures below. The two main findings they present are:

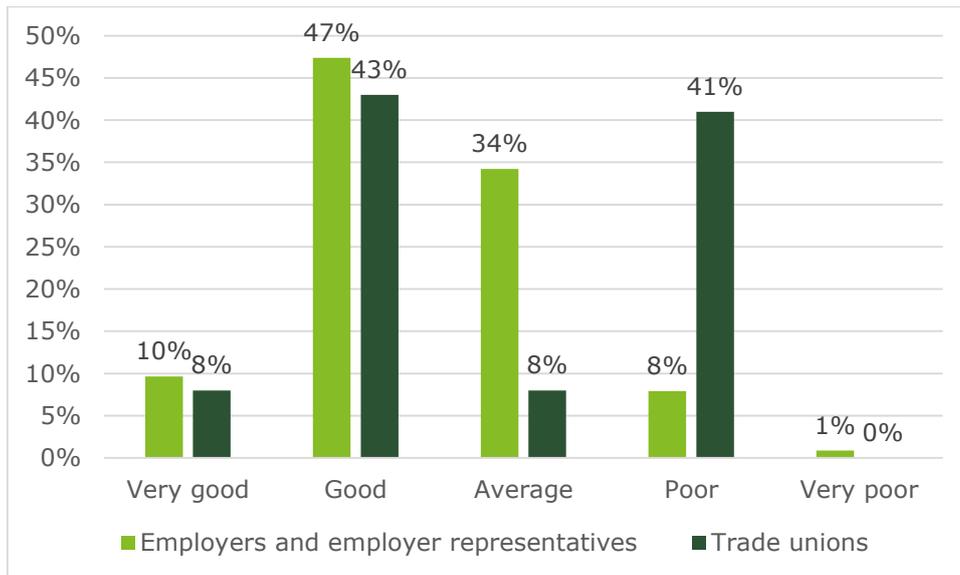
- Employers and employer representatives have a far more positive view on both the reality and image of labour conditions in the sector

- Both sides agree on the image being worse than the reality.

*Figure 12 – Assessment of image of the transport sector (with distinction between employers/employer representatives and trade unions)*

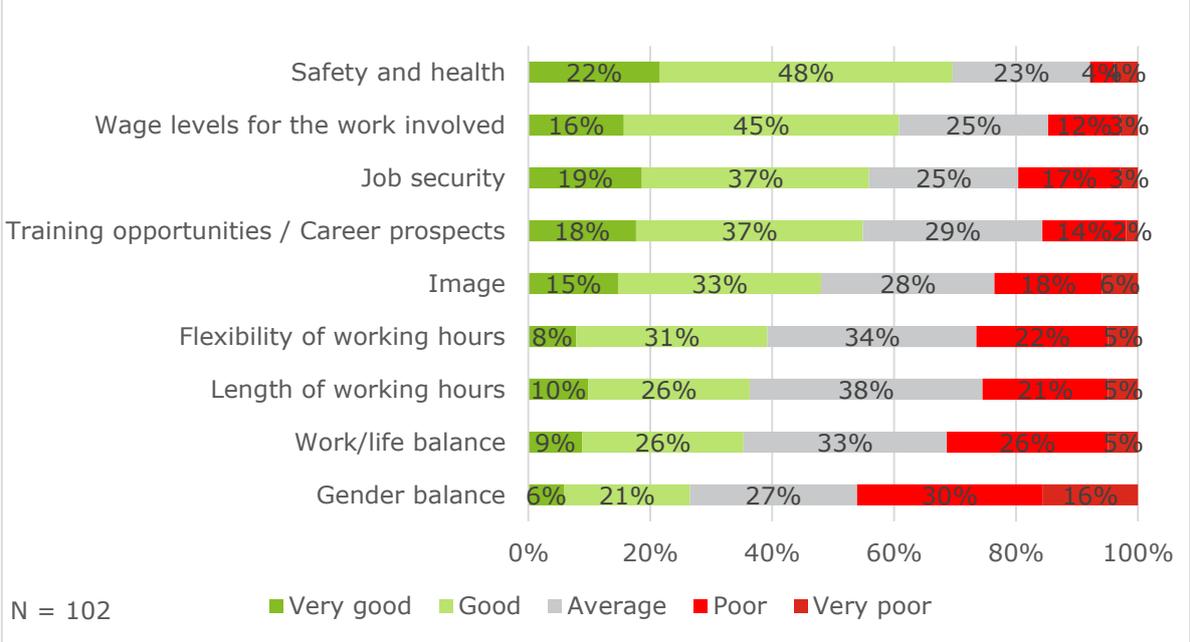


*Figure 13 – Assessment of reality of the transport sector (with distinction between employers/employer representatives and trade unions)*



The respondents to the survey were also asked to assess the attractiveness of transport jobs characteristics in relation to jobs in general. Unsurprisingly, the trade unions had a more negative view on most aspects. The average figures are presented in the next figure. Results for the two groups can be found in Annex C.

Figure 14 – Assessment of transport jobs characteristics in relation to jobs in general



The main findings of this analysis are:

- Overall, the transport sector is assessed positively compared to jobs in general. With gender balance being the main exception to this. For work/life balance, the positive and negative assessments are evenly matched
- This matches the views of employers and employer representatives
- The trade unions – for which the over-represented aviation mode should be noted – think slightly more positively about these two issues. In the trade unions group, positive and negative opinions on wage levels and training opportunities/career prospects are in balance
- In general, the trade unions think more negatively about both the image and reality of the attractiveness of the transport sector.

Respondents were also invited to select, from a list of options, what they consider to be the main challenges to the recruitment of young people. The chosen options relate most directly to labour conditions. The **flexibility of working hours for people with families** was seen to be a challenge by most of the respondents (64%). **Long absences from home** are considered a deterrent by 43% of respondents. Again, this is slightly different from reality. According to a recent study, truck drivers spend on average between 2 and 6 weeks away from home<sup>21</sup>. The image of the sector is a somewhat important factor, since 41% and 29% respectively of

<sup>21</sup> Ex-post evaluation of social legislation in road transport and its enforcement, Ricardo, 2016.

respondents have negative perceptions and the lack of positive role models hinders the recruitment of young people.

Several experts refer to the impact of market liberalisation and new entrants on the labour market. For example, a difference was underlined between state owned, former-state owned, private operators and new entrants to the railway market. In the new companies, the work conditions and work-associated benefits tend to be far worse than in older state-owned ones, but the newer companies “look” more modern and hence more attractive to the younger workforce. Another obvious example being the low-cost carriers in the aviation sector.

As mentioned above, mobile jobs, notably truck drivers are among the jobs with the largest recruitment problems. In that light, respondents were asked to point out the specific attractions of such occupations. A majority (66%) identified the **opportunity to travel** as an attractive aspect of these jobs, as were **wage levels**, which were chosen by half the respondents. Several respondents added that **job security** was an important aspect, as are attractive salaries, long periods at home and the positive status of working for airlines or important public service providers. It was also shown that the attraction and work conditions differ from one mode to another.

In the view of an expert, the attractiveness of the sector would be increased if minimum standards were guaranteed across sectors and Member States. Small-scale changes which would significantly improve working conditions and thus the attractiveness of the sector include:

- The introduction of zero-violence policies for employees dealing with customers
- Having a person in charge of dealing with complaints in every company, particularly for dealing with bullying and harassment onboard vessels
- Fitting toilets in trains (as was done in South Africa).

According to another expert, attracting young people to the road sector requires the provision of well-being, skills (through training opportunities) and infrastructure (safe parking lots, hygienic rest and loading facilities). This would require commitment from companies. Moreover, the expert considered that better enforcement of current EU laws is of utmost importance, to ensure more consistency between laws relating to drivers, together with greater simplicity and the provision of a simplified overview of rights across Member States. Increasing drivers’ awareness of their rights and duties would improve perception of their job.

Paradowska and Platje argue it is difficult to reconcile the eventuality of having children and a family with irregular working hours, long separation from family and absence from home. While in Western Europe this may be a lesser problem, in a more traditional society like Poland it is a difficult issue, as the role of the women in the family is often more traditional. Furthermore, logistic processes are not adapted to differences in physical strength. In many

occupations in the transport sector it may be too difficult to change the labour conditions such that work and motherhood can be easily combined<sup>22</sup>.

In a survey, around a quarter of European railway companies reported recruitment problems, especially in engineering, IT and some driving jobs. Employers identified the nature of the job (e.g. health/hygiene conditions), shift work, the requirement for spatial mobility and the 'male dominated image' of the sector as the primary barriers to the employment of women. In contrast, trade unions listed problems of career advancement, the lack of appropriate training for women, parental leave and re-entry policies. Most unions also cited workplace security, health and hygiene, and sexual harassment, very few cited hours of work and there was far less focus on the physical demands or the male-dominated culture of the industry<sup>23 24</sup>. By comparison, the sector is very actively trying to improve this situation.

In urban public transport, the lack of corporate initiatives for employees' work-life balance is one of the main barriers to women's employment. As are cultural aspects such as a "male working culture" and existing gender stereotypes. A lack of political strategies to augment the share of female staff must also be considered as a reason. In a survey of women employed in urban public transport, the topics of "corporate culture" and "working culture" turned out to be of high importance when addressing female employment. Diversity of and tolerance towards different people and their background are often assumed to have a positive impact on a company's attractiveness for women. In addition, more practical barriers may exist. In the survey, the state of sanitary facilities was deemed a huge problem in many cities and companies, the same goes for the number and state of break rooms, dressing rooms, lockers and canteens. Often these facilities do not exist or are viewed as being unsatisfactory though highly demanded. Companies have good experiences of providing working clothes to both genders. Supplying uniforms is important, since they boost an employee's identification with the company<sup>25</sup>.

As in rail, the sector appears seriously committed to increasing the number of female employees in all positions. The expected shift towards public-oriented positions related to (anticipated) evolutions such as driverless metros should accelerate developments.

Perceptions regarding the attractiveness of the seafaring profession are rather negative and somewhat old-fashioned images persist about being far away from home, a lonely life at sea, etc. To a certain extent, the perception aligns with reality, although the positive side of these jobs is often forgotten, such as high pay and career progression options for younger people. Also, for officers, employers are much more flexible in terms of reducing the time away from home nowadays. Career options within maritime are not very clear and the common move is to an onshore job after spending a few years at sea. Notably, there are many records of

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<sup>22</sup> Paradowska, M. J. Platje (2016), Key challenges facing the European transport labour market.

<sup>23</sup> CER, EIM & ETF (2012), Women in rail – Good practices and implementation guide.

<sup>24</sup> Austrian Institute for SME Research (2012), Women in Rail: Final Report, Study on the Situation of Women in the Rail Sector and on the Implementation of the European Social Partners' Joint Recommendations, Vienna.

<sup>25</sup> WISE, PROJECT REPORT 'Women Employment in Urban Public Transport Sector', [http://www.wise-project.net/download/final\\_wise\\_project\\_report.pdf](http://www.wise-project.net/download/final_wise_project_report.pdf).

women seafarers' experiences and their difficulties in pursuing a career at sea. Several women reported sexism from staff at training institutions. Both younger and older women reported difficulties in finding companies willing to let them sail on their vessels to complete their training. Once qualified, many women felt that their opportunities for promotion were equal to those of men.

However, several women said that when they applied for a job, certain companies rejected their applications on gender grounds, or applied unofficial 'ceilings' to the level that women could be promoted to. In addition to these problems of professional acceptance, many women also reported problems of sexual harassment from male colleagues<sup>26</sup>. One consistent finding of numerous studies of women at sea is that they must work much harder and perform better than their male counterparts to be accepted and be seen to be able to do their jobs<sup>27</sup>. Turnbull states that, given the conditions of employment, social partners need to focus on decent work and the enforcement of relevant international standards, most notably the new Maritime Labour Convention (2006). Without decent work on board, retention will always be the 'weak link' in the career cycle of women.

In the survey, employers were asked to rate average salaries in their company or sector, in comparison with their Member State. From 92 respondents, 60% said that average salaries in their company or branch were close to or below the average in their Member State, while 40% of respondents said they were higher.

Responses to this question illustrate the differences between countries, modes and occupations. Salaries are reportedly lowest in the road sector but important variations are noted. Figures for the road sector range from 75% of the average salary in the Czech Republic, slightly under the national average in Slovakia to 10 to 15% above in Ireland. Salaries are reportedly 3 times the average salary in Bulgarian international road transport.

In the aviation sector, respondents reported salaries 15% higher than the national average in the Netherlands and 20% higher for technical professions in some German regions. In the rail sector, salaries were reportedly 30% higher than the average in Austria. In the maritime sector, respondents mentioned salaries 25% higher than the national average in Denmark.

### Actions to improve attractiveness

The findings on labour conditions and the perception thereof emphasise the relevance of the topic and illustrate the need for action. Some initiatives have already been undertaken, in the broader context of EU policies, at mode level and by single employers.

The President of the European Commission has established priorities for the European Commission to improve working conditions, reflecting the changing social realities

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<sup>26</sup> ETF (2011), How to enhance training and recruitment in the EU shipping industry.

<sup>27</sup> Turnbull, P. (2013), Promoting the employment of women in the transport sector - Obstacles and policy options, ILO Working Paper No. 298. The author refers to Guo, J-L. and Liang, G-S. (2012) 'Sailing into Rough Seas: Taiwan's Women Seafarers' Career Development Struggle', Women's Studies International Forum, 35, p.200; Thomas, M. (2004) "'Get Yourself a Proper Job Girlie": Recruitment, Retention and Women Seafarers', Maritime Policy & Management, 31(4), p.313; and Sampson, H. (2013) International Seafarers and Transnationalism in the Twenty-First Century, Manchester: Manchester University Press.

surrounding work, with particular focus on developing a European Pillar of Social Rights, which takes account of the changing realities of the world of work and can serve as a compass for the renewed convergence within the euro area. With respect to the EU transport sector, these goals should bring improved support and protection for transport workers, notably with respect to working conditions, and directly enhance the attractiveness of the sector as a whole – not in the least for women. Another important example of relevant EC contribution is the work on apprenticeships and youth employment, for example through the European Alliance for Apprenticeships<sup>28</sup>.

In the broader context of strengthening the transport sector and making it more attractive to potential employees, DG Move conducted extensive research as a background to its 2011 White Paper on Transport. Recently, the Commission organised the ‘women in transport’ event and launched a three-tiered public consultation on female equality in transport.

Other actions can increase the attractiveness of the transport sector, particularly in the areas of working time, work/life balance and flexibility that are deemed important. Actions are either general, or specifically aimed at women. Some EU level examples are:

- European Commission: 2015 Conference on A Social Agenda for Transport; this agenda applies to all sectors, and in the case of transport and logistics, DG Move has renewed its focus on working conditions and skills discrepancies in the sector
- European social dialogue committees: working time agreements in most modes, working groups on other aspects of working conditions and education and training and working groups and targeted activities to attract women to the sector in several modes (see also the next chapter)
- European Commission: working time directives, NAIADES II, Port State control.

Less than a third of the respondents in the survey suggested specific actions to improve attractiveness, however the use of role models and ambassadors were mentioned among actions to improve the attractiveness of the sector to women. With regards to current working conditions, suggestions included: tackle low salaries of drivers, reduce employment taxes on staff during the early stages of their careers, improve working processes, make salaries flexible with working hours and performance etc.

As part of the study, an inventory was made of good social practice initiatives. These were collected through the survey, desk research and interviews. An overview is provided in Annex B. Examples of networks of women or youths, aiming to encourage sharing of experiences and to promote opportunities in the sectors, could be seen as good practice in terms of improving inclusion in the transport sector. Although they often aim to reduce the difference between perceived and realistic attractiveness, such initiatives are essentially considered to be tools of promotion and communication; these are included in the next chapter. Thus, only a few initiatives remain that really target working conditions:

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<sup>28</sup> <http://ec.europa.eu/social/main.jsp?catId=1147>

- **Belgium, road transport:** The FBAA initiated an internal practice where drivers collect points on long shifts away from home, they can then use them to obtain more family-friendly shifts later, allowing employees to adopt more flexible schedules.
- **Poland, road transport:** TimoCom and Trans.eu have launched initiatives to build sports facilities for drivers in resting places.
- **EU, inland waterways transport:** TASCs – Towards A Sustainable Crewing System. This project, which will be launched by the social partners in inland waterways, is aimed to support the European Social Dialogue with improved on-board working and living conditions and improved access to port facilities, education and vocational training. The project also aims to harmonise, and modernise, manning requirements.

### Use of social charters and awards

Social charters and awards and similar initiatives can stimulate the improvement of working conditions and thereby increase the attractiveness of working in the transport sector generally, in a specific mode, or for a specific employer.

**Social charters** can be defined as documents signed on a voluntary basis and outlining the measures which will be undertaken to promote good working conditions. A social charter can thus provide a basis for specific actions or strategies seeking to improve working conditions or promote the attractiveness of employment in the sector. As illustrated by the examples of good social practices, social charters typically seek to address the following topics and guide actions and initiatives in these areas:

- Gender balance and inclusion of women
- Promote social dialogue
- Balance professional – personal life, flexibility and time compensation
- Health and safety, infrastructure
- Networking and strengthening professional network
- Focus on youth
- Awareness and image
- Education, training and skills upgrading
- Vocational training and continued education
- Knowledge sharing
- Career development

An **award** is a merit recognition, or prize, given to organisations, institutions, or companies based on outstanding performance and achievement in a field related to employment, environment, sustainability etc. As such, awards are a testimony of successful initiatives in the above-mentioned areas of action.

Lists of some relevant social charters and awards can be found in Annex B.

The table below details the advantages and challenges associated with the use of charters and awards at different levels, for improving working conditions and thereby promoting good social practices.

Table 7 – Advantages and challenges of using social charters and awards

Social charter	Award
<b>Advantages</b>	
<ul style="list-style-type: none"> <li>• Social charters voice a common vision, expectations and responsibilities:               <ul style="list-style-type: none"> <li>• Demonstrated intention and/or commitment to uphold certain principles and values, such as diversity and gender balance, safe and just working conditions</li> <li>• Can, in addition, operationalised objectives and potentially good practices.</li> </ul> </li> <li>• As such, social charters are an important step in setting up a positive work environment and community in the work place. They can contribute to changing mind-sets.</li> <li>• Social charters provide the written framework for collection action in the chosen field.</li> </ul>	<ul style="list-style-type: none"> <li>• Awards provide a positive incentive to strive towards defined objectives and award criteria.</li> <li>• Awards are a recognition of efforts undertaken in a specific field and, as such, can act as testimony of achieved objectives.</li> <li>• Awards are associated with success thereby generating pride and good morale.</li> <li>• Awards are a good communication tool and generate visibility and publicity for the whole sector as well as for those who receive the award. For example, employers who receive an award display it on their website and other communication channels. They can contribute to the promotion of good practices, including by providing a benchmark.</li> <li>• Awards have a potential snowball effect by increasing engagement towards objectives, improving working conditions/environment and attracting more talent.</li> </ul>
<b>Challenges</b>	
<ul style="list-style-type: none"> <li>• While charters provide a framework for action, they cannot be considered as stand-alone documents. Charters must be put in practice through an overall strategy and concrete actions.</li> <li>• There is no universal template. A successful charter must fit in the specific context and strategy (employer-specific, mode-specific, sector-specific) and a defined legal framework.</li> </ul>	<p>Awards are useful if they can lead to lasting changes in a sector/organisation.</p>

## Maximising impact

Both social charters and awards can be efficient tools to promote good social practices in several different areas within a company as well as more publicly.

### **Charters**

Several examples of charters exist at EU level and are generally considered to be successful by stakeholders and experts, such as the EU Diversity Charter or the Road Safety Charter<sup>29</sup>.

Charters can thus be implemented at EU level and could be particularly effective in terms of improving actual attractiveness of the sector if:

- organised at mode level
- Employers, unions and clients are involved.

Charters concerning education and training could also be or become relevant and be implemented at EU-level through existing financial instruments dedicated to improving skills, in particular youth's (however, one has to bear in mind that, for some professions, minimum training requirements are regulated at EU level).

### **Awards**

Awards seem to be developed more at national level. Awards are seemingly used more for promotion and visibility by employers and the whole sector while having a snow-ball effect over time.

## 5.4 Training and career development

Education and training and/or career development are crucial elements of strategies aiming to reduce skills mismatch. Although not really a core aspect of the current pilot study, it is important to note that these can:

- Make the sector more attractive for youths (as discussed in the previous chapter)
- Create vacancies that are more easily filled by entrants in the labour market
- Keep skills and competences up-to-date

The rail sector provides examples of the importance of education in making the sector attractive to youth. Partnerships exist between railway companies and technical institutes to raise awareness of the sector in the young generations, who are yet to enter the labour market, focusing on them while they are still in education and training. Examples are the French and Italian national railways partnering with universities and Deutsche Bahn partnering with training institutions<sup>30</sup>.

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<sup>29</sup> Input gathered through the stakeholder survey (Annex C.1) and input from experts. It should however be noted that social partners who have provided responses to the survey in Annex C.1 do not seem convinced by the efficiency of charters and awards: many declare that they are not aware of examples of successful charters and awards.

<sup>30</sup> Joint project of the European rail social partners CER and ETF Promoting employment and attractive working conditions in the European rail sector (2014-2016): <http://www.cer.be/promoting-employment-and-attractive-working-conditions-european-rail-sector>

As an example of the need to keep skills up-to-date, an expert in the road sector predicts skill gaps in terms of requirements for drivers. While this is currently not a major issue, it could become so in the near future. For examples, drivers must operate tachographs and input data correctly – this is not always the case and could become increasingly complex with new tachographs. Effort can also be made in terms of retention – paying for training and drivers’ licenses connected to retention clauses in contracts, for example. The ICAO’s Next Generation of Aviation Professionals initiative aims to ensure that ‘enough qualified and competent aviation professionals are available to operate, manage and maintain the future international air transport system’. This initiative has not yielded significant results due to the counteracting effect of cost pressure resulting from the entrance of low cost carriers.

Another example was found in aviation. Automation in ATM and aircraft has changed the job profile of air traffic controllers dramatically. In theory, pilots and air traffic controllers could have been replaced by automated systems ten years ago but this is not legally possible and is prevented by trade unions. The introduction of self-learning automated algorithms in the coming decade will turn air traffic controllers’ work into strategic control. During this transition period, a key issue for the sector is to what extent the old training should be maintained. Moreover, according to the UN’s International Civil Aviation Organisation (ICAO)’s standards, air controllers can only deal with a certain number of aircraft per two hour shift, whereas automated services would be able to perform without such limitations.

Also in aviation, pilots must often pay for training themselves. They do so because these competences are linked with a perception of attractiveness. However, only specialised pilots are in demand currently, which results in dramatic debt situations for some newly trained ‘normal’ pilots. While there is an important number of young pilots (and growing demand), these new pilots tend to face very difficult working conditions (such as atypical forms of employment). At some stage, this will have an impact on the attractiveness of the sector and the profession in general.

Options for career development have become more important. In the road sector, more and more truck drivers consider their job to be temporary. In the maritime sector, it used to be common for people who worked at sea to do so for the rest of their career. Nowadays, people spend a few years at sea and then look for an onshore job, hence career opportunities are often unknown. In addition, adapting from sea life to shore is challenging and requires a different skill set. In the context of social dialogue, ECSA and ETF commissioned a study on career mapping (2013)<sup>31</sup>, listing the challenges encountered when working onshore after a career at sea.

Sufficient numbers of apprenticeship places or other forms of work-based learning are key to a sufficient inflow of employees in many occupations. In the maritime sector, this is a problematic aspect. According to an expert, officers must obtain a certificate from maritime academies, followed by a 12 month placement/apprenticeship onboard a ship before real work starts. For ship-owners, newcomers without practical experience are not welcomed

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<sup>31</sup>European Community Shipowners’ Associations (ECSA) and the European Transport Workers’ Federation (ETF) (2013), Maritime Career Path Mapping 2013 Update, [http://www.ecsa.eu/images/files/Rapport\\_Maritime\\_Career.pdf](http://www.ecsa.eu/images/files/Rapport_Maritime_Career.pdf)

since maritime companies are reluctant to spend time and money on practical training. Smaller companies that do put effort into recruiting people and investing in their careers are often disappointed as the apprentice often abandons them to work for larger, well-known maritime companies. Consequently, large companies don't have any incentive to invest in cadets since they spill over from other companies.

Another key issue is the recognition of qualifications in the EU. In IWT, this is ongoing, based on a Commission proposal for a Directive on the recognition of professional qualifications in inland navigation<sup>32</sup>. According to an expert, current legislation focuses on 'captains' as a profession and excludes the Rhine region<sup>33</sup>, representing 75% of traffic (although there is some equivalence of certificates). The objective of the proposed legislation is to enhance the mobility of inland navigation crews and provide new career prospects. The proposed directive aims to increase the pool of available talent in inland waterways transportation, contributing to the Juncker priority of a deeper and fairer internal market. Better worker mobility will allow people to move more freely to where their skills are needed. This initiative therefore proposes to extend the recognition of professional qualifications, beyond the level of boat masters, to all crew involved in the operation of vessels, including on the Rhine River.

Tackling recruitment problems during the early stages of education, in schools and universities, was suggested in response to the survey. Suggestions included: **sponsoring training** in transport topics or foreseeing financial incentives.

For the road sector, a very specific suggestion was made to develop a European vocational training program of 3 years for young people from the age of 18 to become professional drivers. The curriculum of this vocational program should integrate the training for obtaining the driving license for commercial vehicles, the certificate of professional competence (CPC) and other specialised training in ADR, ATP, abnormal loads transport etc., with added value training beyond the legal requirements, like how to operate toll systems across EU, etc. This programme would include on-site training in a road transport company, with the apprentice being coached by and driving under the surveillance of an experienced driver from the respective company.

The inventories of social practices, charters and awards also provided some interesting examples (full inventories in Annex B):

- **EU: Vasco Da Gama - Training for Greener and Safer Maritime Transport.** The Conference of Peripheral Maritime Regions of Europe (CPMR) brings together some 150 regional authorities. Thirty of these authorities are implicated in the Vasco Da

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<sup>32</sup> Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the recognition of professional qualifications in inland navigation and repealing Council Directive 96/50/EC and Council Directive 91/672/EEC COM (2016) 82 final, <https://ec.europa.eu/transport/sites/transport/files/modes/inland/news/2016-02-16-recognition-professional-qualifications/com%282016%2982.pdf>

<sup>33</sup> Until now, the Central Commission for the navigation of the Rhine (Switzerland Germany, France, Belgium and Netherlands) has been the regulator for inland waterway transport, with the European Commission aligning on these developments. The EU has been now increasingly applying its competence in this area, leading to new legislative processes. Additional information on the Central Commission for the navigation of the Rhine can be found via: <http://ccr-zkr.org/>.

Gama initiative, whose main aim is to promote the attractiveness of the maritime sector in terms of mobility. This initiative, launched in 2010, promotes the development of quality education and training to tackle maritime safety, environmental impact and the sector's competitiveness in the face of global competition<sup>34</sup>.

- **Denmark: Award for talents from the FDE-fund (Talentprisen).** The FDE-fund has sponsored this award since 2011. The award is given to an employee or company in the transport sector, who has focussed on staff retention and development of talent e.g. a talent development program.
- **Austria: Fit for Future/Best VET companies<sup>35</sup>.** This award, initiated by the Austrian Federal Ministry of Science, Research and Economy, is organised and implemented by ibw Austria - Research & Development in VET. The aim of the award is to strengthen the quality and promote innovation and sustainability of VET. It aims to attract companies and young people to VET. All sectors are covered and small, medium and large enterprises can all win the award. It was launched in 2000 and has been awarded biennially since 2009. Many occupations in the transport sector require VET and many companies in the sector are active in VET.
- **Austria: amaZone Award<sup>36</sup>.** A prize for companies which actively promote VET for girls in technical occupations/occupations where women are underrepresented, with the aim of promoting access to those occupations for girls.
- **Maritime journals awards.** Several publications specialised in the maritime sector organise yearly awards which highlight contributions to the maritime and shipping industry. For instance, Lloyd's List offers a 'Training Award' to organisations dedicated to providing training to their employees or improving training standards across the industry<sup>37</sup>.

The Advisory Committee on equal opportunities for women and men<sup>38</sup>, composed of representatives from Member States and civil society, delivered an opinion on gender equality and the digital society in Europe. While it is not focused on the transport sector, it provides examples of good practice in Member States and companies to attract girls and women into science and technology<sup>39</sup>. Such good practices could be replicated in the transport sector, particularly in terms of 'new jobs' in the transport sector. These examples

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<sup>34</sup> <http://www.vasco-da-gama.eu/training-for-greener-and-safer-maritime-transport-project/objectifs/presentation-vasco-da-gama-project.html>.

<sup>35</sup> Fit for Future, <https://staatspreis-fitforfuture.submit.to/landing/award/info>

<sup>36</sup> Sprungbrett, <http://sprungbrett.or.at/news/die-gewinnerinnen-des-amazone-awards-2016/>

<sup>37</sup> <http://lloydlistawards-northamerica.com/categories/>

<sup>38</sup> [http://ec.europa.eu/justice/gender-equality/other-institutions/advisory-comittee/index\\_en.htm](http://ec.europa.eu/justice/gender-equality/other-institutions/advisory-comittee/index_en.htm)

<sup>39</sup> Advisory Committee on Equal Opportunities for Women and Men, Opinion on gender equality and the digital society in Europe: opportunities and risks (2015), [http://ec.europa.eu/justice/gender-equality/files/opinions\\_advisory\\_committee/151126\\_final\\_digital\\_opinion\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/opinions_advisory_committee/151126_final_digital_opinion_en.pdf).

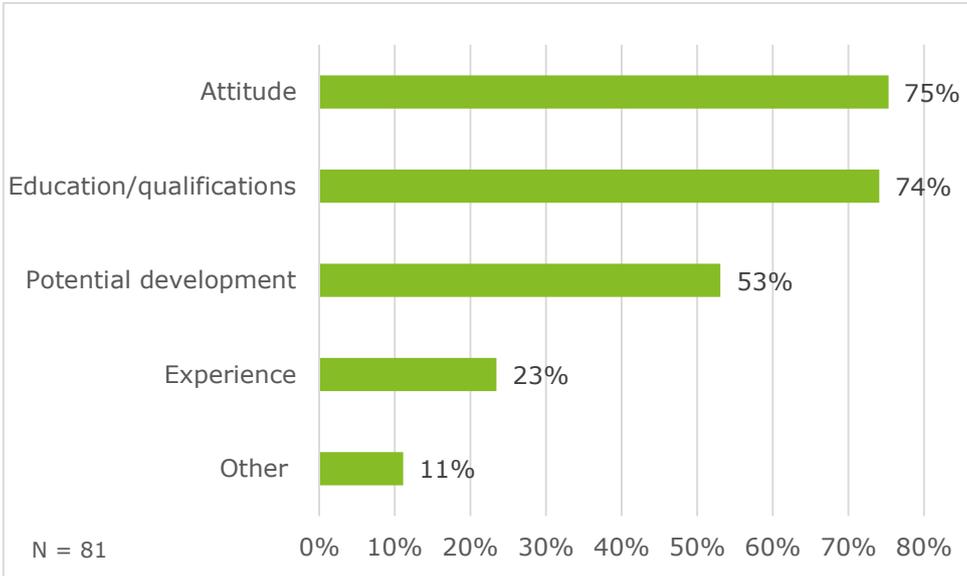
of good practice include examples of initiatives to promote an education free of gender stereotypes.

### 5.5 Recruitment

As discussed above, difficulties in making jobs attractive to young people and a shortage of skilled or trained young people were indicated to be the main reasons for recruitment problems. The opinion of the respondents to the survey is that these problems are more serious for smaller firms. In one of the expert interviews it was suggested that it is important to look at the size of the companies in each sector. Increasing the attractiveness of jobs for women/youth is easier in a transport sector like rail, which mainly comprises big companies (e.g.: SNCF, NMBS/SNCB), that will be able to reap the benefits and internalise the costs of campaigns. On the other hand, campaigns attracting people to the inland water navigation mode will not work as well and costs will be relatively higher.

In the survey, employers were invited to indicate which criteria they predominantly use to assess their younger staff. **Attitude** and **qualifications** were mentioned by three quarters of them. Potential development is an important criterion for just over half the respondents (53%) while experience is valued by only 23% of them. Additional criteria mentioned by respondents include fitting the company profile, ambition, technical skills and the willingness to learn through training, mobility and the ability to work safely.

Figure 15 – Main criteria used to assess younger staff in the transport sector



Employers and representatives went on to specify which recruitment practices are most commonly used in their sector. **Direct recruitment** (95% of respondents) is the main method. Only 5% of respondents indicated that they used of public employment services. Seventy-eight per cent of respondents indicated that they mainly recruit **permanent staff**, as opposed to 22% of them who reported that they mainly recruit temporary staff. A clear majority of respondents (89%) report that full-time contracts are the main practice in their sector, while 11% said that part-time contracts are most frequent in their sector.

A survey of road transport company employers indicated that most employers do not distinguish between the instruments for recruiting women or men<sup>40</sup>. In addition, most of the instruments are used for all job levels and professions. Only a small number of companies specifically address executives or other target groups. Female employees, who are already employed, can be multipliers to recruit new female colleagues. For many companies, a family member who works for the company is an important source of recruitment.

Respondents were then asked which channels and recruitment tools they find most effective. 28 out of the 71 respondents considered their “own” channels to be the most effective, including online tools (company website) and direct contact (standard recruitment processes and networking/referrals). Cooperation with schools and universities as well as relevant labour market actors are also identified as effective recruitment channels and tools. Among labour market actors, employment services are mentioned particularly for the recruitment of low skilled/unqualified jobs. Other effective recruitment channels and tools include online communication, advertising across various media and publications as well as events (job fairs).

Respondents were then asked whether they find EU employment services, including EURES, useful in matching available labour to vacancies. A clear majority of them (94%) did not find them useful and several respondents indicated that they were not aware of the existence of EURES. Two respondents specified that they did not use EURES because of the local focus of their company operations and another said they did not use it because recruiting employees from other Member States is unlikely given that salaries in the Czech Republic are lower than in other Member States. Among those who said they use EURES, one respondent said they did so for locomotive drivers and another for specific profiles such as data scientists.

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<sup>40</sup> ETF (2012), Project report: Women employment in urban transport sector

### Use of European job platforms: EURES, Drop'in and European Online Job Days

EURES is the **European Job Mobility Platform**, an online platform managed by DG Employment, Social Affairs and Inclusion, offering information on living and working conditions and job opportunities in all EU Member States and the European Economic Area countries<sup>41</sup>, fostering intra-EU labour mobility. Job offers are sourced from the national (regional) Public Employment Services in the EU-28 and shared on the portal. Jobseekers and employers can also send in their CVs and job vacancies directly on the portal.

The EURES portal holds currently 2 560 225 job vacancies and 320 454 CVs. 9 081 employers are registered. When searching on the key word 'transport', a total of 139 800 vacancies are displayed, of which nearly 10 000 are jobs for which the employer is particularly interested in workers from abroad (vacancies holding the 'EURES flag'). Transport jobs represent 5% of the total EURES job vacancy database<sup>42</sup>.

Currently, **occupational filters** are similar for any key word looked for in the search field. It can be suggested to adapt filters based on profession looked for, making it possible to indicate technical from support profiles. It should be considered that transport occupations currently included in Cedefop estimates and EURES alike show considerable overlap between modes, but also between the transport sector and other sectors of the economy. However, within the standard definitions of occupations, practical differences are huge, for instance between national and cross-border, between levels of occupation, between countries, etc.

It is advised to first add a filter for the professional sector and for the specific transport mode which can represent very specific occupations (captains, pilots, etc.). Given the differences between transport modes, especially in terms of image of some of the occupations, much is to be said for a modal approach rather than a sectoral one.

The list of occupational filters could take the following format:

- Drivers
  - Truck
  - Train
  - Bus
- Mechanics
  - Engineers
  - Technicians
- Support staff
  - Cabin crew
  - Boat crew
  - Train attendants
  - Customer service
  - Call centre
- Managerial level

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<sup>41</sup> These include Iceland, Liechtenstein, Norway and Switzerland (EFTA country).

<sup>42</sup> Data gathered end May 2017.

- Pilots
- Captains
- Marketing
- Managers of change
- IT specialists
- Logistics operators

It is strongly advised to establish the list of transport occupations together with the social dialogue partners given the complexity of this issue.

Another suggestion is to **highlight recruitment in the transport sector as one of EURES success stories** where jobseekers can find opportunities to work in another Member State. A relevant story for recruitment in transport discusses the shortage of bus drivers in Denmark and the actions undertaken by Arriva Skandinavien S/A<sup>43</sup> to consult the EURES network in supporting them with filling this shortage. An Info Bus Tour was organised by EURES advisors, driving through Germany and Poland, in search of eligible candidates. This event, part of the European Job Days, led to more than 500 applications and 40 selected candidates.

As mentioned above, the online questionnaire targeting national/EU-level social partners and employers in transport showed that the majority of respondents did not consider EU-level employment services useful for filling their job vacancies<sup>44</sup>. Several respondents indicated that they were even not aware of the existence of EURES (and the integrated Drop'pin service). **Increasing promotional activities** to raise awareness of EURES/Drop'pin with large employers in the transport sector is advised, especially given the expressed willingness of young people to work abroad.

**Drop'pin@EURES** was launched as an online platform for sharing European youth opportunities in June 2015. This platform exclusively focuses on young jobseekers. The main objective of Drop'pin is to help young people boost their employability and skills by connecting them with concrete opportunities across Europe offered directly on this platform by organisations, including corporates, SME's and NGO's. It also offers a space where employers and other organisations, including education providers, can connect with each other and create partnerships to jointly create new opportunities for young people. Transport featured as one of the key sectors on Drop'pin, next to hospitality/tourism, construction and crafts work, all sectors suffering from labour shortages and requiring specific skills sets. Drop'pin has recently been integrated into the EURES portal, complementing the general EURES services. Interested jobseekers can now look for traineeships, apprenticeships, training programmes, e-learning, mobility support, coaching, in addition to actual job offers.

The use of the skills passport, as used for the hospitality sector on Drop'pin, could be extended for transport job opportunities. Here, the jobseeker can include:

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<sup>43</sup> Arriva is one of the biggest Scandinavian companies of its kind, transporting annually over one billion passengers in Denmark, the UK, Spain, Netherlands, Germany, Portugal, Sweden and Italy. After the summer of 2007, Arriva was looking for more than 400 bus drivers and expected to fill a shortage of up to 1,600 during the following two years.

<sup>44</sup> It should be noted this survey is not fully representative of employers in the transport sector. See Annex C for more details.

- A list of skills/competences on a detailed level
- Linkage of skills to place of acquirement (education, previous jobs)
- Endorsement of skills by employers/qualifications document

Sectors in need of specific skills can benefit from a skills passport showing the competences of jobseekers, facilitating the matching. As the survey results show that trainings are crucial to most transport professions, and jobseekers are willing to follow training when performing a job, offering apprenticeships and traineeships in transport professions is considered of high relevance.

The Drop'pin@EURES initiative is still very young and therefore the general awareness amongst its intended target audiences (employers and young jobseekers) rather limited. Its recent integration into the EURES portal should contribute to the increasing use of the service. Overall, EURES communication and promotional activities at EU-level and at the Member State level by the Public Employment Services and other EURES Members and Partners should include highlighting the intra-EU apprenticeships and traineeships offers for young jobseekers. Given the importance of and focus on the exchange of apprenticeships and traineeships in the EU in the recently adopted EURES regulation<sup>45</sup>, it can be expected promotional efforts will increase on this topic.

Another initiative, managed by the EURES network, is the **European Job Days**<sup>46</sup>. These are recruitment events, both online and live, where employers can display their employment needs to interested jobseekers. Here, sectors to be indicated include air, water and land transport. Currently, 11 transport companies are listed as exhibitors. Companies include AGROPART GmbH Transportunternehmen, BOMBARDIER TRANSPORTATION ITALY, Haltrans Hallesche Transport gesellschaft mbH, Josef Reischl Transporte, KKK Kull Transport GmbH, Sandmann Transporte Christoph Sandmann, Schenk Tanktransport GmbH, Universal Transport Michels GmbH & Co.KG, Maiweg Transport GmbH and Land Transport Authority – Singapore. Each exhibitor is presented with a company profile, listing its job offers. The exhibitor profile of the Transport Authority Singapore includes a corporate video showcasing their services and achievements which is highly attractive. Nearly all companies (81%) registered and recruiting are based in Germany. It would be advisable to increase promotion of the European Job Days platform to transport companies across the EU to increase the number and EU-coverage of transport companies participating and exhibiting at future events.

The next online event 'Make it in Germany – Take YOUR chance' taking place on 1<sup>st</sup> June 2017 on the EOJD portal focuses on job opportunities in Germany within the following sectors: International Placement Service, Construction and Craftsmen, ICT, Hospitality, Healthcare, Engineers, Transport and Logistics. 59 jobs in transport and logistics are on offer. This event should serve as a good practice example, organising online or live events focusing on transport job vacancies. In the future, EU-wide job events solely focused on transport jobs could be organised.

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<sup>45</sup> Regulation (EU) 2016/589 of the European Parliament and of the Council of 13 April 2016 on a European network of employment services (EURES), workers' access to mobility services and the further integration of labour markets, and amending Regulations (EU) No 492/2011 and (EU) No 1296/2013

<sup>46</sup> European Job Days, <https://www.europeanjobdays.eu/en>

## Summary of the information sources inventory

The inventory on information sources provides an overview of the variety of information sources where potential employees can retrieve, or be provided with, factual information on the jobs in the transport sector and gain knowledge on transport careers, trainings and professions as well as job vacancies.

A distinction made between the source of the information (public authorities, employers, employment agencies etc.) and the format of the information sources (paper sources, campaigns, online sources, direct contact etc.).

In addition, in the inventory, the scope of information available to users is specified: the information sources typically contain information on the transport sector or a specific sub-sector, information about specific jobs and occupations and/or information about vacancies and jobs offers. All examples listed contain information on at least one of these categories.

For each of these types of sources, examples are provided, for each mode, either at EU-level (more than one Member State) or within a specific Member State (national, regional levels).

Based on this inventory, we see that:

- In terms of **publisher**:
  - Most sources concern one company or one educator (usually a VET provider or university);
  - There are few sources found that concern IWT;
  - Taking the size of the mode into account, the number of sources concerning the road sector is very limited;
- In terms of **content**:
  - Most sources present information on the transport sector and/or specific modes as well as information on specific occupations/professions within the sector.
  - Few sources, other than company pages and job portals (especially PrES), include information on specific vacancies.
- In terms of **format**:
  - Most sources are online, in particular company websites or, to a lesser extent, websites of associations/organisations;
  - Advertising and information campaigns (TV, radio, posters) are scarce.

In the survey responses, some actions were proposed focusing on adapting or adding to the current recruitment initiatives for transport jobs. Suggestions ranged from increasing the presence of the transport sector at university career fairs and offering recruitment videos to different educational levels, highlighting the work in transport to foreseeing a specialised database of transport job offers, specific transport applicant profiles and a pool of experienced transport staff. It was also suggested to expand current recruitment pools by including other type of standard profiles, such as women and refugees.

The suggestion from one of the survey respondents to provide a specialised database with transport job offers could be tackled at the EU-level by enhancing the use of the EURES job vacancy database for transport jobs. Success stories in the transport sector on a platform

managed by DG MOVE (or integrated on the EURES portal in case of cross-border labour mobility cases) could promote women and other EU nationals in the transport professions.

### Summary of the promotional tools inventory

The inventory of promotional and communication tools provides an overview of existing initiatives across Member States and an initial analysis and some assessments concerning their quality. Promotional tools are understood as mechanisms to make jobs in the transport sector more attractive to potential employees in view of achieving an uptake in employment opportunities.

The analysis criteria focus on the following aspects:

- **Persuasive content** that supports or encourages a particular aim by highlighting the opportunities and benefits to target groups;
- **Targeted approaches** that focus on specific groups of people;
- **Tools and channels** that engage people and do not just rely passively on the audience coming to them looking for information. This also includes tools that can reach many people at the same time.

When identifying the potential good practices, we have focused on communication and promotional materials coming directly from potential employers, or their organisations, rather than generic job placement sources.

Based on this inventory, we see that:

- In terms of **content**:
  - Best practices include the targeting of specific audiences (e.g. youth, women) through tailored information and channels which allow direct contact (e.g. ambassadors/mentors, bus tours, school projects, interaction on social media). General information is usually deemed less effective;
  - A few sources present the everyday content of transport jobs using testimonies and personal narratives, some of them showcasing women in technical jobs, while others present the sector as an employer with all its job opportunities, training and career opportunities;
  - Successful promotional tools are part of a comprehensive approach combining information on the sector and the employer, contact details, training and career opportunities, precise contact and application details, using a variety of online and physical channels;
  - Competitions and scholarships can be used to involve high school and university students in concrete projects and inform them about career paths from as early as possible, thus creating a continuum between education and the career path;
  - Informal contents make it easier for young audiences to relate to the information displayed, especially with interactive formats which are easy to share on social media;
- In terms of **format**:
  - The information found on specialist sources (companies' websites, forums, etc.) are not likely to reach a wide audience, however convincing its content is. On the other hand, information displayed on popular news websites enjoy a higher level

of visibility;

- Most YouTube company videos have a very low number of views;
- Information posted on Twitter has very limited reach.

## Conclusions

- **Data availability** and/or traceability on the labour market in transport is generally not sufficient to enable evidence-based policy making. There are exceptions at mode, occupation and/or country level, but especially where it concerns current and future recruitment problems data is **very limited**. Specifically, information remains relatively scarce, at the required level of detail, regarding the qualities sought in potential younger recruits – particularly more general attributes, such as ‘soft’ skills and motivation. A major consequence of this data problem is that it is very difficult to convince employers – who are first in line to make the labour market in transport more attractive – of the (likely) urgent need for action.
- Looking at the findings related to current recruitment challenges, a very relevant conclusion is that where employers are broadly **aware** of current recruitment problems, they are much less aware of the expected (bigger) problems in 5 and 10 years. This is particularly the case for shortages resulting from **innovation** and technological developments. They appear not to appreciate the **full scale of competitors** in this respect, both from different transport modes, non-transport sectors of the industry (e.g. for truck drivers, logistics) and other business sectors including manufacturing, engineering, construction, services, hospitality and retail.
- **Limited awareness of future recruitment problems** can become a barrier to solving these problems if employers do not undertake sufficient action – the sense of urgency is too low to become innovative and pro-active. The main occupations in this context concern: technical and ICT, management and mobile jobs (especially cross-border). A worrying aspect is the time it takes to train potential employees, not to mention change the image of the sector.
- In general, the sector appears unprepared for a substantial offensive on the labour market. Current use of channels to promote and inform on working in the sector is **predominantly small-scale**. The cases studies show some exceptions to this.
- Existing **EU-level job platforms**, such as EURES, Drop’pin@EURES and the European Online Job Days are not widely used or known by transport employers although they could be useful tools in supporting recruitment given the transport sectors’ cross-border character and need for training opportunities, given the expressed willingness of young people both to undergo training and work abroad.
- Cooperation between transport companies on recruitment is limited.
- The recruitment toolkit appears **underdeveloped**. It stands to reason that **SMEs** will experience substantial problems if they need to step up on their recruitment efforts.
- While there are exceptions, employers in the transport sector generally seem to **lack an overarching labour market strategy**. Already discussed above is the lack of recruitment strategies. For **career development, initial education and continued**

**professional development**, the same problem seems to hold. This is especially relevant for occupations in areas where innovations are taking place or are expected in the near future.

- The lack of HR strategies means in practice that **several solutions to recruitment problems are not used optimally**:
  - The sector is less attractive to youth as they consider personal development important;
  - Initial education is at a lower level than required. This point is especially relevant as it usually takes several years to graduate;
  - Career development of current employees can help to retain this group and create demand for replacements in relatively simple occupations, thus enlarging the number of potential entrants in the sector.
- Information sources **cover transport modes unequally** as few of those found concern IWT and road, in relation to its size. Most sources present information on the sector, specific modes and/or specific occupations/professions but few of them other than company pages and job portals, include **information on specific vacancies**. Most sources are **online** while TV, radio and posters advertising and information campaigns are scarce.
- The most effective promotional tools **target specific audiences** through **tailored information** (e.g. testimonies, personal narratives, informal and interactive content) and a variety of online and physical **channels allowing direct contact** as part of a **comprehensive approach**.
- **Social charters and awards** can be efficient tools to promote good social practices in several different areas within a company as well as more publicly:
  - Several examples of charters exist at EU level. Charters concerning education and training could also be or become relevant and be implemented at EU-level through existing financial instruments dedicated to improving skills, in particular of youth.
  - Awards can generate visibility for employers and the whole sector while having a snow-ball effect over time.

## 6. Key findings on good communication and social practices

*This chapter presents key findings drawn from the analysis of evidence gathered by the study team on:*

- *good practices in the promotion and communication of transport jobs to attract underrepresented groups, especially young people and women, to work in different areas of the transport industry across the EU; and*
- *social practices in the transport sector, including tools and / or practices, which support gender equality (e.g. equal pay, adequate facilities, flexible shifts, etc.) and help to attract young people.*

*The purpose of these sections is to help the European Commission, DG MOVE to better understand the options for directly and indirectly supporting actions, which address the forecast and current skills shortages across the transport sector in the EU.*

### 6.1 Communication practices

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#### 6.1.1. Introduction

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Across the EU there are a wealth of communication campaigns and initiatives seeking to attract young people and women to take up jobs in different aspects of the transport sector. This corresponds to evidence of skills shortages and needs relating to an ageing workforce. At the same time, there are a variety of very significant issues, described in this study, which limit the appeal of jobs in transport. There is also an assumption that some of the barriers to employment relate to a lack of or ineffective promotion of jobs and/or that there is a need to support and reinforce communication activities in this area.

The purpose of this section is to highlight a sample of **specific communication practices and strategies** that can **promote transport jobs effectively to young people and women**. These good practices are highlighted because analysis suggests that they were very effective and could be replicated across all transport sectors. The sample cannot be considered to be in any way exhaustive. There are likely to be other, possibly more effective, communication initiatives, which have not been identified by this study. But the examples put forward are methods which, based on the specific evaluation experience of the study team, could help to reinforce communication initiatives or avoid less effective communication. Each good practice is illustrated with a number of specific examples from actual campaigns. This approach shows how the concept or approach has been used in practice.

The study team selected good practices from a shortlist of **25 communication initiatives** implemented within the last two to three years in **10 EU Member States**: Belgium, Bulgaria, France, Germany, Italy, the Netherlands, Poland, Spain, Sweden and the UK<sup>47</sup>. The short list

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<sup>47</sup> The number and choice of Member States was defined in the initial phase of the study in relation to the size and scope of the exercise and two additional Member States were added since campaigns here were considered as good practices.

was defined using a number of criteria based on an inventory developed during the inception phase of the study. The inventory is described below and is provided in Annex B.

### **Inventory of promotional initiatives**

The inventory of campaigns and tools to promote transport jobs was developed following a review of evidence available online. This exercise highlighted the huge volume and scope of initiatives taking place across the EU, and confirmed that it would not be feasible to capture all transport promotion within the scope of this study. Instead, the inventory sought to provide a snapshot of communication actions taking place in each Member State.

Using the inventory, the study team defined a number of criteria that were used to develop a shortlist of 25 initiatives for future investigation. The following criteria were initially defined:

- **Persuasive content** that supports or encourages a particular aim by highlighting the opportunities and benefits to target groups;
- **Targeted approaches** that focus on specific groups of people;
- **Tools and channels** that engage people and do not just rely passively on the audience coming to them looking for information. This also includes tools that can reach many people at the same time.

Good practices were selected from recruitment opportunities promoted by transport employers. The sample did not take account of generic adverts or promotion, for example placed by recruitment agencies.

Each case study was conducted by a native speaker of the relevant country's language. The research methodology comprised desk research and interviews with representatives from the organisation selected as a case study. There was no obligation for organisations to participate in the study and some organisations declined to take part. The key areas for exploration included:

- Context
- Objectives and targets
- Delivery (channels and tools)
- Results and outcomes
- Insights / lessons

The key findings on the 25 initiatives are complemented by insights from focus groups, which were used to test target audience reactions to specific messages and content. The full focus group findings are provided in Annex D.

### **Good practice 1: Using research to confirm the approach**

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*“Market research was once the purview of only big companies. If you weren't a Fortune 1000 brand, investing in any form of customer research was outside the scope of what many*

*businesses could afford. Today, advances in market research technology have opened a whole range of services to even the smallest businesses. Small enterprises routinely test ideas before they take them to market, saving tens of thousands of dollars and years of time developing products and services that fall flat with the market.'* **Jayson DeMeyers<sup>48</sup>, Why Knowing your Audience is the Key to Success.**

Many of the organisations selected as case studies recognise the importance of generating **new evidence** to support their promotion and communication activities. This finding relates to large organisations with thousands of employees just as it does to smaller organisations and networks which work with a volunteer base. Evidence is important to:

- **better understand target groups** and guide choices about which types of content and messages will best resonate, as well as to better understand the range of factors that impact on the choices made by young people and women;
- **support the strategic business case and generate buy-in for action**, for example to generate a better understanding of how skills shortages are impacting the organisation and the sector or partners, and what the key issues for communication are<sup>49</sup>;
- **listen to the experiences of young people women, and staff** already working in the organisation. Many organisations forget that they already have access to 'intelligence' that can help to shape their work.

The examples below highlight how different organisations met their need for additional evidence.

#### **'Women in Motion', Italy**

Implemented by the Italian rail operator, Ferrovie dello Stato, from 2016, the goal of this campaign was to increase the overall percentage of women employed by the group.

This initiative had complementary internal and external communication goals. The internal initiatives targeted the company's existing workers. The external goal was to target female students in the last two years of high school to encourage them to apply for jobs in rail.

To better understand internal goals, Ferrovie dello Stato ran a survey and a series of focus groups with staff to understand the issues that make the jobs unattractive to women. The feedback gathered showed that there were three main problems:

- Working equipment and technical procedures;
- The need to improve practices in the workplace; and
- The need to improve the working environment

To better understand students' needs, Ferrovie dello Stato launched a perception survey aimed at girls and their families. The survey confirmed that girls perceive that the rail

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<sup>48</sup> See: <https://www.forbes.com/sites/jaysondemers/2014/09/03/why-knowing-your-audience-is-the-key-to-success/#4fb178963fb7> (accessed 26 May 2017)

<sup>49</sup> Generating buy-in is also important at all levels of the organisation because recognising that there is a problem can help the whole organisation to support any new initiatives and support new recruits.

sector is not a suitable workplace for girls and confirmed the lack of female role models.

Based on this evidence, the Ferrovie group defined the main problems and developed a strategy to challenge beliefs. The company selected 80 successful women employed by the company as positive examples of young women working in the rail sector.

### **Transport for London (TfL), UK**

TfL, the local government body responsible for the transport system in London, reviewed and redefined its approach to early careers and apprenticeships. TfL had realised that its standard approach had not been able to engage with significant numbers of potential recruits, including girls and children from ethnically diverse, or deprived backgrounds. A mapping exercise drew on national statistics and identified schools achieving high levels of attainment despite a strong percentage of young people in hardship. This led to the identification of 140 target schools across London. TfL developed a range of tailored initiatives which focussed exclusively on these schools, including prioritising schools in accordance with a three tier classification scheme. 'Gold' schools were those with high attainment levels with 99% BAME<sup>50</sup> representation, while 'bronze' schools were those with no sixth form<sup>51</sup> (only providing full time education up to the age of 16-17).

## **Good practice 2: Taking a strategic approach (a long term plan with specific targets)**

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This sounds obvious, but it is not. Despite the overwhelming evidence, many organisations cut corners or fail to set realistic targets for the **outcomes** of their efforts. It is a challenge to develop an impactful campaign. Research confirms that many campaigns fail to achieve their intended objectives. The need for SMART (specific, measurable, achievable, realistic and timely) targets is vital to steering communication efforts so that they generate the desired results.

This study highlights that to be successful a very detailed level of planning and implementation is required. Detailed planning allows organisations to set very specific targets, which they can meet. In the sample, campaigns which did not set targets found it difficult to identify whether they had really changed the views and behaviours of the young people and women and tended to focus on counting the reach of their activities, for example the number of Facebook impressions or website hits. For these campaigns, representatives reported that they 'considered' that the promotion had a positive impact, but there was no evidence to confirm that because individuals saw the adverts, video clips on YouTube or read about the promotion in the free press, that this had resulted in behavioural change. In these examples, behavioural change means that people who wouldn't usually consider working in transport apply for a job.

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<sup>50</sup> Black, Asian and Minority Ethnicity (BAME)

<sup>51</sup> After attending schools without sixth form provision, pupils aged 17-18 continue their education in another establishment.

The best examples counted their success in terms of the increase in the number of applications and subsequent recruits from the target groups. To achieve success, they needed highly tailored materials and approaches. Having a detailed plan is important, but feedback confirms that remaining true to the plan is equally vital.

#### **Air France, France**

Air France aims at increasing the share of women in management by 5 percentage points by 2020. Currently, 32.2% of senior executives and 48% of managers are women. The commitment for increased diversity within the company has increased in the last 2-3 years and is sponsored and promoted by the new CEO and the administrative board.

#### **'Üstra rockt', Germany**

The objective of this campaign implemented by a German bus operator was to increase the number of women employees and to become an attractive, modern and open employer in the region. It aimed at increasing the share of women in the company from 16% to 22%, including in driving and technical jobs.

The number of female applications for all positions (drivers, management, and service) increased threefold in 2 years and their proportion went from 20% to 60%. The number of overall applications also doubled. More generally, interviewees felt that the campaign managed to set a dialogue on the topic of gender equality in the work place.

### Good practice 3: Going into schools, colleges and universities

Decisions on future career choices are typically made by young people in an education setting. To make these important choices, young people need detailed information. Several organisations addressed this issue by generating opportunities for direct face-to-face contact in schools and colleges by:

- developing a plan of events in many schools – visiting one or two schools is not enough
- not relying on careers fairs – where it can be difficult to compete for attention
- working with careers advisors
- training job coaches on company processes and taking them to schools
- bringing apprentices to talk to school children
- offering work experience to school children
- helping schools to develop employability skills training/curriculum.

### **'Zeebenen in de Klas' ('Sea legs in class'), the Netherlands**

One of the best ways to get children excited about working in maritime transport is to have a guest lesson from someone who actually works on a ship. The 'ambassador' tries to convey their experience of working in the sector in a fun and inspiring way for children. The ambassadors are not specifically trained to give these lessons and work voluntarily, receiving a small compensation (around €100) for their efforts.

To make the most of the guest lesson and make the lesson an interactive experience, the Dutch KVNR (ship-owners association) provides the schools with learning materials (piloted in year one of activity) that the teacher can use in the time leading up to the guest lesson. This means that the children already know something about the subject before the lesson and are better able to engage with the ambassador.

Over a year, over 300 school visits were organised to 200 schools involving 10,000 children.

### **DB Schenker- road and rail logistics, Bulgaria**

For the moment in Bulgaria, there are no national initiatives to promote jobs in road and rail to attract women and young people. To address this gap in the provision of basic information on work in the logistics sector, DB Schenker are making intense **efforts to tour universities, to welcome school visits at their Bulgarian HQ**, as well as attend and present at relevant conferences. Currently, DB Schenker have a strong focus to promote opportunities at the level of high school education and apprenticeships.

### **Raben Group, Poland**

Outreach activities in schools and kindergartens targeted pupils and children to promote transport and inform about road safety. Five employee volunteers conduct the visits to kindergartens and schools and, together with the local police, talk about safety and the importance of transport. This gives children the opportunity to learn about the job of a driver who brings his truck on the visit. Children can sit in the truck's cabin and see the sleeping berth of the driver.

The idea behind educating the youngest members of the public (pupils and children) was to "put transport into their DNA" to be able to draw on their knowledge and potential interest later in their lives.

## **Good practice 4: Providing opportunities to experience the job**

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It is difficult for young people to understand the diverse range of roles available across different transport sectors. The evidence suggests that it is difficult to change minds and behaviours unless people are given opportunities for some form of direct engagement.

### **‘Les chemins de fer engagé’, Belgium**

This campaign was carried out across Belgium as an information and promotion campaign for jobs in the rail sector (within SNCB and Infrabel) using a variety of channels, including radio and TV ads, posters across the country, particularly in train stations, as well as online and social media. One of the specific initiatives included was: Job Train.

**Job Train** invited 800 young jobseekers to take a special train journey from Brussels and in Flanders in March 2017. During the trip, job seekers:

- were introduced to a variety of professions of the Belgian Railways;
- had the opportunity to take recruitment tests; and
- experienced a simulator on the train to show the use of technologies on the job.

1,000 candidates applied to join the job train and 800 were invited, based on an initial screening of profiles. 500 candidates ended up taking part in the event and, among these, 200 applied to specific positions. The train simulator was also available on the train to show candidates the use of technologies on the job.

### **‘#Nolimitsforwomen’, Lufthansa, Germany**

As part of its #Nolimitsforwomen week, Lufthansa provided an opportunity for women to apply for a career day with the company. The winner could choose from a wide range of professions mostly in operative areas that are typically male-dominated. Logistics, aircraft maintenance, or the air-traffic control centre; there are many possibilities. In addition to offering a look behind the scenes, the biggest German airline will provide travel to Lufthansa headquarters as well as accommodation in Frankfurt for the lucky winner.

## **Good practice 5: Showcasing real people as role models**

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It is generally recognised that promotional communication that is targeted or made specific to a particular group is more effective than non-tailored communication. This does not mean that people only hear messages that are tailored to them but they are more likely to hear a targeted message as it was intended.

Mirroring is an important aspect of targeting. This is where communications confirm, albeit on a subliminal level, that the communication is relevant because it reflects the targeted individual. Most communication initiatives sampled in this study recognised this. This is highlighted by the significant use of women and young people to confirm that people with these profiles work in different transport sectors. See the below example of Malgorzta Kulis, Female CEO of Volvo Truck Center Polska, mentioned in the transport-themed TV programme “On the Axle” (“Na Osi”):

Figure 16 – Malgorzta Kulis, Female CEO of Volvo Truck Center Polska



However, as highlighted in this section, to really influence young people on the prospects of jobs in transport, it is necessary to provide them with **concrete examples**, which show what it would be like for them. One of the ways to do this is to provide a platform for young people or women **doing the job** to tell others what it is about.

#### **Women in Logistics (WIL), UK**

Women in Logistics is a networking group, which focusses on three key activities: networking, mentoring and showcasing. WIL aims to provide a platform for women to be part of the wider debate about logistics issues. Three examples of showcasing are highlighted below.

- At WIL networking events, women are given **opportunities to be at the front** to talk about their own experiences and to lead the debate on logistics issues.
- WIL identifies other relevant events and debates and where there is an all-male panel speaking then WIL will make contact and offer help to the organisers so that they are able to put forward **a more diverse line up**.
- WIL also runs an annual awards event, which showcases **very successful women**, putting them in a position where they can be role models for other women in the sector, who can see what can be achieved.

#### **'Women in Motion', IT**

Ferrovie selected 80 successful women under the age of 45, working in technical jobs across all the different regions of Italy to provide positive examples of young women working in the rail sector. These women visited girls in high schools, and told them their **personal story** and experiences, trying to **overcome the stereotype of girls and proposing the rail industry as a valid career option**. During these meetings, girls had the chance to establish a personal contact, to ask questions and to get more insights.

## Good Practice 6: Working with Men to engage Women

Figure 17 – Image from the “Üstra rockt” campaign



In the face of skills shortages and recruitment gaps many transport companies are having to take a hard look at the profile of their workforce and recognise the low and limited representation of women. This study highlighted how successful recruitment strategies recognise the importance of men in any plan to empower women and increase and improve recruitment. Men are part of the solution.

Several organisations identified the importance of working with existing male workers to better understand the focus of recruitment promotion. Men can provide insights into the challenges of the work and how best to overcome them. They can engage and support the planned communication actions. It is important not to alienate existing workers, which could happen if they are not consulted or engaged in efforts to recruit more women. In many cases, there is a basic need to make changes to the culture at work so that it is a place where women want to work. This means that men need to recognise the contribution of women and that going forward the company needs women to remain strong.

### **‘Üstra rockt’ – Road transport, Germany**

The ‘Üstra rockt’ campaign has been implemented in Hanover in Germany since 2015. It focuses on attracting women to potential jobs in public transport and empowering those who currently work there by raising awareness of gender issues among men. The main idea that the campaign conveys is “If men can wear skirts, women can be drivers”. The campaign’s slogan, “üstra rockt”, was a pun between the words ‘skirt’ and ‘free lifestyle’. The campaign sought to break gender stereotypes.

The objective of the campaign was to increase the number of women employees and to become an attractive employer in the region. It aimed at increasing the share of women in the company from 16% to 22%, including in driving and technical jobs.

In the summer of 2015, 10 bus and tram drivers were asked to wear skirts as part of their

uniforms. In 2017, 60 drivers will wear skirts. The management – including the CEO – also took to wearing skirts as part of their uniforms during events and conferences. The main challenge was to convince men to wear skirts: they first thought it was a joke when the idea was presented to them during a works council meeting

The team sought a thought-provoking approach by having men send signals on the need for gender balance. Another innovative aspect was the involvement of employees, who designed all the campaign's concepts and made the videos themselves to ensure the communication was authentic.

The public was very amused as was the press. The campaign received the most positive comments in the press in 2016. The campaign was mentioned in 5 TV spots and on 10 radio stations, with an estimated reach of 500,000 people, and received 50 mentions online. Although a local initiative, a week after the local press conference attended by all the local media the national media had picked up the story (including Bild, Spiegel, Stern, taz, Haz and Neue Presse). A university course on gender studies in Taiwan mentioned the initiatives and fashion magazines sent the company feedback on how to wear the skirts. The initiative was replicated by other companies (e.g. Continental) across Germany.

The number of applications from women tripled in the two years, representing an increase from 20% of total applications to 60% of applications.

#### **Women in Rail and Women in Logistics, UK**

Women in Logistics and Women in Rail confirmed the importance of ensuring representation of men in their networking group. Men and women are also encouraged to act as mentors to women. This can be as rewarding and insightful an experience for the mentor as for the mentee, expanding their networks and having a better understanding of different perspectives.

#### **'Au féminin', SNCF, France**

The importance of having men on board is one of the key learning points for this initiative of the French national railway company, which supports women inside the company and attracts new female recruits. Initially, there was a lot of opposition among the company and a persistence of stereotypes regarding women's abilities. But support from the hierarchy and all employees was fundamental. A lot of advocacy and awareness-raising was necessary to get them on board.

### **Good Practice 7: Communicating with young people on their terms**

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How to engage young people is one of the key challenges of a promotional campaign. Communication managers may feel that they have a sense of the pulse of Generation Z but our natural tendency to gravitate towards something that appeals to our tastes makes it difficult to develop messaging and contact with other target age groups.

The techniques that an organisation employs to attract the attention of other age ranges do not usually transfer well to youth-oriented campaigns. This study highlights what is already widely accepted in the communications industry: young people respond to an imaginative campaign that employs familiar and attractive techniques. This means that while young people need promotional campaigns to be backed up with useful information about potential jobs, the promotional aspects should avoid being overly serious, wordy, and technical or use too much jargon.

#### **Focus group research, Ipsos**

Ipsos' focus group research with young people aged 18-25 confirms that young people want to be provided with a realistic picture and this reality is best confirmed through people already working in the job. Communication should:

- **show reality**, conveying real situations, showing clearly what the actual work is like, explaining what kind of person will enjoy the job. In short, giving a voice to real people satisfied with their jobs.
- target young people in **the tone of voice and featured persons** i.e. show young people doing the job to ensure identification.

*"We have to rethink our approach, it [the message] is about reaching an 18 year old, not a 45 year old shipping manager"* **Invest in Shipping, Sweden**

Reaching young people on their terms means using the channels and tools that young people use and trying to replicate the world that they live in. Traditional media still has a part to play. Radio stations, particularly local stations, provide music, news and features for young people in an approachable and convenient format. Local, youth-focused radio can help your organisation reach its target audience and generate publicity for campaigns in various ways, usually without charge. Regional radio stations looking to foster a community image are usually enthusiastic, particularly where a campaign has a local angle. Many of the campaigns explored in this study focussed on recruitment in their local area or region.

Social media is an obvious way to reach young people and many of the campaigns reviewed current social media use by young people to decide where to focus efforts. For example, Women in Motion in Italy identified that Facebook, LinkedIn and Instagram were crucial to reaching their audiences. However, just posting information on social media does not guarantee that it will reach the consciousness of young people. Whilst social media offers the allure of a viral campaign, this is difficult to achieve. Several campaigns took approaches which did resonate, as highlighted below.

#### **Invest in Shipping, Sweden**

In Sweden, our feedback suggested that the shipping sector is known for being **conservative**. But business-as-usual is not an option if the industry is going to reinforce its workforce.

This Swedish campaign took inspiration from an award winning campaign in the

technology sector (“Teknikföretagen”). In Teknikföretagen’s campaign a **YouTube star active in fashion** produced several videos encouraging girls to apply for vocational (technical) training and schools<sup>52</sup>. This was **highly successful** and formed the blueprint for the approach taken for “Invest in shipping”.

The video-streaming platform YouTube was primarily used to attract interest and reach the target group. The **use of YouTube personalities has elements of brand ambassadorship**, these personalities encourage and promote engagement among their followers ensuring that there is increased awareness of the opportunities that exist within shipping. They offer space on their channels for the content and give access to their followers. Some initial metrics from YouTube indicated that YouTube views were 850,000 and that when the videos were launched they generated visits to the website at a rate of 3,000 visits per day. For comparison, other universities and sector stakeholders have developed promotional videos but **none have come close to achieving the number of views achieved** by “Invest in Shipping”. The University of Chalmers’ most viewed video relating to shipping has around 3,000 views.

The **key metric for measuring the impact** of the campaign will be **the number of applicants**. This will not be available until after admissions in the autumn. With maritime education and training institutions enrolling around 300 students per year across all of Sweden, a slight change in application numbers would make a big difference.

#### **‘Üstra rockt’, Germany**

Putting an emphasis on humour can be attractive for young people. The German bus driver campaign Üstra rockt disseminated 6 videos via social media showing bus drivers dancing in skirts. These were actual bus drivers who agreed, with some persuading, that they would support the message that if men can wear skirts, women can drive buses. These humorous clips captured the spirit of the time and went viral on Facebook and Twitter.

### **Good Practice 8: Building in careers advice provision to promotional strategies**

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Many of the individuals interviewed for this study highlighted what they saw as deficiencies in the quality and availability of information on the transport sector in public life. Concerns were expressed that the school curriculum does not necessarily equip young people with the skills that are needed to be attractive and employable to employers, or sufficient understanding of what is involved in the wide range of roles available. These comments were not intended to blame schools per se but reflect a situation where those working in transport are becoming acutely aware of the need to address recruitment gaps and skills shortages and are concerned about their ability to do so.

Another theme that came through in the interviews with representatives of different sectors of the transport industry related to the relevance and accuracy of careers advice provided to

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<sup>52</sup> Teknikföretagens Url: [www.teknikforetagen.se](http://www.teknikforetagen.se)

young people. There is a widespread lack of awareness on the professional opportunities offered by the sector to both school leavers and more mature career changers. Taking this into account, several organisations decided to include a careers advice aspect in their promotional drive, as highlighted below.

#### **Transport for London (TfL), UK**

Recognising that careers advice is often not sufficiently tailored to suit the industry, the team at TfL is working with careers advisors / training 50 job coaches on TfL processes and taking them to schools.

TfL provided further tailored careers support by designing a job questionnaire, which it took into schools to help young people to understand their own skills, the skills required by TfL and the range of opportunities available. This type of approach was particularly important for young people who might not necessarily consider working in a transport role, as well as those from disadvantaged background, who might not expect to achieve good school qualifications, but still have a lot of skills and characteristics which mean that they have a lot of potential to offer TfL. This technique helps to build confidence. Job questionnaires were completed via iPads, which TfL brings with them to events. This allows a quick assessment to be provided that can also be emailed to the potential recruit.

TfL has recognised that young people need a lot of 'hand-holding'. At careers fairs, TfL advisors and apprentices help young people by explaining the type of work that they do and answering questions. They help young people to fill in application forms on the spot and take deliberative approaches to refocus young people away from gender stereotypes.

For example, at careers events many young women tend to gravitate towards HR roles. TfL takes time to explain other roles and literally takes potential recruits from the HR stand to another stand where there is currently a shortage. There are apprentices on the stand who can provide a good explanation of what the work is all about and this has led to an increase in the number of applications for apprenticeships in this area.

#### **The Swedish Bus and Coach Federation (SBCF), Sweden**

SBCF struggled to attract interest among high school students. This made SBCF seek other ways of attracting people to the profession such as lobbying the national programme council to change the vocational programming, and targeting careers advisers and employment services to increase understanding of the transport sector needs. In particular, capacity-building work towards employment officers has proven impactful, with employment service positions addressing the needs of the transport sector developed as a result.

### Good Practice 9: Using networks & mentoring to support female retention

The need to increase diversity in the work place is recognised as one of the mechanisms to address skills shortages and recruitment gaps. In transport sectors, there are often no difficulties in hiring women in traditionally 'female' departments such as communication or

human resources. The problem is with technical jobs, where women can be very few in number. For example, in the French rail operator, SNCF, 61% of women currently work in administrative positions but only 11% work in signalling, 6% in haulage and 2% are drivers.

Women who are poorly represented in technical jobs can feel somewhat isolated, experience sexist attitudes and intangible or invisible barriers when it comes to promotion or wage increases. Yet there is a strong body of research which confirms that mixed gender teams are higher achieving. Recognising that women are disadvantaged through their poor representation, some organisations try to address this by providing more support to their female employees. Networks and mentoring are two key mechanisms which can help, as highlighted by the examples below.

### **'Au féminin', SNCF, France**

The SNCF 'au féminin' network was created in 2012 by around 250 SNCF employees (mostly women, and a few men) who had attended a [seminar on personal development](#) on how to find one's place in a company. The purpose of 'au féminin' is to support women within the company by providing a network and tools to break the glass ceiling, but also to contribute to innovation in the company. Reflection topics go beyond gender balance to include human resources, business development and organisational transformation.

Through the network personal development seminars have been arranged for 5,000 people over 5 years and 1,400 people have been sent on a three-day training course. The network is also supported by a new digital tool where articles on initiatives and personal experiences are published.

The strength of this initiative has been further reinforced because it combines a support network for the development of women who are already inside the company with a proactive recruitment policy. SNCF aims at increasing the gender balance within technical jobs while promoting its image as a responsible employer by combining solidarity actions with a target human resources policy.

Support from the hierarchy and employees is fundamental and a lot of advocacy and awareness raising has been necessary to get them on board.

### **Women in Rail, UK**

Women in Rail provides an example of an external network, which connects women and men and supports mentoring. Women in Rail was created to improve diversity in the UK rail industry through providing networking opportunities and support for all women within the sector, encourage firms and other stakeholders to adopt diversity as a business strategy and devising initiatives aimed at positioning rail as an attractive career choice for young people. LinkedIn has been a key tool to expand the network.

Women in Rail's (WR) mentoring scheme currently provides 300 mentorships. Mentors can be male and female and for them it is the opportunity to expand their network. Mentees are women who are matched with a senior professional outside their company, who they would not otherwise have the opportunity to be in contact with. Participating in the mentoring scheme can give a confidence boost, be inspiring and is a crucial way of

supporting the vast network of women working in the sector. Growing the mentoring programme is one WR's key objectives for 2017.

Support from the hierarchy and employees is fundamental and a lot of advocacy and awareness raising has been necessary to get them on board.

## Good practice 10: Using existing resources & networks to increase cost effectiveness

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The European Commission would like to better understand the concrete costs of the various options which could be developed to promote jobs in transport sectors. This request reflects the need for this study to provide practical, implementable solutions, with an EU-wide relevance. However, this study highlights the difficulties in generalising when it comes to costs and cost effectiveness, particularly given the following constraints:

- Difficulties in organisations and companies sharing financial information outside their organisation
- Differences in costs between services, products and tools across different Member States
- The fact that the success of individual initiatives often relates to the available budget, but is also dependant on a wide range of other intangible factors, including:
  - Creativity and drive
  - Existing partnerships, networks and goodwill
  - The mix of channels and tools, their timing and implementation
  - The ability to engage and resonate with target groups
  - Senior level buy-in to initiatives and the availability of internal resources.

In line with the requirements in the Terms of Reference, cost, cost effectiveness and how this impacts on this study's recommendations to the European Commission were considered. These aspects are discussed below. However, the study team recognises that there is limited scope for one-size fits all approaches in relation to costs.

Some organisations consulted provided information on some of their detailed costs. However, one of the most important findings of this study, which focussed on companies' own recruitment efforts not external recruitment agency promotion, could be that generally these organisations are very resourceful and take steps to make the most of what they have in-house. Time and again phrases like the English saying to 'beg, borrow or steal' resources were heard, meaning that generating goodwill and sourcing volunteers helps to support targeted efforts.

Many of the teams behind the initiatives were small, for example between one and five people, but they worked in a focussed way to harness the insights, ideas and efforts of their

colleagues and partners including other organisations in the same sector. This helped to reduce the costs of the activities undertaken. This is highlighted in the following examples.

#### **Invest in Shipping, Sweden**

One of the most interesting aspects of this initiative was how **the whole sector joined forces** to address the common challenge of recruitment. The brand “Invest in Shipping” now acts as an umbrella platform for the sector’s partners and has become a vehicle for further action. Whether this campaign is part of a wider shift in the sector is too early to say but it has shown the possibilities of embracing social media and employing innovative methods for reaching young people.

The close relationships formed between the industry, authorities and schools allow the campaign organisers good insights into the challenges and opportunities in the sector.

#### **‘Üstra rockt’, Germany**

A key feature of the “Üstra rockt was the way that this initiative **involved its own employees** in developing the campaign solutions. Employees designed all the campaign’s concepts and made the videos themselves. This made sure that the communication ‘rang true’ and was authentic.

#### **Transport for London (TfL), UK**

The small team at TfL responsible for developing the early careers’ offering, places a strong focus on building relationships. There are limits to what the team can achieve without these, which include:

- Linking different TfL groups including Women in Transport and Youth Ambassadors to specific schools; and
- Working with local authorities across London, which has helped to build relationships with schools and address the limited resources of the TfL team.

## Conclusions

We have identified 10 good communication practices:

1. **Using research to confirm the approach;** e.g. ‘Women in Motion’ (IT); Transport for London (UK)
  2. **Taking a strategic approach** (a long term plan with specific targets); e.g. Air France; ‘üstra rockt’ (DE)
  3. **Engage with schools, colleges and universities;** e.g. ‘Zeebenen in de Klas’ (‘Sea legs in class’) (NL); DB Schenker (BG); Raben Group (PL)
  4. **Providing opportunities to experience the job;** e.g. ‘Les chemins de fer engagént’ (BE); ‘#Nolimitsforwomen’, Lufthansa (DE)
  5. **Showcasing real people as role models;** e.g. Female CEO of Volvo Truck Center Poland, “On the Axle” (PL); ‘Women in Logistics’ (UK); ‘Women in motion (IT);
  6. **Working with men to engage women;** e.g. ‘Women in Rail’, ‘Women in Logistics’ (UK); ‘üstra rockt’ (DE); ‘SNCF Au féminin’ (FR)
  7. **Communicating with young people on their own terms;** e.g. ‘Invest in Shipping’ (SE); ‘üstra rockt’ (DE):
  8. **Including career advice in promotional strategies;** e.g. Transport for London (UK); The Swedish Bus and Coach Federation – SBCF (SE)
  9. **Using networks & mentoring to support female retention;** ‘SNCF Au féminin’ (FR); ‘Women in Rail’ (UK)
  10. **Using existing resources & networks to increase cost effectiveness;** e.g. ‘Invest in Shipping’ (SE); ‘Üstra rockt’ (DE); Transport for London (UK)
- There is scope to share the identified good practices, but an **EU-wide campaign is not advisable**
  - Promotional tools aimed at increasing the sector’s attractiveness need to reflect the jobs **actual content of jobs**
  - Promoting an increase in the number of female recruits only addresses part of the problem. Transport organisations need to:
    - generate **male employee buy-in;**
    - support female **career progression;**
    - **recognise the contribution** of female employees; and
    - facilitate more **flexible working** for carers (male or female).
  - Promotional efforts which engage young people on a face-to-face basis work well, particularly when they:
    - provide **opportunities to explain** what is involved in the range of jobs available,
    - help young people to understand the **fit** between their skills and transport jobs
    - give young people opportunities to **meet others** who are employed in these jobs.
  - Effective promotion must be **highly tailored to** correspond to what potential recruits’ need

## 6.2 Social practices

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Several good social practice initiatives in the transport sector exist across the EU, ranging from initiatives designed to improve working conditions to actions focused on upgrading the skills of the workforce. Examples of networks of women or youths aiming to encourage sharing of experiences and to promote opportunities in the sectors respond to the identified needs of improving the inclusion of women and young people in the transport sector, to addressing issues such as the aging workforce or promoting gender balance.

This section seeks to highlight a sample of **specific social practices** that contribute to **promoting jobs in the transport sector, in particular to young people and women**. Good social practices, from different Member States and different modes, were identified by desk research and through interviews and are not exhaustive. Charters can be used to provide a framework that ensures coherence between specific actions or strategies seeking to improve working conditions or promote the attractiveness of employment in the sector.

The examples below highlight efforts to improve working conditions, including encouraging strong professional networks and improving education, training and skills upgrading in the workforce.

### *Improving working conditions*

Initiatives seeking to improve working conditions and the attractiveness of jobs in the transport sector seek to tackle one or more of the following aspects: improved gender balance and inclusion of women, promotion of social dialogue, improved balance of professional/personal life, flexibility and time compensation, improved health and safety infrastructure, strengthening of professional networks, emphasis on youth as well as promoting the image and awareness of the sector.

### *Promotion of social dialogue*

Promotion and improvement of social dialogue can be measured by the number of initiatives with cooperation between employers, social partners and other stakeholders (number of contacts, projects events, and related outputs such as reports and recommendations).

#### **The WISE project on Women Employment in Urban Public Transport Sector<sup>53</sup>, EU**

The project, carried out by EU social partners, had several objectives ranging from the better access of women to all public transport professions, including technical and management functions, thorough to the full implementation of relevant EU equal opportunities legislation in the transport sector.

#### **TASCS – Towards a Sustainable Crewing System, EU**

This project, launched by social partners in inland waterways, is aimed at supporting the European Social Dialogue to improve on-board working and living conditions, as well as

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<sup>53</sup> <http://www.wise-project.net/pages/index1.html>.

improve access to port facilities, education and vocational training. The project also aims to harmonise, and modernise, manning requirements.

#### *Improving balance of professional/personal life, flexibility and time compensation*

Good practices aiming to improve working conditions for employers in terms of balance of professional/personal life, flexibility and time compensation can be measured by the number of employees taking advantage of such practices and their perception/satisfaction with the practices.

#### **FBAA good social practice on working conditions, Belgium**

The FBAA initiated an internal practice with the objective of allowing drivers to collect points on long shifts away from home, which they can then use to obtain more family-friendly shifts later, and thereby allow employees to adopt more flexible schedules.

#### *Improving health and safety infrastructure*

Good practices aiming to improve health and safety infrastructure can be measured by the number of specific actions (charters, construction of specific infrastructure, etc) and the perception/satisfaction of employees with these actions.

#### **Betriebliche Gesundheitsförderung (BGF) Charter<sup>54</sup>, Austria**

It is a charter for the promotion of health in the workplace signed in 2006 by the ÖBB management. The initiators of the BGF are the social partners. The objective is to introduce the topic of health and wellbeing at all levels of the organisation. The BGF-Charter is a commitment of the company to agree with the principles of the workplace health promotion and the commitment to plan a workplace health promotion project. As the transport sector in general and the railway sector has an image as a sector bringing potential health issues due to physical work, such charters are a sign that there is commitment to continuously improve working conditions.

#### *Promoting the image and awareness of employment in the sector*

Good practices aiming to promote image and awareness can be measured by their reach (number of participants at events, number of views for communication and promotional material, number of channels used for the promotion, etc.) and qualitative feedback on the practices by participants and viewers.

#### **“Day of the Sea”, Cyprus<sup>55</sup>**

The aim of this special event is to raise more public knowledge and awareness about the socio-economic contribution of shipping companies to the economy of Cyprus, promote the employment opportunities that exist in the Shipping Industry, offer a social “day-out” for the youngsters and their parents involving various entertainment activities, and at the same

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<sup>54</sup> BGF; <http://karriere.oebb.at/de/top-arbeitgeber/gesundheitsmanagement>

<sup>55</sup> Day of the Sea, <http://csc-cy.org/day-of-the-sea-event/>

time raise money for charity. It is organised by the Cyprus Shipping Chamber, in co-operation with the Ministry of Communications and Works, the Limassol Municipality, the Department of Merchant Shipping and the Cyprus Ports Authority, as well as other professional organisations and associations. The event takes place every two years.

### *Establishing networks of women or youth to share experiences and promote opportunities*

Encouraging and developing strong professional networks is often perceived to be an important element of improving working conditions, particularly for women or younger members of the workforce. The success of a network can be measured by the size of the network, the membership and events/actions it organises.

#### **SNCF Au féminin (Réseau de Femmes), France**

The SNCF works with Ambassadors/Role Models through its 'Réseau de Femmes'. Launched on 26 January 2012, the network has been chaired since September 2016 by Francesca Aceto. This network is dedicated to employees who want to strengthen the role of women in the company and enhance their place in society.

SNCF Au féminin is both a 'physical' network, with regular meetings in Paris or in regions, to know and conduct collective reflections (Think tank), and a "virtual" network thanks to the extranet site open to women executives of the group. Space of exchange, information and animation, this extranet site is the daily link of SNCF Au féminin throughout the territory.

SNCF Au Féminin has a Charter detailing commitments of the company and the network to promote the inclusion of women in transport professions.

### *Improving gender balance and the inclusion of women*

Improving gender balance and the inclusion of women can be measured by, inter alia:

- increased access by women to specific sectors of jobs and an associated increase in the number of women recruited;
- improved awareness and increased membership in networks and associations.

#### **The Diversity Charter 2020 and Award by ÖBB<sup>56</sup> (Austrian Federal Railways), Austria**

The ÖBB has established an equal opportunity policy since 2011, formalized through a Diversity Charter which sets equality objectives until 2020. They also assigned a "Diversity Officer" in 2011 and introduced a "Diversity Award" in 2015, further raising visibility and promoting the diversity within the ÖBB Group.

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<sup>56</sup> ÖBB - Austrian Federal Railways <http://konzern.oebb.at/de/vielfaeltige-oebb>

Annual Report 2014, [https://presse.oebb.at/file\\_source/corporate/presse-site/Downloads/Publikationen/Gesch%C3%A4ftsberichte/OEBB\\_INFRA\\_AnnualReport2014.pdf](https://presse.oebb.at/file_source/corporate/presse-site/Downloads/Publikationen/Gesch%C3%A4ftsberichte/OEBB_INFRA_AnnualReport2014.pdf), p. 22

Annual Report 2015, [https://presse.oebb.at/file\\_source/corporate/presse-site/Downloads/Publikationen/OEBB\\_AnnualReport2015.pdf](https://presse.oebb.at/file_source/corporate/presse-site/Downloads/Publikationen/OEBB_AnnualReport2015.pdf), p. 48, p. 89

The following objectives are formulated:

- continuous increase of the female rate in leadership positions to 20%;
- continuous increase of the female rate of recruiting to 20%;
- continuous increase of the female rate of VET-apprentices to 20%;
- continuous increase of the female rate in the training programmes of the ÖBB-academy to 25%;
- continuous increase of the female rate of the supervisory boards of the Austrian companies to 25%;
- Monitoring the equal opportunities targets in quarterly reports

The charter is a visible sign of the company's commitment to diversity and that equality is a concern for management. The setting of quantitative targets entails different accompanying measures to make the company and rail sector more attractive to women. It aims to increase awareness that the railway sector is no longer a male-orientated domain.

### *Improving education, training and skills upgrading*

Initiatives seeking to address education, training and skills upgrading are characterised by a focus on vocational training and continued education, knowledge sharing and/or career development. Improved education, training and skills upgrading can be measured as follows: increased access to education and training, availability of specific training in line with employer's needs as well as improvements in skills demonstrated by a match between employer's needs and the availability of skilled profiles.

### **Vasco Da Gama - Training for Greener and Safer Maritime Transport<sup>57</sup>, EU**

The Conference of Peripheral Maritime Regions of Europe (CPMR) brings together some 150 regional authorities. Thirty of these authorities are implicated in the Vasco Da Gama initiative, whose main aim is to promote the attractiveness of the maritime sector in terms of mobility. This initiative, launched in 2010, promotes the development of quality education and training to tackle maritime safety, environmental impact and the sector's competitiveness in the face of global competition.

### **The Championship "Anchor" at LMA, Vocational Orientation and Guidance for Young People (focus on youth skills upgrading)<sup>58</sup>, Latvia**

Latvia is threatened by labour shortages in the transport sector, specifically in the maritime sector. Until 2011 there had been almost no formal maritime education, at which point a private maritime college came into being with the aim of developing appropriate learning programmes for seamen and marine officers. Previously there had been other initiatives and projects to encourage young people to enter the maritime sector.

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<sup>57</sup> <http://www.vasco-da-gama.eu/training-for-greener-and-safer-maritime-transport-project/objectifs/presentation-vasco-da-gama-project.html>.

<sup>58</sup> Youth4Job, [https://www.youth4job.eu/wp-content/uploads/2014/04/Case\\_Study\\_Maritime\\_Digital.pdf](https://www.youth4job.eu/wp-content/uploads/2014/04/Case_Study_Maritime_Digital.pdf).

The Latvian Maritime Academy (LMA) has held annual competitions for secondary school pupils in collaboration with other maritime institutions and NGOs. The aim of this competition, entitled 'Anchor', is to get pupils interested in attaining VET qualifications as a marine officer, pointing out the global shortage of qualified marine officers. The aim is to alter perceptions of the sector and to highlight the positive career aspects (such as it being a well-paid job). In other words, the aim is to promote vocational training to become a seafarer as a positive choice with high added value.

## Conclusions

- Good social practices in the transport sector exist **across the EU, at different level**: at company level (ex: SNCF Au féminin), at national level (ex: "Day of the Sea") and at EU level (ex: Vasco de Gama, Training for Greener and Safer Maritime Transport).
- Good social practices cover topics ranging between **initiatives designed to improve working conditions to actions focusing on upgrading the skills of the workforce**. In particular, examples of networks of women or youth aiming to encourage a sharing of experience and to promote opportunities in the sectors **respond to identified needs** of improving the inclusion of women and young people in the transport sector, to address issues such as the aging workforce or promote gender balance.

## 6.3 Cost-effectiveness

As highlighted to the Commission at the outset of the study, we anticipated it will be very difficult to obtain financial information from all the organisations contacted for the case studies. One of the reasons that this is difficult to assess is that many examples in this study made the most of their own internal resources, networks and partnerships rather than spending large budgets on communication agencies or tools.

However, there are communication metrics available to compare the cost-effectiveness of any potential future campaigns with other communication campaigns recently ran by the European Commission.

One of easily comparable metric is cost per thousand (impressions): CPM. This can be used for campaigns disseminated via channels, such as TV, online or in the physical world (e.g. billboards).

Impressions are the number of people who might have been exposed to a story that has appeared in the media. This is also known as 'opportunity to see' (OTS). Importantly, **impressions do not equal awareness**.

Keeping that in mind, the CPM metric nonetheless allows comparison of the cost of reach per unit of a thousand people and as such could be used to estimate the future costs of campaigns of various sizes.

Campaign	CPMs
Corporate Communication Pilot (DG COMM)	€ 4,14
“The missing part” (DG TAXUD)	€ 8,66
“Ex-smokers are Unstoppable” (DG SANTE)	€ 3,18

Should any future communication activities focus on online tools and channels, a metric that can be used for benchmarking against campaigns ran by the European Commission in recent years is the **click-through rate (CTR)**.

Campaign	CTR
Corporate Communication Pilot (DG COMM)	0.11%
“The missing part” (DG TAXUD)	1.51%
“Ex-smokers are Unstoppable” (DG SANTE)	0.53%

Similarly, financial information related to the implementation of good social practices, including charters and awards, is scarcely available. The cost-effectiveness of good social practices cannot be analysed with such limited data. However, examples of good social practices, charters and awards gathered throughout the study demonstrate the availability of funding at several levels: company level through private funding, national and EU levels.

At EU level, good social practices have been funded through the EU Programme for Employment and Social Innovation (EaSI) which aims to finance projects seeking to promote quality and sustainable employment, adequate and decent social protection, combat social exclusion and poverty and improve working conditions. In particular, the PROGRESS axis of EaSI focused on the modernisation of employment and social policies. EU level charters, such as the Diversity Charter and national level awards, such as the Championship “Anchor” of the Latvian Maritime Academy, have been funded through this financial instrument/axis. As an indication, the EU Diversity Charter was implemented through a specific call<sup>59</sup> under PROGRESS, with an estimated total value of 300,000 EUR per year and a maximum of 900,000 EUR for 3 years.

Additional EU-level funding options include:

- the European Social Fund (ESF) which aims to increase the adaptability of workers with additional skills and businesses with new ways of working. Projects and initiatives aiming to improve access to employment and job prospects, in particular for youths, through the facilitation of transition from school to work and training
- Horizon 2020 for research projects in specific modes of transport, such as Vasco da Gama for maritime transport and TASCs for inland water transport.

The choice of these financial instruments depends on the core objective of the initiatives to be funded as well as the level of implementation.

<sup>59</sup> Call for tender JUST/2013/DISC/PR/0153/A4, ‘Support for voluntary initiatives promoting diversity management at the workplace across the EU’.

## Annex A – Literature review

During the Inception Phase, the client and interviewees shared a number of key relevant studies and reports, in addition to the literature review performed at the proposal stage. Throughout the study, relevant studies were continuously added to the literature review, bringing in new dimensions of data. Annex A contains a comprehensive list of studies received and consulted.

Table 8 – Literature review

Transport mode	Author	Date	Title	Link to study
Cross-modal	Cedefop	2017	Skilled workers in shortage occupations	<a href="http://www.cedefop.europa.eu/en/events-and-projects/projects/forecasting-skill-demand-and-supply">http://www.cedefop.europa.eu/en/events-and-projects/projects/forecasting-skill-demand-and-supply</a>
	Austrian Government, Migration dept.	2017	Forecasting skill demand and supply	<a href="http://www.migration.gv.at/en/types-of-immigration/permanent-immigration-red-white-red-card/skilled-workers-in-shortage-occupations.html">http://www.migration.gv.at/en/types-of-immigration/permanent-immigration-red-white-red-card/skilled-workers-in-shortage-occupations.html</a>
	European Economic and Social Committee	2015-2017	Strengthening European Transport Research and Innovation Strategies (SETRIS)	<a href="http://www.uitp.org/setris-%E2%80%93-strengthening-european-transport-research-and-innovation-strategies">http://www.uitp.org/setris-%E2%80%93-strengthening-european-transport-research-and-innovation-strategies</a>
	OrdnungsPolitisches Portal	2016	Key challenges facing the European transport labour market	<a href="https://ideas.repec.org/p/zbw/opodis/201603.html">https://ideas.repec.org/p/zbw/opodis/201603.html</a>
	European Commission	2016	Commission Staff Working Document - The implementation of the 2011 White Paper on Transport "Roadmap to a Single European Transport Area – towards a competitive and resource-efficient transport system" five years after its publication: achievements and challenges, SWD (2016)226 Final, Brussels	<a href="http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52011DC0144&amp;from=EN">http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52011DC0144&amp;from=EN</a>
	Cedefop	2016	Cedefop Skills forecast	<a href="http://skillspanorama.cedefop.europa.eu/en/content/cedefop-skills-forecast">http://skillspanorama.cedefop.europa.eu/en/content/cedefop-skills-forecast</a>
	Cedefop	2016	Validation of non-formal and informal learning	<a href="http://www.cedefop.europa.eu/en/events-and-projects/projects/validation-non-formal-and-informal-learning">http://www.cedefop.europa.eu/en/events-and-projects/projects/validation-non-formal-and-informal-learning</a>
	Cedefop	2016	Transportation & Logistics 2030	<a href="https://www.pwc.com/gx/en/transportation-logistics/pdf/pwc-tl-2030-volume-5.pdf">https://www.pwc.com/gx/en/transportation-logistics/pdf/pwc-tl-2030-volume-5.pdf</a>
	Cedefop	2016	Skill Shortage and Surplus Occupations in Europe	<a href="http://www.cedefop.europa.eu/files/9115_en.pdf">www.cedefop.europa.eu/files/9115_en.pdf</a>
	NODES	2016	DG MOVE Consultation on gender in transport ETF contribution	<a href="http://www.etf-europe.org">www.etf-europe.org</a>
	Ipsos marketing	2016	Censydiam	<a href="http://ipsos-na.com/products-tools/marketing/censydiam.aspx">http://ipsos-na.com/products-tools/marketing/censydiam.aspx</a>
	European Commission	2015	Social Agenda for Transport	<a href="http://ec.europa.eu/transport/media/events/2015-06-04-social-agenda-for-transport_en.htm">http://ec.europa.eu/transport/media/events/2015-06-04-social-agenda-for-transport_en.htm</a>
	European Commission	2015	Speech on the exchange of views with the European Parliament	<a href="https://ec.europa.eu/commission/commissi">https://ec.europa.eu/commission/commissi</a>

		in the context of the Structured Dialogue	<a href="https://ec.europa.eu/transport/sites/transport/files/pocketbook2015.pdf">oners/2014-2019/thyssen/announcements/speech-exchange-views-european-parliament-context-structured-dialogue_en</a>
European Commission	2015	Their Future is our Future: Youth as Actors of Change	<a href="http://ec.europa.eu/research/social-sciences/pdf/project_synopses/kina27205enc.pdf">http://ec.europa.eu/research/social-sciences/pdf/project_synopses/kina27205enc.pdf</a>
European Commission	2015	EU Transport in figures – Statistical pocketbook 2015	<a href="https://ec.europa.eu/transport/sites/transport/files/pocketbook2015.pdf">https://ec.europa.eu/transport/sites/transport/files/pocketbook2015.pdf</a>
European Parliament	2015	Europe needs better jobs for better-matched skills – Cedefop survey	<a href="http://www.cedefop.europa.eu/en/news-and-press/press-and-media/press-releases/europe-needs-better-jobs-better-matched-skills-edefop">http://www.cedefop.europa.eu/en/news-and-press/press-and-media/press-releases/europe-needs-better-jobs-better-matched-skills-edefop</a>
European Economic and Social Committee	2015	The changing nature and role of VET in Europe	<a href="http://www.cedefop.europa.eu/en/events-and-projects/projects/changing-nature-and-role-vet-europe">http://www.cedefop.europa.eu/en/events-and-projects/projects/changing-nature-and-role-vet-europe</a>
European Economic and Social Committee	2015	Towards an ILO standard against gender-based violence at work	<a href="http://www.eesc.europa.eu/?i=portal.en.rex-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=REX%2F445&amp;section=0&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;category=0&amp;eescFigure=0&amp;event=0">http://www.eesc.europa.eu/?i=portal.en.rex-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=REX%2F445&amp;section=0&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;category=0&amp;eescFigure=0&amp;event=0</a>
Cedefop	2015	Reporting on European training policy	<a href="http://www.cedefop.europa.eu/en/events-and-projects/projects/reporting-european-training-policy">http://www.cedefop.europa.eu/en/events-and-projects/projects/reporting-european-training-policy</a>
Cedefop	2015	European credit system for vocational education and training (ECVET)	<a href="http://www.cedefop.europa.eu/en/events-and-projects/projects/european-credit-system-vocational-education-and-training-ecvet/publications">http://www.cedefop.europa.eu/en/events-and-projects/projects/european-credit-system-vocational-education-and-training-ecvet/publications</a>
Cedefop	2015	Labour Market Shortages in the European Union	<a href="http://www.europarl.europa.eu/RegData/etudes/STUD/2015/542202/IPOL_STU(2015)5">http://www.europarl.europa.eu/RegData/etudes/STUD/2015/542202/IPOL_STU(2015)5</a>

				<a href="#">42202_EN.pdf</a>
	Cedefop	2015	Replacement demand: driving millions of job openings across the EU	<a href="http://skillspanorama.cedefop.europa.eu/en/analytical_highlights/replacement-demand-driving-millions-job-openings-across-eu">http://skillspanorama.cedefop.europa.eu/en/analytical_highlights/replacement-demand-driving-millions-job-openings-across-eu</a>
	Panteia/PwC	2015	Analysis of the trends and prospects of jobs and working conditions in transport	<a href="https://www.panteia.com/uploads/2016/12/Final-report-Panteia-Report.ashx_.pdf">https://www.panteia.com/uploads/2016/12/Final-report-Panteia-Report.ashx_.pdf</a>
	PwC	2015	Transportation & Logistics 2030 Volume 5: Winning the talent race	<a href="http://www.pwc.co.uk/industries/transport-logistics/insights/transport-and-logistics-2030-vol-5-winning-the-talent-race.html">http://www.pwc.co.uk/industries/transport-logistics/insights/transport-and-logistics-2030-vol-5-winning-the-talent-race.html</a>
	International Association of Public Transport	2012-2015	New Tools for Design and Operation of Urban Transport Interchanges	<a href="http://www.nodes-interchanges.eu/">http://www.nodes-interchanges.eu/</a>
	European Migration Network	2015	Determining labour shortages and the need for labour migration from third countries in the EU – Synthesis Report for the EMN Focussed Study 2015	<a href="http://ec.europa.eu/dgs/home-affairs/what-we-do/networks/european_migration_network/reports/docs/emn-studies/emn_labour_shortages_synthesis_final.pdf">http://ec.europa.eu/dgs/home-affairs/what-we-do/networks/european_migration_network/reports/docs/emn-studies/emn_labour_shortages_synthesis_final.pdf</a>
	European Commission	2014	Article: Truck driver shortages challenge UK, European transport operators	<a href="http://www.joc.com/trucking-logistics/truckload-freight/truck-driver-shortages-challenge-uk-european-transport-operators_20141113.html">http://www.joc.com/trucking-logistics/truckload-freight/truck-driver-shortages-challenge-uk-european-transport-operators_20141113.html</a>
	European Economic and Social Committee	2014	Taking stock of the Europe 2020 strategy for smart, sustainable and inclusive growth COM(2014) 130	<a href="http://www.eesc.europa.eu/?i=portal.en.europe-2020-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=SC%2F039&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;event=0">http://www.eesc.europa.eu/?i=portal.en.europe-2020-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=SC%2F039&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;event=0</a>
	European Commission	2014	Overview of Diversity Management implementation and impact amongst Diversity Charter signatories in the European Union (	<a href="http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf">http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf</a>
	European Economic and Social Committee	2014	The digital society: access, education, training, employment, tools for equality	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.31224">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.31224</a>

	Transport Research and Innovation Portal for DG MOVE	2013	Employment in the EU transport sector	<a href="http://www.transport-research.info/sites/default/files/brochure/20140117_205136_81493_PB05_WEB.pdf">http://www.transport-research.info/sites/default/files/brochure/20140117_205136_81493_PB05_WEB.pdf</a>
	European Transport Worker's Federation	2014	Transports équitables en Europe, Vision de l'EUROPEAN TRANSPORT WORKER'S FEDERATION pour l'avenir des transports en Europe	<a href="http://www.fairtransporteurope.eu/application/files/2214/6417/3040/ICE_-_Document_de_Vision_Strategique.pdf">http://www.fairtransporteurope.eu/application/files/2214/6417/3040/ICE_-_Document_de_Vision_Strategique.pdf</a>
	European Economic and Social Committee	2012	Gender balance on company boards	<a href="http://www.eesc.europa.eu/?i=portal.en.soc-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=SOC%2F475&amp;section=0&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;eescFigure=0&amp;event=0&amp;observatory=0">http://www.eesc.europa.eu/?i=portal.en.soc-opinions&amp;a=PopulateOpinionItemFilter&amp;searchTerm=SOC%2F475&amp;section=0&amp;subTheme=0&amp;theme=0&amp;type=&amp;rapporteurName=&amp;plenarySessionNumber=&amp;plenarySessionStartDate=&amp;plenarySessionEndDate=&amp;documentReferenceNumber=&amp;documentReferenceYear=&amp;documentReferenceBody=&amp;documentReferenceFileNumber=&amp;eescFigure=0&amp;event=0&amp;observatory=0</a>
	European Economic and Social Committee	2012	Female entrepreneurs	<a href="http://www.eesc.europa.eu/?i=portal.en.soc-opinions.25254">http://www.eesc.europa.eu/?i=portal.en.soc-opinions.25254</a>
	European Economic and Social Committee	2012	Making post-secondary vocational education and training more attractive	<a href="http://www.eesc.europa.eu/?i=portal.en.soc-opinions.14936">http://www.eesc.europa.eu/?i=portal.en.soc-opinions.14936</a>
	Cedefop	2012	European Social Fund	<a href="http://www.eesc.europa.eu/?i=portal.en.soc-opinions.20526">http://www.eesc.europa.eu/?i=portal.en.soc-opinions.20526</a>
	European Economic and Social Committee	2011	Social aspects of EU Transport Policy	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.20783">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.20783</a>
	European Economic and Social Committee	2011	An agenda for new skills and jobs	<a href="http://www.eesc.europa.eu/?i=portal.en.soc-opinions.15046">http://www.eesc.europa.eu/?i=portal.en.soc-opinions.15046</a>
	European Transport Worker's Federation	2011	How to Enhance Training and Recruitment in the EU Shipping Industry	<a href="http://www.EuropeanTransportWorker'sFederation-europe.org/files/extranet/-75/33460/Brochure%20recrut.pdf">http://www.EuropeanTransportWorker'sFederation-europe.org/files/extranet/-75/33460/Brochure%20recrut.pdf</a>
	Buechtemann, Schupp & Soloff	1993	Roads to work: school-to-work transition patterns in Germany and the United States.	Industrial relations journal 24(2), 97-111
<b>Maritime</b>	European Commission	2016	Commission Staff Working Document on the implementation of the EU Maritime Transport Strategy 2009-2018	<a href="https://ec.europa.eu/transport/sites/transport/files/swd2016_326.pdf">https://ec.europa.eu/transport/sites/transport/files/swd2016_326.pdf</a>
	Council of the European	2016	4th Railway package	<a href="http://www.consilium.europa.eu/en/policies">http://www.consilium.europa.eu/en/policies</a>

	Union			<a href="#">/4th-railway-package/</a>
	United Nations Conference on Trade and Development	2016	Review of Maritime transport 2016	<a href="http://unctad.org/en/PublicationsLibrary/rmt2016_en.pdf">http://unctad.org/en/PublicationsLibrary/rmt2016_en.pdf</a>
	Baltic and International Maritime Council International Chamber of Shipping	2015	MANPOWER REPORT - The global supply and demand for seafarers in 2015	<a href="http://www.ics-shipping.org/docs/default-source/resources/safety-security-and-operations/manpower-report-2015-executive-summary.pdf?sfvrsn=14">http://www.ics-shipping.org/docs/default-source/resources/safety-security-and-operations/manpower-report-2015-executive-summary.pdf?sfvrsn=14</a>
	European Maritime Safety Agency	2014	Seafarers' Statistics in the EU - Statistical review (2014 data)	<a href="http://www.emsa.europa.eu/emsa-documents/latest/download/4243/2779/23.html">http://www.emsa.europa.eu/emsa-documents/latest/download/4243/2779/23.html</a>
	European Parliament Council of the European Union	2007/2014	Directive 2007/59/EC of the European Parliament and of the Council on the certification of train drivers operating locomotives and trains on the railway system in the Community	<a href="http://www.era.europa.eu/Document-Register/Pages/Directive-certification-train-drivers.aspx">http://www.era.europa.eu/Document-Register/Pages/Directive-certification-train-drivers.aspx</a>
	European Transport Worker's Federation European Community Shipowners' Associations	2013	Maritime Career Path Mapping 2013 Update	<a href="http://www.ecsa.eu/images/files/Rapport_Maritime_Career.pdf">http://www.ecsa.eu/images/files/Rapport_Maritime_Career.pdf</a>
	Project Horizon	2012	Research into the effects of sleepiness on the cognitive performance of maritime watch keepers under different watch patterns, using ships' bridge, engine and liquid cargo handling simulators.	<a href="http://www.warsashacademy.co.uk/about/resources/final-horizon-report-final-as-printed.pdf?t=1480666307173">http://www.warsashacademy.co.uk/about/resources/final-horizon-report-final-as-printed.pdf?t=1480666307173</a>
	European Transport Worker's Federation	2011	How to Enhance Training and Recruitment in the EU Shipping Industry	<a href="http://www.EuropeanTransportWorker'sFederation-europe.org/files/extranet/-75/33460/Brochure%20recrut.pdf">http://www.EuropeanTransportWorker'sFederation-europe.org/files/extranet/-75/33460/Brochure%20recrut.pdf</a>
	<b>Rail</b>	Highways UK	2017	Highways skills shortage: the ticking time bomb
Community of European Railway and		2016	Promoting employment and attractive working conditions in the rail sector	<a href="http://www.cer.be/sites/default/files/4-Employment%20in%20rail_Country%20repo">http://www.cer.be/sites/default/files/4-Employment%20in%20rail_Country%20repo</a>

	Infrastructure Companies		Country reports	<a href="#">rts_final.pdf</a>
	European Transport Worker's Federation			
	Council of the European Union	2016	4th Railway package	<a href="http://www.consilium.europa.eu/en/policies/4th-railway-package/">http://www.consilium.europa.eu/en/policies/4th-railway-package/</a>
	European Parliament Council	2007/2014	Directive 2007/59/EC of the European Parliament and of the Council on the certification of train drivers operating locomotives and trains on the railway system in the Community	<a href="http://www.era.europa.eu/Document-Register/Pages/Directive-certification-train-drivers.aspx">http://www.era.europa.eu/Document-Register/Pages/Directive-certification-train-drivers.aspx</a>
	SNCF	2014	2014 CSR REPORT	<a href="http://medias.sncf.com/sncfcom/rse/bilanrse/CSR_Annual_Report_EN.pdf">http://medias.sncf.com/sncfcom/rse/bilanrse/CSR_Annual_Report_EN.pdf</a>
	SNCB/NMBS	2014	Contrat de gestion SNCB 2008-2012 - Version consolidée du 17/01/14 après quatrième avenant	<a href="http://mobilit.belgium.be/sites/default/files/downloads/beheerscontractnmb.pdf">http://mobilit.belgium.be/sites/default/files/downloads/beheerscontractnmb.pdf</a>
	University of Newcastle upon Tyne	2013	Rail Freight and Logistics Curriculum Development (RiFLE) – Final report	<a href="http://eacea.ec.europa.eu/LLp/project_reports/documents/erasmus/CD/ECDCE/era_eacdce_510743_fr.pdf">http://eacea.ec.europa.eu/LLp/project_reports/documents/erasmus/CD/ECDCE/era_eacdce_510743_fr.pdf</a>
	CER, EIM & EUROPEAN TRANSPORT WORKER'S FEDERATION	2012	Women in Rail, Good Practices and Implementation Guide	<a href="http://www.cer.be/sites/default/files/publication/2342_4_WIR_Good_Practices_and_implementation_Guide_EN_1.pdf">http://www.cer.be/sites/default/files/publication/2342_4_WIR_Good_Practices_and_implementation_Guide_EN_1.pdf</a>
	Austrian Institute for SME Research	2012	Women in Rail: Final Report, Study on the Situation of Women in the Rail Sector and on the Implementation of the European Social Partners' Joint Recommendations	<a href="http://www.kmuforschung.ac.at/images/stories/projekte/Women%20in%20Railway/WIR_report.pdf">http://www.kmuforschung.ac.at/images/stories/projekte/Women%20in%20Railway/WIR_report.pdf</a>
<b>Road</b>	Ricardo	2016	Ex-post evaluation of social legislation in road transport and its enforcement	<a href="https://ec.europa.eu/transport/sites/transport/files/facts-fundings/evaluations/doc/2016-ex-post-eval-road-transport-social-legislation-final-report.pdf">https://ec.europa.eu/transport/sites/transport/files/facts-fundings/evaluations/doc/2016-ex-post-eval-road-transport-social-legislation-final-report.pdf</a>
	PwC	2016	Rynek pracy kierowców w Polsce	<a href="https://www.pwc.pl/pl/pdf/pwc-raport-rynek-pracy-kierowcow.pdf">https://www.pwc.pl/pl/pdf/pwc-raport-rynek-pracy-kierowcow.pdf</a>
	European Economic and Social Committee	2015	Internal market of international road freight: social dumping and cabotage (exploratory opinion)	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.36372">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.36372</a>
	European Economic and Social Committee	2015	Roadmap to a single European transport area – Progress and challenges	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.34623">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.34623</a>
	European Commission	2012	Report of the High Level Group on the Development of the EU	<a href="http://ec.europa.eu/transport/sites/transpo">http://ec.europa.eu/transport/sites/transpo</a>

			Road Haulage Market	<a href="http://ec.europa.eu/transport/sites/transport/files/modes/road/doc/2012-06-high-level-group-report-final-report.pdf">rt/files/modes/road/doc/2012-06-high-level-group-report-final-report.pdf</a>
	European Parliament	2009	Shortage of qualified personnel in road freight transport	<a href="http://www.europarl.europa.eu/RegData/etudes/etudes/join/2009/419101/IPOL-TRAN_ET(2009)419101_EN.pdf">http://www.europarl.europa.eu/RegData/etudes/etudes/join/2009/419101/IPOL-TRAN_ET(2009)419101_EN.pdf</a>
Inland waterways	European Commission	2016	Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on the recognition of professional qualifications in inland navigation and repealing Council Directive 96/50/EC and Council Directive 91/672/EEC COM (2016) 82 final	<a href="https://ec.europa.eu/transport/sites/transport/files/modes/inland/news/2016-02-16-recognition-professional-qualifications/com%282016%2982.pdf">https://ec.europa.eu/transport/sites/transport/files/modes/inland/news/2016-02-16-recognition-professional-qualifications/com%282016%2982.pdf</a>
	Panteia	2014	Recognition and Modernisation of Professional Qualifications in Inland Navigation - Technical support for an impact assessment Final Report',	<a href="https://ec.europa.eu/transport/sites/transport/files/modes/inland/studies/doc/2014-11-recogn-modern-prof-qual-inland-nav-tech-supp.pdf">https://ec.europa.eu/transport/sites/transport/files/modes/inland/studies/doc/2014-11-recogn-modern-prof-qual-inland-nav-tech-supp.pdf</a>
	International Labour Organisation	2013	Working Paper 'Living and working conditions in inland navigation in Europe'	<a href="http://ilo.org/sector/Resources/publications/WCMS_234892/lang--en/index.htm">http://ilo.org/sector/Resources/publications/WCMS_234892/lang--en/index.htm</a>
Air	European Research Establishments in Aeronautics	2016	European pilots' perceptions of safety culture in European Aviation	<a href="https://www.futuresky-safety.eu/wp-content/uploads/2016/12/FSS_P5_LSE_D5.4_v2.0.pdf">https://www.futuresky-safety.eu/wp-content/uploads/2016/12/FSS_P5_LSE_D5.4_v2.0.pdf</a>
	European Commission	2015	Atypical Forms of Employment in the Aviation Sector	<a href="https://www.eurocockpit.be/sites/default/files/report_atypical_employment_in_aviation_15_0212_f.pdf">https://www.eurocockpit.be/sites/default/files/report_atypical_employment_in_aviation_15_0212_f.pdf</a>
	European Commission	2015	Study on employment and working conditions in air transport and airports	<a href="http://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf">http://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf</a>
Women in transport	Advisory Committee on Equal Opportunities for Women and Men	2015	Opinion on how to overcome occupational segregation	<a href="http://ec.europa.eu/justice/gender-equality/files/opinions_advisory_committee/151125_opinion_occ_segregation_en.pdf">http://ec.europa.eu/justice/gender-equality/files/opinions_advisory_committee/151125_opinion_occ_segregation_en.pdf</a>
	European Economic and Social Committee	2015	Women and Transport	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.35338">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.35338</a>
	Advisory Committee on Equal Opportunities for Women and Men	2015	Opinion on gender equality and the digital society in Europe: opportunities and risks	<a href="http://ec.europa.eu/justice/gender-equality/files/opinions_advisory_committee/151126_final_digital_opinion_en.pdf">http://ec.europa.eu/justice/gender-equality/files/opinions_advisory_committee/151126_final_digital_opinion_en.pdf</a>

	European Transport Worker's Federation International Association of Public Transport	2014	Joint recommendation: strengthening women employment in urban public transport	<a href="http://www.uitp.org/sites/default/files/documents/Strengthening%20women%20employment%20in%20urban%20public%20transport.pdf">http://www.uitp.org/sites/default/files/documents/Strengthening%20women%20employment%20in%20urban%20public%20transport.pdf</a>
	European Commission	2014	A New Method to Understand Occupational Gender Segregation in European Labour Markets	<a href="http://ec.europa.eu/justice/gender-equality/files/documents/150119_segregation_report_web_en.pdf">http://ec.europa.eu/justice/gender-equality/files/documents/150119_segregation_report_web_en.pdf</a>
	European Economic and Social Committee	2014	Opinion on Women and Transport (exploratory opinion requested by the Commission)	<a href="http://www.eesc.europa.eu/?i=portal.en.ten-opinions.35338">http://www.eesc.europa.eu/?i=portal.en.ten-opinions.35338</a>
	International Labour Organisation	2013	Working Paper 'Promoting the employment of women in the transport sector - Obstacles and policy Options'	<a href="http://www.ilo.org/wcmsp5/groups/public/-ed_dialogue/---sector/documents/publication/wcms_234880.pdf">http://www.ilo.org/wcmsp5/groups/public/-ed_dialogue/---sector/documents/publication/wcms_234880.pdf</a>
	WISE project	2012	Project report 'Women Employment in Urban Transport Sector'	<a href="http://www.wise-project.net/download/final_wise_project_report.pdf">http://www.wise-project.net/download/final_wise_project_report.pdf</a>

## Annex B – Inventories

### Annex B.1 – Final inventory of the main existing information sources on transport jobs

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See separate Annex B.1

### Annex B.2 – Final inventory/typology of existing promotion tools for transport jobs

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See separate Annex B.2

### Annex B.3 – Final inventory of activities concerning expected job vacancies, skills mismatches, recruitment difficulties

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See separate Annex B.3

### Annex B.4 – Final inventory of successful charters, awards and similar initiatives in the transport sector

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Social charters and awards and similar initiatives can stimulate employers to improve working conditions and thus increase the attractiveness of working in the transport sector generally, in a specific mode, or for a specific employer. A selection of such cases are presented below.

#### Social charters

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A social charter is a document signed on a voluntary basis and outlining the measures which will be undertaken to promote good working conditions.

#### GENERAL

- **EU-wide: Diversity Charter Platform**

Diversity Charters are voluntary diversity initiatives aiming to encourage companies or public institutions across the EU to implement and develop diversity policies. The Diversity Charters are short documents voluntarily, outlining measures to promote diversity and equal opportunities in the workplace. By 2014, 13 national Diversity Charters have been established across 11 EU Member States (AT, DE, EE, ES, FI, FR, IE, IT, LU, PL, SE). The primary

focus of company's diversity initiatives is on gender equality (48%) followed by specific age groups within the labour force (46% for senior, 45% for young people)<sup>60</sup>. Since 2010, the Diversity Charters from across the European Union were brought together under the EU-level exchange Diversity Charter Platform, funded by the European Commission. Currently, over 7,100 companies, including enterprises, public bodies, NGOs and covering over 13.6 million employees, have signed the 13 charters. Some of these are transport and logistics companies, such as TNT Express in Austria, the Deutsche Bahn in Germany or Dublin Bus in Ireland.

## RAIL

- **Austria: Diversity Charter 2020 including a Diversity Award (ÖBB - Austrian Federal Railways)<sup>61</sup>**

The Diversity Charter 2020 and Award by ÖBB (Austrian Federal Railways), Austria

The ÖBB has established an equal opportunity policy since 2011, formalized through a Diversity Charter which sets equality objectives until 2020. They also assigned a "Diversity Officer" and introduced a "Diversity Award" in 2015, further raising visibility and promoting the diversity within the ÖBB Group.

The following objectives are formulated:

- continuous increase of the female rate in leadership positions to 20%;
- continuous increase of the female rate of recruiting to 20%;
- continuous increase of the female rate of VET-apprentices to 20%;
- continuous increase of the female rate in the training programmes of the ÖBB-academy to 25%;
- continuous increase of the female rate of the supervisory boards of the Austrian companies to 25%;
- Monitoring the equal opportunities targets in quarterly reports

The charter is a visible sign of the company's commitment to diversity and that equality is a concern for management. The setting of quantitative targets entails different accompanying measures to make the company and rail sector more attractive to women. It aims to increase awareness that the railway sector is no longer a male-orientated domain.

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<sup>60</sup> European Commission, DG JUST, *Overview of Diversity Management implementation and impact amongst Diversity Charter signatories in the European Union*, 2014: [http://ec.europa.eu/justice/discrimination/files/diversity\\_report2014\\_en.pdf](http://ec.europa.eu/justice/discrimination/files/diversity_report2014_en.pdf)

<sup>61</sup> ÖBB - Austrian Federal Railways <http://konzern.oebb.at/de/vielfaeltige-oebb>

Annual Report 2014, [https://presse.oebb.at/file\\_source/corporate/presse-site/Downloads/Publikationen/Gesch%C3%A4ftsberichte/OEBB\\_INFRA\\_AnnualReport2014.pdf](https://presse.oebb.at/file_source/corporate/presse-site/Downloads/Publikationen/Gesch%C3%A4ftsberichte/OEBB_INFRA_AnnualReport2014.pdf), p. 22

Annual Report 2015, [https://presse.oebb.at/file\\_source/corporate/presse-site/Downloads/Publikationen/OEBB\\_AnnualReport2015.pdf](https://presse.oebb.at/file_source/corporate/presse-site/Downloads/Publikationen/OEBB_AnnualReport2015.pdf), p. 48, p. 85

- **Austria: Betriebliche Gesundheitsförderung (BGF) Charter<sup>62</sup>**

It is a charter for the promotion of health in the workplace signed in 2006 by the ÖBB management. The initiators of the BGF are the social partners. The objective is to introduce the topic of health and wellbeing at all levels of the organisation. The BGF-Charter is a commitment of the company to agree with the principles of the workplace health promotion and the commitment to plan a workplace health promotion project. As the transport sector in general and the railway sector has an image as a sector bringing potential health issues due to physical work, such charters are a sign that there is commitment to continuously improve working conditions.

- **SNCF Au féminin (Réseau de Femmes)**

The SNCF works with Ambassadors/Role Models through its 'Réseau de Femmes'. Launched on 26 January 2012, the network has been chaired since September 2016 by Francesca Aceto. This network is dedicated to employees who want to act to strengthen the role of women in the company and enhance their place in society.

SNCF Au féminin is both a 'physical' network, with regular meetings in Paris or in regions, to know and conduct collective reflections (Think tank), and a "virtual" network thanks to the extranet site Open to women executives of the Group. Space of exchange, information and animation, this extranet site will be the daily link of women SNCF Au féminin throughout the territory.

SNCF Au Féminin has a Charter detailing commitments of the company and the network to promote the inclusion of women in transport professions.

## ROAD

- **EU-wide: Road Safety Charter<sup>63</sup>**

This EC initiative is based on the voluntary commitment of companies and organisations to make extra efforts to increase road safety in their daily business, which contributes to improving the working conditions of drivers. The Charter has been taken up by certain countries (e.g. Poland).

## AVIATION

- **Air France/KLM 'Social Rights and Ethics Charter'<sup>64</sup>**

The Social Rights and Ethics Charter applies to all employees of the two companies concerned, and extends to their subsidiaries. The Charter addresses various issues such as labour relations, ethics requirements, respect for the environment, and sustainable development, based on a vision of economic responsibility as well as social and environmental progress.

<sup>62</sup> BGF; <http://karriere.oebb.at/de/top-arbeitgeber/gesundheitsmanagement>

<sup>63</sup> European Commission, <http://www.erscharter.eu/>

<sup>64</sup> Air France, KLM, Social Rights and Ethics Charter, [http://corporate.airfrance.com/fileadmin/dd\\_dossiers/pdf/charte\\_sociale\\_af\\_klm\\_gb.pdf](http://corporate.airfrance.com/fileadmin/dd_dossiers/pdf/charte_sociale_af_klm_gb.pdf).

- **EU-wide: The European Corporate Just Culture Declaration<sup>65</sup>**

This is a declaration endorsed by the social partners and several associations representing airlines, airports and air transport service providers. The focus is on safety, in particular safety through professionalism, according to the declaration.

## PORTS

- **Port of London Authority 'People Strategy'<sup>66</sup>.**

The People Strategy of the PLA sets out four objectives to provide a focus for growth through people. These objectives are the following:

- to develop high-performing individuals and teams
- to increase the diversity of the organisation, particularly at senior levels
- to strengthen employee engagement by creating a workplace that is inspiring, diverse, innovative and fulfilling
- to achieve the highest standards in occupational health and safety, performance benchmarked against other relevant organisations.

The strategy is supported by a twenty-point action plan through which the PLA commits to provide a better working environment.

## LOGISTICS

- **Germany: DHL Charter of Diversity and Diversity Week**

DHL has signed the Charter of Diversity; a voluntary statement intended to promote and ensure a greater inclusion of diversity within the German corporate culture. In this context, it has organised a series of events across the world in the context of Germany's Diversity Day (7 June 2016), aimed at promoting and improving diversity and inclusion in the workplace.

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<sup>65</sup> European Commission (1 October 2015), European Just Culture Declaration, <https://ec.europa.eu/transport/sites/transport/files/modes/air/events/doc/2015-10-01-just-culture/declaration.pdf>

<sup>66</sup> Port of London Authority, People Strategy, <http://www.pla.co.uk/assets/peoplestrategy.pdf>

## Awards

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An award is a merit recognition, or prize, given to organisations, institutions, or companies based on outstanding performance and achievement in a field related to employment, environment, sustainability etc.

### GENERAL

- **Sweden: Pegasuspriset (The Pegasus Prize)<sup>67</sup>**

The award is given to a company in the transport sector, broadly defined, by employer organisations in the sector. It is administered by the Swedish Confederation of Transport Enterprises. The purpose of the award is to highlight the ability and willingness of the transport sector to contribute to a sustainable environmental, economic and social development. Pegasuspriset has been awarded annually since 2008.

### ROAD

- **Netherlands: Annual TLN Entrepreneur Award for Transport and Logistics in the categories for small-, and medium-sized companies.**

The Entrepreneur Award for Transport and Logistics is considered a prestigious award within the freight transport and logistics sector and is given to entrepreneurs who contribute to quality improvement, professional approaches, and innovation in the sector.

- **IRU 'Top Road Transport Managers' Award**

This is a worldwide award delivered by IRU to managers in road transport for their managerial achievements and professional experience in promoting safe, secure, environmentally-friendly and efficient road transport by systematically developing drivers' skills according to national and international road transport standards and best practice, such as those provided by the IRU Academy.

- **Sweden: Stora Trafiksäkerhetspriset (The Great Traffic Security Award)**

The award is for a buyer, a supplier, an entrepreneur and a professional road-user who have actively contributed to increased road safety. The award is granted by three sectoral journals (RESFORUM, TRAFIKFORUM, Transport Logistik Idag) in collaboration with the Swedish National Road and Transport Research Institute. Awards have been annual since 2008. The purpose is to present and promote good practices within professional road safety. The award promotes road safety, thus contributing to the improvement of working conditions in the sector.

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<sup>67</sup> The Pegasus Prize, <http://www.transportforetagen.se/Naringspolitiken--Transporterna/Pegasuspriset/>

## RAIL

- **Hungary: The conductor of the year (Az év jegyellenőre)**<sup>68</sup>

The Centre for Budapest Transport (Budapesti Közlekedési Központ, BKK Zrt.) initiated this award for conductors of suburban railway lines inside the public transport sector in Budapest. The professional jury (committee) awards the prize to candidates by objective professional aspects but one of the main aspect is client-relations with the conductor.

- **UK: Women in Rail at the Rail Business Awards**

As part of the Rail Business Awards, celebrating any company with an outstanding performance within the UK rail industry in different categories, this award is intended to promote gender balance and female career development within rail transport. The Women in Rail award rewards companies that are committed to improving gender balance by supporting the recruitment and career development of women in rail.

## MARITIME

- **Maritime journals' awards**

A number of publications specialised in the maritime sector organise yearly awards which aim to highlight contributions to the maritime and shipping industry. For instance, Lloyd's List offers a 'Training Award' to organisations dedicated to providing trainings to their employees or improving training standards across the industry<sup>69</sup>.

- **Cyprus Maritime Awards**

These awards are an initiative of the Department of Merchant Shipping of the Ministry of Transport, Communications and Works and established by the Council of Ministers of the Republic of Cyprus. Other actors involved are: Cyprus Shipping Chamber and Cyprus Union of Ship-owners. Two awards have been established in 2011 and are awarded on a biannual basis in recognition of services that have contributed to the development, improvement, advancement and promotion of the Cyprus merchant shipping:

- **The Cyprus Maritime Personality Award:** the candidates for the Award must have shown continuous and excellent contribution to at least one of the following areas for five years prior to the bestowal of the Award: Advancement and promotion of the Cyprus Merchant Shipping, Development (quantitative and qualitative) of Merchant Shipping in Cyprus, Loyalty and support to the Cyprus Merchant Shipping, Promotion of Cyprus in International institutions, Seafarers training and promotion of the shipping professions
- **The Cyprus Shipping Industry Award:** the candidates for the Award must have shown continuous and outstanding contribution in at least one of the following areas for five years prior to the bestowal of the award: Establishment of Cyprus as a

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<sup>68</sup> Budapesti Közlekedési Központ, BKK Zrt, <http://bkk.hu/ev-ellenore-2016/docs/szabalyzat.pdf>

<sup>69</sup> <http://lloydlistawards-northamerica.com/categories/>

Shipping Center, Growth and qualitative improvement of the Cyprus Merchant Fleet, Positive contribution to the Cyprus Economy, Seafarers training and employment of Cypriot / Community seafarers.

## URBAN

- **Spain: Premios a la Promoción del Transporte Público y la Movilidad Sostenible (Awards for the Promotion of Public Transport and Sustainable Mobility)<sup>70</sup>**

The award is organised by the Regional Consortium of Transports of Madrid. It is intended to recognize actions in favour of public transport and sustainable mobility being carried out by individuals, companies and institutions in the Community of Madrid. The awards were divided into different categories: private companies that promote sustainable mobility, public or private institutions and associations that promote sustainable mobility, municipalities that have carried out relevant proceedings, awards to public transport workers and finally a special recognition for 25 years of dedication and professional commitment in the work. This award is existing since 2011.

- **Belgium: STIB Top Employer Belgium 2015**

The Belgium public transport company was awarded the Top Employer Belgium 2015 certification for the quality of work environment and labour conditions.

## LOGISTICS

- **Germany: Hellmann Worldwide Logistics: Certificate audit work and family (Audit beruf und Familie)<sup>71</sup>**

Hellmann Worldwide Logistics was repeatedly awarded with the certificate audit work and family of the German independent auditing institution founded and coordinated by the Hertie-Foundation. According to the audit, Hellmann Logistics has family-friendly HR policies and working conditions in place. The "audit work and family" is not sector specific and open to companies and institutions of various sizes based in Germany. Interested companies may apply for the certificate which requires external auditing of the company's HR policies and measures with view to family-friendly working conditions and measures for the reconciliation of work and family. Each awarded company agrees to apply or even further improve its family-friendly HR policy during the next 3 years. Hellmann Logistics was again awarded with the certificate in 2014 and may use the label "audit Familie und Beruf" in its corporate publishing for example.

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<sup>70</sup> Premios a la Promoción del Transporte Público y la Movilidad Sostenible <http://www.corresponsables.com/actualidad/entregados-los-premios-la-promocion-del-transporte-publico-y-la-movilidad-sostenible>; [http://www.crtm.es/media/400241/bases\\_premios\\_2015.pdf](http://www.crtm.es/media/400241/bases_premios_2015.pdf)

<sup>71</sup> Hellmann Worldwide Logistics: [http://bmp.hellmann.net/documents/10181/39904/Certificate%20Germany%20Human%20Resources%20audit%20berufundfamilie%20\(DE\).pdf](http://bmp.hellmann.net/documents/10181/39904/Certificate%20Germany%20Human%20Resources%20audit%20berufundfamilie%20(DE).pdf) and <http://berufundfamilie.de/auditierung-unternehmen-institutionen-hochschule/audit-berufundfamilie>.

- **Malta: Transport and Logistics Award (TransLog Award)<sup>72</sup>**

It is an initiative by the Support and Supply Management Group (SSM) with the objective to raise awareness about the importance of the logistics sector in Malta. The transport, logistics and supply chain industries are indeed an important economic sector in Malta, supporting economic growth and providing employment to around 25,000 employees. The initiative recognises excellence in the transport, logistics and supply chain industries. Interested companies apply and are then scrutinised and benchmarked in 12 key areas.

## WOMEN IN TRANSPORT

- **UK: FTA Everywoman in Transport & Logistics Awards<sup>73</sup>**

The Everywoman network organises various events, initiatives and awards to focus on advancement of women in business. Every year they hand out awards in the transport and logistics sector to inspirational women to raise awareness of job opportunities in the sector. Different awards are foreseen from “Women of the Year”, “Rising Star of the Year” to “Driver of the Year” with a specific focus on road transport and “Industry Champion of the Year” which awards an individual (male or female), who is playing a vital role in attracting and retaining women in transport and logistics.

- **Spain: 1st Award Women and Traffic Management - (1º Premio Mujer y Gestión de Tráfico)**

The award is organised by the Association of Traffic Engineers and Technicians of mobility (Asociación de Ingenieros de Tráfico y Técnicos de Movilidad). The award recognises the work of those women who from the Administration, the University and the private company have worked intensively with the traffic and in particular, to boost the traffic engineering in Spain. The award is existing since 2016.

## YOUTH AND LIFE-LONG TRAINING

- **Austria: amaZone Award<sup>74</sup>**

The award was established by the association "Sprungbrett" in cooperation with the Chamber of Commerce Vienna, the PES Vienna, the Chamber of Labour Vienna and the city of Vienna, the Federal Ministry of Health and Women and the Federation of Austrian Industries. It is a prize for companies which are active in promoting VET for girls in technical occupations/occupations where women are underrepresented, with the aim to promote access to such occupations for girls. There are four categories of companies: micro, small,

<sup>72</sup> TransLog Award <http://www.independent.com.mt/articles/2014-07-17/company-news/malta-to-hold-transport-and-logistics-awards-with-hsbc-maltas-support-5872254979/>

<sup>73</sup> Everywoman, 2017 FTA EVERYWOMAN IN TRANSPORT & LOGISTICS AWARDS, <https://www.everywoman.com/events-awards/2017-fta-everywoman-transport-logistics-awards>

<sup>74</sup> Sprungbrett, <http://sprungbrett.or.at/news/die-gewinnerinnen-des-amazone-awards-2016/>

medium and large enterprises as well as public enterprises. As the sector faces shortages of labour it is crucial to attract talents by tapping unrevealed sources - in this case women. The award shows that companies are committed to gender equality and try to ameliorate the working conditions for women in a male-dominated environment. Role models of female apprentices in untypical occupations can contribute to making the sector more attractive.

- **Austria: Fit for Future/Best VET companies<sup>75</sup>**

It is an award initiated by the Austrian Federal Ministry of Science, Research and Economy (initiator), organised and implemented by ibw Austria - Research & Development in VET. The aim of the award is to strengthen the quality and promote innovation and sustainability of VET. It aims to attract other companies as well as young people to VET. All sectors are covered and small, medium and large enterprises can all be awarded. It was launched in 2000, and is awarded every two years since 2009. Many occupations in the transport sector require VET and many companies in the sector are active in VET. Such awards contribute to the visibility of the sector and the career possibilities offered and help the companies to attract talents.

- **Denmark: Award for talents from the FDE-fund (Talentprisen)**

The FDE-fund is the sponsor of the award since 2011. The award is given to an employee or a company in the transport sector, who has a special focus on staff retention and development of talents e.g. a talent development program.

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<sup>75</sup> Fit for Future, <https://staatspreis-fitforfuture.submit.to/landing/award/info>

## Annex B.5 – Final inventory of good social practices in the transport sector

Several good social practice initiatives can be highlighted, ranging from those designed to improve working conditions to actions to upgrade the skills of the workforce. Examples of networks of women or youth aiming to encourage a sharing of experience and to promote opportunities in the sectors are also considered to be good practice in view of the objective of improving inclusion in the transport sector.

A selection of such good practices, collected through desk research as well as through interviews, are presented below. Some good social practices are structured following their key characteristics in the table below.

Table 9 – Overview of good social practices in employment

Characteristics of good social practices											
MODE	Examples of good practices	Improvement of working conditions and attractiveness							Education, training and skills upgrading		
		Gender balance and inclusion of women	Promote social dialogue	Balance professional – personal life, flexibility and time compensation	Health and safety, infrastructure	Networking and strengthening professional network	Focus on youth	Awareness and image	Vocational training and continued education	Knowledge sharing	Career development
ROAD	FBAA good social practice on working conditions (BE)			X							
	TimoCom and Trans.eu sport facilities for drivers in resting places notably in Poland for drivers (PL)				X						
	The Chartered Institute of Logistics and Transport (CILT) (UK)	X				X			X	X	
RAIL	SNCB/NMBS good social practice for women inclusion	X	X			X		X	X	X	
	SCNF good social practice for women inclusion	X	X	X		X		X	X	X	
	SNCF: Défi Ingénieurs						X	X	X	X	

		Gender balance and inclusion of women	Promote social dialogue	Balance professional – personal life, flexibility and time compensation	Health and safety, infrastructure	Networking and strengthening professional network	Focus on youth	Awareness and image	Vocational training and continued education	Knowledge sharing	Career development
<b>MARITIME</b>	'Adopt a ship' initiative							<b>X</b>		<b>X</b>	
	Day of the Sea" event						<b>X</b>	<b>X</b>		<b>X</b>	<b>X</b>
	The Championship "Anchor" at LMA						<b>X</b>	<b>X</b>	<b>X</b>		
	Vasco Da Gama - Training for Greener and Safer Maritime Transport						<b>X</b>	<b>X</b>	<b>X</b>		
<b>INLAND WATER</b>	TASCS – Towards A Sustainable Crewing System		<b>X</b>	<b>X</b>	<b>X</b>				<b>X</b>		
<b>URBAN</b>	The WISE project on Women Employment in Urban Public Transport Sector	<b>X</b>	<b>X</b>								<b>X</b>
	100 year women in transport (Transport for London)	<b>X</b>				<b>X</b>		<b>X</b>			<b>X</b>

		Gender balance and inclusion of women	Promote social dialogue	Balance professional – personal life, flexibility and time compensation	Health and safety, infrastructure	Networking and strengthening professional network	Focus on youth	Awareness and image	Vocational training and continued education	Knowledge sharing	Career development
	TNT Express – “Women in Transport”	X		X				X		X	X
LOGISTICS	DHL’s Women in leadership positions project	X									X
	Women in Logistics (WiL)	X		X		X		X		X	X

## ROAD

- **Belgium: FBAA good social practice on working conditions**

The FBAA initiated an internal practice with the objective of allowing drivers to collect points on long shifts away from home, which they can then use to obtain more family-friendly shifts later, and thereby allow employees to adopt more flexible schedules.

- **Poland: TimoCom and Trans.eu have launched initiatives to build sport facilities for drivers in resting places notably in Poland for drivers**
- **UK: The Chartered Institute of Logistics and Transport (CILT):**

The CILT is a professional organisation working in supply chain, logistics and transport, since 1919. Women in Logistics and Transport (WiLAT) was launched by CILT in June 2013 to promote our industry to female members and to encourage and support their career development. By June 2014 WiLAT had over 1600 members in 14 countries.

WiLAT membership is fully dependent on membership of Chartered Institute of Logistics and Transport (CILT). Female members of CILT automatically become members of their local group of WiLAT. Male members of CILT or anyone interested in WiLAT but not yet a member of CILT may become a Friend of WiLAT. WiLAT Mission is to promote the status of women in Logistics and Transport, to bring together those who support talent and career development of women and to provide a support network and mentoring opportunities for women in the sector.

## RAIL

- **Belgium: SNCB/NMBS good social practice for women inclusion**

In Belgium, the operational contract 2008-2012 (and prolonged) between SNCB and the Ministry of Transport aimed to increase the share of women in the company, with new hires being comprised of up to 20% women (train controllers, services, drivers, HR)<sup>76</sup>.

- **France: SNCF good social practice for women inclusion**

SNCF aims to increase the representation of women in key positions in the company through various methods, notably consisting of presenting their jobs to female students in technical paths, or targeting women in their advertisement campaigns.

- **France: SNCF: Défi Ingénieurs**

Since 2012, the SNCF launches "Défi Ingénieurs", a Serious Game designed to introduce the SNCF engineers to students, graduates and experienced engineers.

SNCF and TBWA \ Paris imagine an experiential online concept that invites young engineers to discover in a playful and demanding way the SNCF engineering professions.

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<sup>76</sup> <http://mobilit.belgium.be/sites/default/files/downloads/beheerscontractnmbs.pdf>.

This game is a true competition game for more than 150 engineering schools. Those who show themselves "at the height of the SNCF engineers" will be rewarded: the first 5 schools will win a "World Trip SNCF", a trip around the world to meet the women and men who make the SNCF performances possible. Players can also participate individually to try to win trips and weekends for two.

## MARITIME

- **CY - 'Adopt a ship' initiative**<sup>77</sup>

This initiative, implemented by Ministry of Communication and Education in Cyprus, aims to inform students at a young age, as early as primary school, about maritime professions and provide them information about careers in maritime.

- **Cyprus: "Day of the Sea" event**<sup>78</sup>

The aim of this special event is to raise more public knowledge and awareness about the socio-economic contribution of shipping companies to the economy of Cyprus, promote the employment opportunities that exist in the Shipping Industry, offer a social "day-out" for the youngsters and their parents involving various entertainment activities, and at the same time raise money for charity. It is organised by the Cyprus Shipping Chamber, in co-operation with the Ministry of Communications and Works, the Limassol Municipality, the Department of Merchant Shipping and the Cyprus Ports Authority, as well as other professional organisations and associations. The event takes place every two years.

- **Latvia: The Championship "Anchor" at LMA, Vocational Orientation and Guidance for Young People (focus on youth skills upgrading)**

Latvia is threatened by labour shortages in the transport sector, specifically in the maritime sector. Until 2011 there had been almost no formal maritime education, at which point a private maritime college came into being with the aim of developing appropriate learning programmes for seamen and marine officers. Previously there had been other initiatives and projects to encourage young people to enter the maritime sector.

The Latvian Maritime Academy (LMA) has held annual competitions for secondary school pupils in collaboration with other maritime institutions and NGOs. The aim of this competition, entitled 'Anchor', is to get pupils interested in attaining VET qualifications as a marine officer, pointing out the global shortage of qualified marine officers. The aim is to alter perceptions of the sector and to highlight the positive career aspects (such as it being a well-paid job). In other words, the aim is to promote vocational training to become a seafarer as a positive choice with high added value<sup>79</sup>.

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<sup>77</sup> <http://csc-cy.org/csc-events/other-events/adopt-a-ship-programme.html>.

<sup>78</sup> Day of the Sea, <http://csc-cy.org/day-of-the-sea-event/>

<sup>79</sup> Youth4Job, [https://www.youth4job.eu/wp-content/uploads/2014/04/Case\\_Study\\_Maritime\\_Digital.pdf](https://www.youth4job.eu/wp-content/uploads/2014/04/Case_Study_Maritime_Digital.pdf).

- **EU: Vasco Da Gama - Training for Greener and Safer Maritime Transport**

The Conference of Peripheral Maritime Regions of Europe (CPMR) brings together some 150 regional authorities. Thirty of these authorities are implicated in the Vasco Da Gama initiative, whose main aim is to promote the attractiveness of the maritime sector in terms of mobility. This initiative, launched in 2010, promotes the development of quality education and training to tackle maritime safety, environmental impact and the sector's competitiveness in the face of global competition<sup>80</sup>.

## INLAND WATERWAYS

- **TASCS – Towards A Sustainable Crewing System**

This project, which will be launched by social partners in inland waterways, is aimed at supporting the European Social Dialogue to improve on-board working and living conditions, as well as improve access to port facilities, education and vocational training. The project also aims to harmonise, and modernise, manning requirements.

## URBAN

- **The WISE project on Women Employment in Urban Public Transport Sector**

The project, carried out by EU social partners, had several objectives ranging from the better access of women to all public transport professions, including technical and management functions, thorough to the full implementation of relevant EU equal opportunities legislation in the transport sector<sup>81</sup>.

- **UK: 100 year women in transport (Transport for London)**

This programme celebrates the important role of women in the urban transport industry and is intended to engage, motivate and inspire current and future generations of transport workers, particularly women.

## LOGISTICS

- **TNT Express – “Women in Transport” campaign<sup>82</sup> and 2013/2014 Top Employer<sup>83</sup>**

One of the world's leading Human Resources certification programmes, the Dutch Top Employers Institute has awarded TNT Express the title of Top Employer of the year in 2013 and 2014. The certification is achieved by auditing 11 key HR areas and assessing the company against five core criteria: primary benefits, secondary benefits and working

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<sup>80</sup> <http://www.vasco-da-gama.eu/training-for-greener-and-safer-maritime-transport-project/objectifs/presentation-vasco-da-gama-project.html>.

<sup>81</sup> <http://www.wise-project.net/pages/index1.html>.

<sup>82</sup> Australian Government, Workplace Gender Equality Agency, Transport company drives gender diversity change, <https://www.wgea.gov.au/company-profiles/transport-company-drives-gender-diversity-change>

<sup>83</sup> TNT Express (2014), TNT Wins Second Top Employer Title, [http://www.tnt.com/express/en\\_au/data/news2010/top\\_employer\\_17March.html](http://www.tnt.com/express/en_au/data/news2010/top_employer_17March.html)

conditions, training and development, career development and culture management. TNT Express is recognised for implementing several initiatives and campaigns to increase employee engagement and motivation. The “Women in Transport” campaign, launched in 2012, aimed to increase the number of women active in frontline roles, setting a target to double the number of female drivers and dockhands by the end of 2012.

- **Germany: DHL’s Women in leadership positions project**

DHL carries out a number of projects aimed at increasing the proportion of women in leadership positions. The project includes several initiatives, including the development of programmes to reach out to female candidates for leadership positions.

- **UK: Women in Logistics (WiL)**

The WiL aims to “Improve the lives of Women in Logistics in the UK and address gender imbalance, enabling the logistics industry to benefit from female talent”. To achieve this objective, the WiL seeks to is to:

- attract, retain and support women working in logistics and promote the broader diversity agenda
- provide opportunities for the logistics industry, and other key stakeholders, to support women working in the sector and identify and address the challenges to recruitment and retention.

For this purpose, WiL commits to:

- Connect – Provide networking and professional development events – both physically and virtually
- Engage – Offer support and mentoring and showcase the achievements of role-model women.
- To provide a voice for women working in logistics and to address from a female perspective key challenges the industry faces
- Inspire – Provide an inclusive and encouraging environment to nurture female talent within the sector

Since 2008, Women in Logistics has grown to a membership of nearly 4,000. In 2014 the organisation started a process of restructuring to cope with the size and to enable continued growth in membership.

## Annex C – Surveys

Annex C.1 – The full results of the online questionnaire for national and European social partners, youth organisations and major employers

See separate Annex C.1

Annex C.2 – The full results of the web-based surveys for youth

See separate Annex C.2

# Annex D – The full results of the focus groups for the 8 selected Member States

See separate Annex D