

How to deal with the worker shortage and evolving skill requirements of the public transport sector

Public Transport and Shared Mobility EGUM Subgroup

Topic 4B



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1. Executive Summary

a. Summary

Public transport is facing an unprecedented crisis of labour and skills shortage. The pressing challenges of the evolution of the labour market need to be addressed. Ageing workforces, competition from other industries, the COVID-19 pandemic, and the perception of low wages and benefits are all contributing to the shortage. This shortage is leading to greater pressure and stress on the current workforce creating a vicious cycle leading to more retirements and the challenge of retention.

The sector is not considered attractive often due to the perceived lack of safety and work-life balance. There remain considerable barriers to underrepresented groups such as women and young people. The resulting disruptions to public transport services from worker shortages are impacting communities and businesses alike. While the situation regarding driver shortages in public transport varies from city to city, it is an issue affecting many countries across Europe and beyond. At the same time, the deployment of new technologies will affect the situation by changing the demand and skill set for the public transport sector as a whole. It is therefore critical that the sector positions itself as a dynamic sector able to attract those with new skills and talents.

The recommendations of this report highlight that motivated, well-trained and rewarded staff represent essential elements for the delivery of a high-quality public transport service able to attract and retain users as well as make it accessible for all.

b. Recommendations

A full list of recommendations and measures coupled with the necessary levels of action can be found in pages 8-15. The recommendations are divided in two sections:

1. Recommendations addressing the worker shortage in the public transport sector

- Enhance the sector's image
- Give an opportunity for growth
- Improve working conditions
- Diversify the workforce
- Increase women employment
- Foster partnerships and collaboration

2. Recommendations for addressing evolving skill requirements

- Identify Skill Gaps and Future Needs
- Develop Tailored Training Programs
- Collaborate with Industry and Educational Institutions

- Incorporate Digital Skills and Technologies
- Emphasize Sustainability and Green Skills
- Offer Flexible Learning Options
- Encourage Continuous Learning
- Recognize and Certify Skills
- Monitor and Evaluate Training Outcomes
- Promote Diversity and Inclusion
- Enable the legislative environment

2. Introduction

This report is produced by the Subgroup on Public Transport of the Expert Group on Urban Mobility, established by the European Commission. It corresponds to the second topic focus of the subgroup: Prioritization and ridership increase for public transport in urban areas.

The comprehensive analysis and recommendations presented herein address critical aspects of the public transport sector, including workforce development, skills enhancement, and strategies for overcoming challenges posed by emerging technologies. The report delves into case studies from various European entities, shedding light on innovative initiatives and successful practices that contribute to the advancement and sustainability of urban public transport.

a. Definition & scope

The overall definition of public transportation encompasses a diverse array of transport modes that are accessible to the public, reflecting a paradigm shift from ownership to shared mobility. This inclusive concept spans traditional modes such as buses, trains, metros, tramways, and cable cars, as well as emerging solutions like bike-sharing, car-sharing, micro-mobility services, taxis, car-pooling, ride-hailing, and ride-pooling. Rooted in the principle of access without ownership, this broad definition recognizes the multitude of transport services available to the general public, facilitating mobility without the necessity of privately owning a transport asset, such as a car or a bike.

However, for the specific scope of this report, the focus narrows down to conventional public transport, which encompasses collective passenger transport by motorized rail and road vehicles, as well as boats. This scope deliberately includes modes operated by drivers, recognizing the critical role they play in the functioning of public transport services. The report aims to delve into challenges and opportunities within this segment, addressing the notable shortage of drivers across the continent and seeking strategies, best practices, and innovative solutions to enhance the efficiency, sustainability, and inclusivity of conventional public transport.

3. Overview of the worker shortage and evolving skill requirements in the EU

The growing and ambitious role of public transport in the Green Deal and Urban Mobility Framework cannot be achieved without addressing worker shortage. Workers are fundamental in making the public transport operate and grow modal share.

According to recent reports, labour and skills shortages persist across various sectors and occupations at all skill levels in the EU, and these shortages are expected to increase. The transport sector, including public transport, is not immune to this challenge and is currently facing an unprecedented labour shortage crisis. The shortage of professional drivers is a global issue. Between 2020 and 2021 alone, driver shortages in Europe increased by 40%. The International Road Transport Union (IRU) reports that there is currently a shortage of 105,000 drivers in Europe, accounting for approximately 10% of the total demand.¹ In the 2022 EURES report on labor shortages in the EU, lack of bus and trams drivers is cited as a shortage by 14 member states and 50% countries have marked it as experiencing 'severe shortage'.²

This shortage of drivers is not the only problem; the transport sector is also facing a scarcity of other skilled workers. This crisis has led in some cases to route cuts and curtailed services, hampering efforts to achieve the desired modal shift in urban and metropolitan areas. Additionally, the worker shortage has increased pressure on existing employees, leading to overtime demands and demanding shift cycles, which in turn have contributed to workers leaving the sector. The worker shortage will be compounded by the demographic crisis facing public transport. The McKinsey Global Institute Analysis projects a substantial decline in Europe's working-age population by approximately 13.5 million, or 4 percent, by the end of the decade. This demographic shift is particularly pronounced in key countries such as Germany (almost 8 percent, or about 4.0 million people), Italy (almost 7 percent, about 2.5 million people), and Poland (9 percent, about 2.3 million people)³. Concurrently, labour market imbalances in the EU27 reveal a diminishing percentage of individuals aged 15 to 24 years, a crucial workforce segment for the future. This decline, especially prevalent in countries with shrinking populations, poses significant challenges to addressing the shortage of skilled workers in various sectors.

At the same time, the public transport sector stands as one of the largest employers at the local level, with some cities like Brussels relying heavily on it as the largest employer overall. This sector plays a crucial role in providing secure local jobs underpinned by strong collective agreements that cannot be outsourced, offering stability to individuals across all societal levels. The transport sector employs approximately 2 million people in the EU and 13 million people worldwide, with 1 in 5 transport workers in the EU engaged in public transport. On top of that, every direct job in public transport is linked to four jobs in other sectors of the economy. The pressing challenges of the evolution of the labour market need to be addressed. Stimulating the use of public transport by doubling investment could create at least 2.5 million

¹ IRU 2023 Report on Driver Shortage: <https://www.iru.org/resources/iru-library/driver-shortage-report-2023-passenger-europe-executive-summary>

² EURES 2022 Report on labour shortages and surpluses: <https://op.europa.eu/en/publication-detail/-/publication/84e10a5e-ceb0-11ed-a05c-01aa75ed71a1/language-en>

³ McKinsey Global Institute 2020 Rerpot on The future of Work in Europe: <https://www.mckinsey.com/~media/mckinsey/featured%20insights/future%20of%20organizations/the%20future%20of%20work%20in%20europe/mgi-the-future-of-work-in-europe-discussion-paper.pdf>

additional jobs in the transport sector worldwide. And this figure increases to at least 5 million jobs if the wider impact on other sectors of the economy is considered.⁴

a. Factors contributing to the labour crisis

- **Demographic Change:** Many European countries are grappling with an ageing population, leading to an increased number of retirements within the public transport workforce. The task of attracting younger workers to replace the ageing workforce has proven to be challenging. For instance, in Italy, 29% of current drivers are over the age of 55, while only 2% are under the age of 25.
- **Competition for Talent:** Public transport faces tough competition for talent from other industries, as younger generations look to jobs in technology, services, and other sectors, leading to a smaller pool of candidates interested in public transport jobs. That being said, the work that public transport operators, industries and authorities offer is diverse and decent. The sector provides employment for a range of vocations, from mechanics and engineers to drivers, IT and office workers. As the sector innovates and changes, professional development for all workers is embedded within the sector but is often not appreciated nor advertised to others seeking employment.
- **Skills Mismatch:** Public transport is undergoing a deep technological transformation, led by decarbonization, digitalization and automation, with the COVID-19 pandemic accelerating this change through contactless payments and further integration of ticketing systems. As a result, the sector requires workers with new job profiles and specific skills, contributing to the current shortage of qualified employees. Furthermore, new skills and knowledge are required to meet requirements under new EU regulations (e.g. Corporate Sustainability Reporting Directive, sustainable finance taxonomy etc) which are currently not accounted for.
- **Working Conditions and Limited Benefits:** Employment in public transport frequently entails irregular and inconvenient hours, early and late shifts, and split schedules. These factors can deter potential candidates from considering careers in the sector. Additionally, the lack of benefits, such as childcare facilities, further hinders the promotion of a healthy work-life balance.
- **Training and Retention:** In some cases, the lack of sufficient training programmes and perceived career advancement opportunities within the public transport sector have made it difficult to attract and retain skilled workers.
- **Gender Representation in the Sector:** The underrepresentation of women in the public transport sector can be attributed to specific workplace challenges, such as the need for adequate sanitary facilities, including restrooms and ensuring overall safety, notably during early and late shifts, as well as measures to prevent and address violence and harassment (from co-workers and from passengers). Additionally, the sector's lack of mitigating measures for a balanced work-life, coupled with gender stereotypes and a deficiency in targeted recruitment strategies, prevents women from entering and staying in the industry.

b. Challenges faced by the Public Transport industry in the labour industry

These factors are contributing to three main challenges:

⁴ UITP 2023 <https://www.uitp.org/news/the-state-of-public-transport-uitp-policy-board-milan-8-9-march-2023/>

1. **Recruiting Staff:** The shortage of skilled workers and competition from other sectors make attracting qualified candidates challenging. The evolving technological landscape requires workers with specific skills and qualifications, further complicating recruitment efforts. Public transport is in the middle of a deep technological transformation, led by digitalization and automation. The technological transformation and application of green technologies have resulted in new job profiles and skills requirements in the sector.
2. **Retaining Staff:** The shortage of workers has increased the strain on existing personnel through heightened overtime demands and challenging shift cycles. Furthermore, the discouraging attitude and behaviour exhibited by certain passengers towards staff can act as a deterrent. These cumulative pressures have played a role in the departure of workers from the sector, exacerbating the challenges alongside an ageing workforce.
3. **Reducing Absenteeism:** This can be caused by various factors, including illness, work-related stress, burnout, third party violence and unsatisfactory and unsafe working conditions. As a reminder, the driver shortage did not start with COVID: there was a surge in driver absenteeism between 2011 and 2019, and difficulties in replacing them. For instance, bus drivers are faced with major constraints in their activity, multiple health problems and, finally, factors that influence work absences⁵: physical working conditions, psychosocial risks, organization of working hours, etc. These factors affect both men and women.

Addressing these underlying challenges is essential for the public transport sector to overcome the labour shortage crisis and build a resilient and sustainable workforce. A critical component of this effort is ensuring the financial sustainability of the sector to remain an attractive employer.

The public transport sector is engaged into ambitious reskilling and upskilling initiatives to allow their employees to develop new skills and improve their employability while enabling them to keep pace with new technologies as well as changing work tasks. Motivated, well-trained and rewarded staff are essential for a high-quality public transport service able to attract and retain users.

There is significant pressure from employers to modify the driver licensing laws, enabling individuals to operate buses and coaches from a young age throughout the EU. As of the report's writing, the European Commission (EC) had developed a new Directive Proposal on Driving Licenses. The proposal aims to implement more stringent conditions for novice drivers during their initial two years (or a duration determined by member state regulations) of driving, among other measures. It's important to note that the directive was under discussion and had not been adopted at the time of writing this report.

4. Recommendations for addressing the worker shortage: training, improving working conditions, and diversifying the workforce

Levels of Action: *European, national, regional and local authorities; public transport authorities and operators; Supply Industry*

⁵ See also: EU strategic framework on health and safety at work 2021-2027 <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52021DC0323&qid=1626089672913#PP1Contents>

a. Enhance the sector's image

<i>Measures & Level of Action</i>	<i>EU</i>	<i>National</i>	<i>Regional & Local</i>	<i>PTA</i>	<i>PTO</i>	<i>Supply Industry</i>
<i>Launch awareness campaigns to improve the perception of careers in the transport sector, highlighting the benefits, opportunities for growth, and the importance of the industry⁶.</i>	X	X	X	X	X	X
<i>Highlight the positive impact of the transport industry on society, such as its contribution to sustainability and economic development.</i>	X	X	X	X	X	X
<i>Engage with schools, colleges, and career guidance programmes to showcase the diverse range of roles and opportunities available in the transport sector.</i>					X	

b. Give an opportunity for growth

<i>Measures & Level of Action</i>	<i>EU</i>	<i>National</i>	<i>Regional & Local</i>	<i>PTA</i>	<i>PTO</i>	<i>Supply Industry</i>
<i>Create programmes and initiatives to reinforce the effective identification of personnel with the company</i>					X	
<i>Addressing barriers to entry such as high driver licence fees and training</i>	X	X				
<i>Invest in quality training and professional development programmes to enhance the skills and knowledge of their workforce</i>		X	X		X	
<i>Ensure the financial sustainability of the sector to be perceived as an attractive employer.</i>	X	X				

c. Improve working conditions

<i>Measures & Level of Action</i>	<i>EU</i>	<i>National</i>	<i>Regional & Local</i>	<i>PTA</i>	<i>PTO</i>	<i>Supply Industry</i>
<i>Enhance the working conditions for transport workers, including competitive wages , reasonable</i>	X	X	X		X	

⁶ See also: Educational toolkit to help fight gender stereotypes: https://transport.ec.europa.eu/transport-themes/social-issues-equality-and-attractiveness-transport-sector/attractiveness-transport-sector/educational-toolkits-help-fight-gender-stereotypes_en

working hours with better work patterns and adequate rest periods.⁷

Provide access to modern and well-maintained vehicles and equipment to ensure safety and efficiency.

Implement measures to address work-related stress and promote work-life balance

Ensuring the safety of workers and protection against violence.

			X	X	X
				X	
			X	X	

d. Diversify the workforce

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Promote diversity and inclusion in the transport sector by actively recruiting and supporting underrepresented groups, including women, minorities, and persons with disabilities.</i>				X	X	X
<i>Create a supportive and inclusive work environment that values diversity and provides equal opportunities for career advancement.</i>				X	X	X
<i>Collabourate with organizations and initiatives that focus on promoting diversity in the transport industry.</i>				X	X	X

e. Increase women employment

The SUM4all study on gender imbalance in the transport sector highlights 5 entry points to increase the access of women to the sector:

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Eradicate stereotyping for certain jobs getting recruitment right: addressing language and visuals in job descriptions , partnering with others (universities, colleges, etc), expanding outreach channels...</i>				X	X	X
<i>Eradicate discriminatory work cultures by creating inclusive workplace environments: Creating a</i>				X	X	X

⁷ See also: Study on good staff scheduling and rostering practices in transport https://transport.ec.europa.eu/transport-themes/social-issues-equality-and-attractiveness-transport-sector/attractiveness-transport-sector/study-good-staff-scheduling-and-rostering-practices-transport_en

specific role or dedicated position for addressing gender, equality, diversity and inclusion; providing secure and safe forums for reporting and voicing concerns, getting the right data through surveys and audits, developing gender-responsive infrastructure and workplaces...

Provide flexible working for childcare: combine mandatory or standardized work time with flexible hours, testing flexible working patterns, facilitate re-entry, provide childcare facilities...

Create clear pathways for advancement, ensure gender balance in management positions, diversity as a metric for performance evaluation, mentoring schemes, clear discussions and strategies on quotas...

Achieve gender equity through wider diversity, behavioural and culture change: Reassess how diversity is measured, and the language used to do so, integrating training into onboarding for new staff, establishing a diversity advisory board...

			X	X	X
			X	X	X
			X	X	X

f. Foster partnerships and collaboration

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Encourage collaboration between public transport operators, industry associations, educational institutions, trade unions, and government agencies to address the worker shortage collectively.</i>	X	X	X	X	X	X
<i>Establish platforms for knowledge sharing and best practice exchange to learn from successful initiatives implemented in different regions.</i>	X	X	X	X	X	X
<i>Seek input and feedback from transport workers in all their diversity themselves to understand their needs and perspectives, and involve them in decision-making processes.</i>	X	X	X	X	X	X

Trade unions and Management need to work together through social dialogue to come up with ways to attract and retain workers from all backgrounds particularly those from underrepresented groups such as women and young people.

X	X	X	X	X	X
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5. Recommendations for addressing evolving skill requirements: upskilling and reskilling workers to meet the EU's goals for transport inclusiveness and accessibility

a. Identify Skill Gaps and Future Needs

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Conduct a comprehensive skills assessment to identify the existing skill gaps within the transport workforce and anticipate future needs based on emerging technologies and industry trends and expected mass expansion of public transport under Green Deal.	X	X	X	X	X	X
Implement studies and organise a wider debate on labour market effects of new technologies (such as Autonomous Vehicles) with the public and affected workers, and study push and pull measures to facilitate the transition of the workforce. ⁸	X	X	X	X	X	X
The skills requirements are evolving rapidly, and social dialogue is key to discussing how workers and management can work together to upskill staff and fill gaps in worker profiles and skills that will emerge in the coming years.	X	X	X	X	X	X
Employers need to work in partnership with unions and local authorities about how best to provide workplace training to meet skills requirements. Research suggests	X	X	X	X	X	X

⁸ See also See also Commission Recommendation C(2023) 8067 final of 29.11.2023 https://transport.ec.europa.eu/transport-themes/social-issues-equality-and-attractiveness-transport-https://transport.ec.europa.eu/transport-themes/social-issues-equality-and-attractiveness-transport-sector/social-issues/automation-transport/recommendation-means-address-impact-automation-and-digitalisation-transport-workforce_en

that worker involvement in the planning of this training is key to success.

Companies reskill and upskill their workforce, so the right skillsets are in place as the digital transformation takes hold. Setting the right framework conditions to support workers' employability by improving individual skillsets is an essential challenge for management.

X	X	X	X	X	X

b. Develop Tailored Training Programmes

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Design targeted training programmes that address the identified skill gaps and align with the specific needs of different roles within the transport sector. These programmes should cover technical skills, digital literacy, sustainability practices, and soft skills.		X	X		X	X

c. Collaborate with Industry and Educational Institutions

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Establish partnerships with industry stakeholders, vocational training centres, and educational institutions to develop and deliver upskilling and reskilling programmes. Leverage their expertise and resources to ensure the training is relevant and effective.	X	X	X	X	X	X

d. Incorporate Digital Skills and Technologies

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Integrate digital skills training into the programmes to equip the workforce with the necessary knowledge to operate and leverage digital technologies in transport operations. This includes training on smart ticketing systems, data analytics, and connected transport solutions.	X	X	X	X	X	

A truly inclusive and participatory approach should form the basis of digital change. It is important to secure the active participation of all employees and their representatives from the beginning in order to realise the full potential of innovation processes. Adopting such a participatory approach will increase the knowledge, understanding and motivation of the participants and help to decrease employee fears.

X	X	X	X	X	
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e. Emphasize Sustainability and Green Skills

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Incorporate training on sustainable practices and green technologies to align with the EU's environmental goals. This may include education on electric vehicles, eco-driving techniques, and environmentally friendly maintenance practices.				X	X	
Implement driver monitoring systems in agreement between drivers, their unions and management in order to reward sustainable and safe practices, and improvements .				X	X	

f. Offer Flexible Learning Options

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
Provide flexible learning options, such as online courses and virtual training modules, to accommodate the diverse schedules of transport workers. This flexibility will enable them to balance work and learning effectively.		X	X	X	X	

g. Encourage Continuous Learning

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
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<i>Promote a culture of continuous learning and professional development within the transport sector. Offer incentives for employees to pursue further education and training.</i>					X	
<i>Interest and hobby related learning opportunities that improve quality of life and lead to a feeling of appreciation</i>					X	

h. Recognize and Certify Skills

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Implement a system to recognize and certify the skills acquired through upskilling and reskilling programmes. This could involve industry-recognized certifications and credentials that enhance employability</i>	X	X	X	X	X	X

i. Monitor and Evaluate Training Outcomes

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Regularly assess the effectiveness of the upskilling and reskilling programmes by tracking the progress and performance of employees who have undergone training. Use feedback to continuously improve the training initiatives.</i>				X	X	

j. Promote Diversity and Inclusion

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>Ensure that upskilling and reskilling initiatives are accessible to all members of the transport workforce, including those from diverse backgrounds and underrepresented groups.</i>		X	X		X	

k. Enabling the legislative environment

Measures & Level of Action	EU	National	Regional & Local	PTA	PTO	Supply Industry
<i>At the sectoral, national and EU level, the legislative environment should facilitate a smooth transition of the workforce towards decarbonization, automation and digitalisation. This requires EU legislation and national labour laws to be reviewed and made fit for purpose, e.g. by allowing for: adaptation of harmonised skill and certification requirements to new technologies per transport mode; lifelong learning mechanisms; safeguarding workers' privacy rights in light of the introduction of new technologies</i>	X	X	X			

6. Conclusion

The public transport sector needs to plan for employment growth, addressing new and emerging job profiles and skill requirements. It is crucial to examine how the workforce can adapt to these evolving demands. The skills requirements are rapidly changing across all facets of public transport, highlighting the importance of social dialogue. This dialogue is key to facilitating discussions between workers and management on how to collaboratively upskill staff and address gaps in worker profiles and skills that will emerge in the coming years.

Employers must collaborate with unions and local authorities to determine the most effective ways to provide workplace training that aligns with the changing skills requirements resulting from digitalization and automation. Research indicates that involving workers in the planning of this training is essential for success. Addressing the challenges of skills and worker shortages also requires ensuring the financial sustainability of the sector to remain an attractive employer, both presently and in the future.

On November 29, 2023, the European Commission adopted a Recommendation on means to address the impact of automation and digitalization on the transport workforce [C(2023) 8067 final]. Simultaneously, the Committee of the Regions is actively working on an opinion addressing the need for a just transition in Europe's automotive regions, extensively covering skills and employment.

Above all, securing the future financial sustainability of the sector is critical, necessitating additional and stable funding to implement the recommendations of this report. This ensures that the sector can continue to provide services and access to all, serving as a vital contributor to social cohesion and the economic dynamism of a city, shaping the future of urban mobility.

7. Annexes

a. Case studies

1. THE 'FAITES BOUGER LES LIGNES' CAMPAIGN⁹

This was a campaign launched by the Union des Transports Publics et Ferroviaires (UTP) in France to promote the benefits of working in the urban public transport sector. The campaign provides information on jobs and training opportunities in the sector, as well as videos and games to help people learn more about the different roles in public transport. This campaign is an example of how public transport agencies can improve working conditions by promoting the benefits of working in the sector and providing resources to help people learn more about the different roles available. By doing so, they can attract more people to work in the sector and improve working conditions for those who are already working in it.

2. UK TRANSPORT SKILLS STRATEGY

The UK Department for Transport has launched a Transport Skills Strategy which outlines the skills needed to deliver £61 billion in transport investment up to 2020. The recommendations include delivering on their ambition for 30,000 new apprenticeships over the next 5 years to 2020, reflecting the government's overall apprenticeship target and funding from the proposed apprenticeship levy. It also ensures the right mix of apprenticeships are on offer for the transport sector, including many at higher levels. The strategy also aims to meet the challenge of new technologies by upskilling the existing workforce and encouraging greater diversity in the workforce.

3. TRANSPORT FOR LONDON: STEPS INTO WORK

Steps into Work (SiW) is a transformative 12-month program aimed at providing valuable work experience and employability skills training to individuals who are neurodivergent. This initiative is a collaborative effort between Steps into Work and Shaw Trust, both of whom are dedicated to fostering inclusivity, collaboration, and empowering individuals to reach their full potential.

The SiW program runs for a duration of 12 months, typically beginning in September and concluding in August. Participants engage in the program on weekdays, from Monday to Friday, with work hours generally scheduled between 09:00 and 15:00. One of the program's distinctive features is its flexibility, allowing participants to work both from London-based offices, stations, piers, and the Greater London Authority (GLA), as well as from the comfort of their homes.

SiW is designed for individuals aged 16 and above, who possess neurodevelopmental differences like mild to moderate learning disabilities, ADHD, or autism. This approach seeks to embrace diversity and create an environment where various strengths and abilities are nurtured. The heart of the SiW program lies in its immersive experience. These placements span various locations within the TfL ecosystem, providing participants with a comprehensive understanding of the diverse roles and responsibilities that TfL undertakes.

One of the key takeaways from the SiW program is the acquisition of valuable qualifications. Participants earn a Pearson's Employability Qualification Entry Level 3 – Level 2, equipping them with increased confidence and readiness for future employment. Moreover, for those who do not yet possess a level 2 qualification in English and Maths, SiW offers dedicated

⁹ <https://faitesbougerleslignes.fr/>

support to help them attain these qualifications. Throughout the SiW journey, participants are supported by the expertise of Shaw Trust. A Specialist Job Coach assists participants from the application stage through their work placements. This support extends even beyond the program, as successful completion of SiW opens doors to transitioning into paid employment. Many former SiW participants have secured paid positions, both within TfL and in various external organizations, marking the profound impact of the program on participants' lives.

4. SUM4ALL GENDER TOOLKIT

The **SUM4all gender toolkit** ¹⁰ provides a comprehensive overview of transformative initiatives taken by transportation entities to enhance gender diversity and inclusivity within their respective workplaces. These case studies exemplify innovative approaches that promote gender equality and empower women in various ways.

- **Transport Infrastructure Ireland (TII)** redefined its work structure post-pandemic, adopting a hybrid working model that allows employees flexibility while maintaining performance oversight. This change not only supports work-life balance but also attracted diverse candidates, aligning with TII's commitment to inclusivity and adaptability.
- **Central Ohio Transit Authority (COTA)** stands out for creating a Chief of Equality, Diversity, and Inclusion (EDI) role, underscoring its dedication to embedding equity in every facet of the organization. COTA's commitment to diversity is reflected in the formation of employee resource groups and inclusive policies, fostering a culture where all voices are heard and valued.
- **UPS**, a global leader in logistics, introduced the Women's Leadership Development (WLD) program as part of its commitment to professional growth and gender equality. By focusing on skill development and fostering a sense of belonging, UPS demonstrates its dedication to nurturing women's leadership potential and ensuring that they are well-represented in leadership roles.
- **Los Angeles County Metropolitan Transportation Authority (LA Metro)** established the Gender Action Plan (GAP) to improve gender-sensitive services and workforce diversity. An integral component of LA Metro's gender initiatives is the Women & Girls Governing Council (WGGC), which provides a platform for diverse employees to drive changes that empower women and girls. By removing job barriers, offering childcare support, and fostering an environment of inclusion, LA Metro exemplifies the profound impact of a holistic gender-focused approach.
- **UITP's PT4ME campaign** spread awareness and advocate for an inclusive public transport to better serve our women passengers, as well as to promote the benefits of a diverse workforce comprised of women as well as men, in efforts to advance public transport.

5. STRONG INVOLVEMENT OF SOCIAL PARTNERS IN VOCATIONAL EDUCATION AND TRAINING BY TTS TYÖTEHOSEURA

TTS provided vocational training for a broad range of occupational groups, including for bus drivers, and social partners, i.e. companies, employer organisations and trade union federations, who are strongly involved via a training advisory group. TTS is not only the biggest

¹⁰ <https://www.sum4all.org/events/gender-imbalance-transport-sector-toolkit-change>

training provider for bus drivers but also a leader in the application of e-learning and new learning technologies such as VR and involves social partners through the following activities:

- Development projects' steering group with Union and Federation representatives 4–5 times/year;
- Bilateral meetings with Union and Federation;
- Bilateral meetings with companies;
- “Breakfast meeting” 4–5 times a year for information exchange with Union and Federation representatives;
- Joint activities to foster common industry image and training marketing.

6. JOINT SOCIAL PARTNERS PROJECT UPT 4.0 IN GERMANY: BOTTOM-UP APPROACH WITH STRONG WORKPLACE INVOLVEMENT

In Germany, the social partners in urban public transport in North Rhine Westphalia (ver.di trade union and the Association of German Transport Companies, VDV) together with six urban public transport companies carried out a project that focussed on the implementation of model-like digitalisation project in urban public transport in six companies, each concentrated on a specific topic or technology (mobile devices and work organisation; digital business models and mobility systems; digitalisation of maintenance and diagnostics; 3D printing in workshops and warehouses, HR management 4.0; homeoffice and cloudwork; further training and education 4.0) and the impact of digitalisation on workplace environments, work organisation, skills and competence needs and further aspects, e.g. health and safety issues.

All projects were characterised by a strong involvement and participation of employees and management representatives at workplace level. The bottom-up approach of workplace participation was motivated by the central idea that this is the only way to shape the digital working world sustainably and jointly generate knowledge that enables both employees and decision-makers to meet the challenges of digitalisation in a practical way.

7. ACTIONS TO FIGHT WORKER SHORTAGE – WIENER LINIEN, AUSTRIA - VIENNA

Despite extensive preparations for a generational shift in recent years, Wiener Linien is currently facing a shortage of about 100 tram drivers and 100 bus drivers, making it challenging to offer a reliable service with the accustomed frequency. To counter these challenges, Wiener Linien is intensifying its recruitment efforts to attract new employees. New measures aim for the improvement of the training for driving personnel. In this context, Wiener Linien is extending the duration of training for driving personnel by five days to allow more learning time and offers language support. The company provides a ten-week German language course for applicants whose language proficiency is insufficient for training, conducted during working hours. In addition, Wiener Linien implements measures to enhance the attractiveness of the driving service itself. First of all, through increasing the wages and by negotiating a reduction in working hours from 37.5 to 35 hours per week with no change in pay. Furthermore, a program has been introduced, offering a reward of EUR 1.000 for successful employee referrals.

8. ETF AUTOMATION AND DIGITALISATION TOOLKIT

The Europe Transport Workers' Federation produced a automation and digitalisation toolkit for their affiliated unions. This provides helpful guidance on negotiating change with

management including a model collective bargaining agreement that covers issues around automation and digitalisation.¹¹

9. ADDRESSING THE PT WORKFORCE IN ILE-DE-FRANCE (IDFM, Transdev, RATP actions)

Ile-de-France Mobilites

The Region has doubled the number of open training places for 2022 and is going to double the bonus from €1,000 to €2,000 paid to all jobseekers who want to train as drivers. This represents an additional effort of almost 1M€/year.

Ile-de-France Mobilités (IDFM), the regional mobility authority, asked the Ministry of Defense to direct the career conversions of military/national police officers towards bus drivers, as initiated by Keolis. The region also finances professional training.¹² IDFM supports operators who set up initiatives to recruit, as it is doing with the collective communication campaign launched in November: Cooptation; temporary work; local sourcing

Île-de-France Mobilités supports operators to relay all recruitment actions. In 2022, the Region has taken significant steps to address the shortage of public transport drivers. Doubling the number of available training places reflects a commitment to bolster the workforce, and to incentivize prospective drivers, the bonus for jobseekers undertaking driver training has been increased from €1,000 to €2,000. This substantial effort represents an additional investment of almost €1 million per year.

To align with European legislation, IDFM has introduced competition to bus lines through calls for tender. Recognizing the sensitivity of the staff transfer issue, IDFM proactively engaged in the Bailly-Grosset mission to break the deadlock on Optile and preempt challenges within the RATP perimeter. In an effort to safeguard employees' social benefits, IDFM has established a comprehensive set of social requirements.

Legislative mandates outline specific social guarantees for employees undergoing an employer change, encompassing automatic transfer of employment contracts and job assurances, along with the retention of benefits, working conditions, remuneration, and more. IDFM goes beyond legal mandates by incorporating additional commitments, such as criteria for evaluating corporate social responsibility policies.

In this pursuit, IDFM has entrusted the expertise of Jean-Paul Bailly and Jean Grosset, renowned figures in social dialogue, to evaluate bids. The evaluation criteria weigh technical aspects at 45%, financial considerations at 45%, and social factors at 10%. Recognizing that intensified competition may prompt candidates to take risks with social conditions and salaries, IDFM acknowledges the need for careful consideration.

Operators, striving for productivity and competitiveness, seek to rationalize their Full-Time Equivalents (FTEs). To provide clear guidance to applicant companies and underscore its commitment to competitive bidding objectives, IDFM has compiled a booklet of social requirements. This document outlines fundamental social expectations, emphasizing the criteria that Île de France Mobilités applies to its calls for tender.

¹¹ <https://www.etf-europe.org/activity/eadt/>

¹² <https://www.iledefrance.fr/aide-la-formation-vers-les-metiers-en-tension-operateurs-idfm>

Transdev:

“Académie Transdev”: Transdev has set up an internal training organization (apprentice training center) capable of setting up training sessions in each employment area as and when required, enabling Transdev to work with local players to promote integration, employment and training, while contributing to local economic and social development.

Other measures implemented consist of enhancing the attractiveness of our professions by placing the employer brand at the heart of our approach, as well as implementing training courses leading to qualifications and certification, adapted to local specificities.

Relevant actions implemented in Ile-de-France :

- Launch of a massive "Destination 500 jobs" campaign:
- Print and digital poster campaign, vehicle stickers, HR teams on the ground with flyers; press campaign
- "Destination Emploi" job bus operation with simulator; jobdating and forum throughout the summer...
- Ongoing roll-out of cooptation in all our regional entities.
- Reinforcement of training programs with Transdev partners in the region + Académie by Transdev in-house training.
- Development of partnerships with 14 temporary employment agencies, associations, Pôle Emploi, employment centers, etc.
- Complementary work on strengthening the employer brand and the attractiveness of our professions

To make up for the lack of drivers, Transdev has developed active and attractive recruitment strategies, implementing concrete actions in the field:

- Retention and Loyalty:
 - Facilitated internal mobility.
 - Implemented an action plan to combat absenteeism.
 - Provided training and IU to U gateways for driver development prospects.
 - Introduced seasonal mobility initiatives.
- Raise awareness and interest in public transport professions:

Conducted "Stop and Ask for a Job" operations, organized with our job buses, to get as close as possible to neighborhoods (territorial presence).

- Renew and review recruitment methods:
 - Expanded applicant pools and got closer to applicants
 - Build a new Transdev promise (social pact).

RATP

The company is working on its projections and action plans using strategic workforce planning tools such as the human resources master plan, which summarizes the three-year vision (updated each year), the analysis and management of critical skills, and cross-functional

GPEC on strategic skills issues (e.g. cybersecurity, rail safety, Olympics,). RATP set up a Strategic Workforce Planning system to reinforce the robustness of their modelling and secure the identification of future needs and the action plans that should be adopted to prepare for them. This work covers the main call centre professions, bus and rail driving, station reception and security.

RATP is also working in cooperation with UTP (the French public transport association) on:

- Deployment of the brand "Move the lines" ("Faites bouger les lignes") to increase the visibility and reputation of the urban transport professions (see case study 1)
- Diagnosis of employment and skills: it is estimated that between 80,000 and 110,000 people will need to be recruited in the sector in France by 2030, all professions included.
- Establishing closer ties with other industrial sectors to cross-discipline and coordinate efforts: metallurgy, railways, etc.

Last but not least, RATP is deploying more and more resources in all areas of attractiveness, sourcing and training. For example:

- Strengthening and expanding relations with the educational system, from secondary schools to universities: partnerships, internship/job offers, site visits, presentations and teaching, apprenticeship tax, etc... In particular, on maintenance professions, which are highly critical on the market and rare in the vocations of young people.
- Employee housing policy, with a significant increase over the next 3 years in the number of housing options available to employees, particularly during internships/traineeships or initial training.
- Development of training courses and the number of sessions offered by the company's apprentice training centre on sustainable urban mobility: created in 2018, it has already reached a capacity of 1,000 young people trained by 2023, over 80% of whom are subsequently hired by RATP. For maintenance professions, the aim is to double the volumes trained by 2024.

b. List of acronyms and abbreviations

COTA: Central Ohio Transit Authority

EC: European Commission

EDI: Equality, Diversity, and Inclusion

EU: European Union

EU27: European Union 27 member states

EURES: European Employment Services

GLA: Greater London Authority

IdFM: Ile-de-France Mobilites

IRU: International Road Transport Union

IU: Initial Unification of German Transport Companies

LA Metro: Los Angeles County Metropolitan Transportation Authority

PT: Public Transport

PTA: Public Transport Authorities

PTO: Public Transport Operators

RATP: Régie Autonome des Transports Parisiens (Autonomous Parisian Transportation Authority)

SUM4ALL: Sustainable Mobility for All

TfL: Transport for London

TII: Transport Infrastructure Ireland

TTS: TTS Työtehoesura

UITP: International Association of Public Transport

UK: United Kingdom

UPS: United Parcel Service

UTP: Union des Transports Publics et Ferroviaires

VDV: Association ETF: European Transport Workers' Federation

VR: Virtual Reality

c. List of organisations participating to the subgroup

Subgroup leaders
Ile-de-France Region
UITP - International Association of Public Transport
Cities and Regions
Barcelona Metropolitan Area
Braga Municipality
Budapest
Central Slovenia Statistical Region (w. Ljubljana)
Oradea
Toulouse Métropole

Member States

Belgium
Czechia
Finland
France
Italy
Latvia
Lithuania
Luxembourg
The Netherlands
Poland
Portugal

Organisations

ACEA – European Automobile Manufacturers Association
AVERE - The European Association For Electromobility
Community of European Railway and Infrastructure Companies - CER aisbl
Council of European Municipalities and Regions - CEMR
Cycling industries Europe aisbl (CIE)
EIT Urban Mobility
ERTICO
European Cyclist Federation asbl (ECF)
European Passenger Transport Operators - EPTO
European Transport Workers Federation - ETF-Europe
Eurocities
International Road Transport Union - IRU
LEVA-EU
MaaS Alliance
Micro-Mobility for Europe
MOVE EU - The European Association of On-Demand Mobility
POLIS
Taxis 4 Smart Mobility - T4SM

Observers

CoR – Committee of the Regions
JRC – Joint Research Centre of the European Commission

Ad-hoc expertise

EMTA – European Metropolitan Transport Authorities