

Jobs in EU Tourism

Final Report on the
Junior Professionals Project
for DG GROW

*Project sponsored by DG GROW, Unit G.1 –
Tourism and Textiles*

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Jobs in EU Tourism: Addressing Staff and Skills Shortages in EU Tourism

Introduction

In 2019 the tourism industries accounted for more than 22% of people employed in the services sector in the European Union (Tourism Industry, Employment data extracted in January 2022 - Eurostat ⁽¹⁾). The Commission's industrial strategy published in May 2021 ⁽²⁾ made it clear that the tourism ecosystem was hit hardest by the COVID-19 pandemic and that it continues to face major challenges to achieve the digital and green transition.

As a response, the Commission presented the first [Transition Pathway](#) for tourism co-created in partnership with the industry and civil society for a resilient, green, and digital tourism ecosystem. The report details key targeted actions to enhance the tourism sector's resilience, notably as regard skills and workforce ⁽³⁾. One of the key challenges for the recovery and resilience of the tourism ecosystem is the lack of workforce. In particular the hospitality sector lacks skilled workers. Due to lockdowns and reduced employment opportunities, many workers previously employed in accommodation and food and beverage services moved to other sectors, many without intending to return. In Europe, employment in travel and tourism is estimated to have dropped by 9.3%, equating to 3.6 million jobs as a result from travel restrictions linked to COVID-19 ([World Tourism and Travel Council, Global Economic Impact and Trends 2021](#) ⁽⁴⁾).

⁽¹⁾ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_industries_-_employment#In_2019.2C_the_tourism_industries_employed_over_12.5_million_people_in_the_EU

⁽²⁾ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions – Updating the 2020 New Industrial Strategy: Building a stronger Single Market for Europe's recovery, COM(2021) 350 final.

⁽³⁾ European Commission, Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, Transition pathway for tourism, Publications Office of the European Union, 2022, <https://data.europa.eu/doi/10.2873/344425>.

⁽⁴⁾ [https://wtcc.org/research/economic-impact/economic-impact\(data](https://wtcc.org/research/economic-impact/economic-impact(data)

In line with the objectives set out by the Member States in the EU Agenda for Tourism 2030 ⁽⁵⁾, the European Commission is currently working on finding effective ways to support the tourism industry and to relaunch EU tourism with improved long-term resilience. In this framework, the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW) launched the Junior Professionals' Project on addressing staff shortages in EU tourism, entitled *Jobs in EU Tourism*. Its goal is to find effective strategies to address staff shortages in the tourism industry, with a specific focus on the hospitality sector. This report presents the findings of the project and is structured as follows: (i) Aim and Methodology, (ii) Diagnosing the issue: data collection and analysis, (iii) Best Practices and (iv) Flagship Solutions.

⁽⁵⁾ Council conclusions adopted on 1 December 2022, <https://data.consilium.europa.eu/doc/document/ST-15441-2022-INIT/en/pdf>

Aim and Methodology

The Jobs in EU Tourism project aims to **contribute to the analysis** of the critical staff shortages present in the EU tourism industry, by **proposing new and innovative ideas, which would support the engagement of jobseekers in tourism jobs.**

*What are the **most effective strategies** to address staff shortages in tourism industry, focusing on the **hospitality sector**, and how can small and medium enterprises (“SMEs”) implement these strategies to reduce staff turnover and attract a skilled and motivated workforce as part of the twin transition of tourism?*

Considering the high-level policy objectives of the Transition Pathway for Tourism, and the EU Pact for skills, together with the reality of implementing the green and digital transition and making the tourism ecosystem more resilient overall, the project aims to specifically **identify and analyse best practices for addressing staff shortages in the tourism industry, focusing on the hospitality sector.**

A preliminary goal was to assemble and present **data on staff shortages** in the tourism industry, with a focus on the hospitality sector. The major goal of the project is to **provide concrete examples, realistic solutions** which would help the tourism sector address staff shortages, attract people to tourism jobs, but also be viable for the many SMEs where fluctuations in the tourism season may be significant. Ultimately, this initiative strives not only to address the acute staffing deficiencies but also to **fortify the resilience and adaptability of the tourism sector** in the face of evolving challenges.

To that end, up- and re-**skilling of the workforce** is also an important focus point of the project. In addition to providing workers with the right skills, there is also a need to **reshape jobs** so that they would be more attractive, especially for young people, who expect flexibility and appreciation for their skills.


The starting point of the project focused on compiling a list of EU initiatives to understand what had already been done at European level, and thereon engaging with relevant stakeholders in order to share best practices and create innovative solutions, or so-called flagship solutions.

SUMMARY OF CO-CREATION PROCESS



Data Collection and Analysis

1. Gather existing reports and engage in discussions with relevant stakeholders in the tourism industry, focusing on hospitality within the EU.
2. Compile comprehensive, but not exhaustive data on staff shortages, identifying key trends, geographical variations, and sector-specific challenges.



Collaborative Case Study Development

3. Involve the Junior Professionals, stakeholders, and public authorities in selected EU Member States in selecting and sharing best practices.
4. Analyse successful strategies and practices employed in tackling staff shortages within the hospitality sector.
5. Document and analyse these case studies to disseminate essential elements contributing to their success which could become best practices



Resilient Ecosystem Establishment

6. Focus on solutions fostering resilience, particularly emphasizing youth engagement, and aligning with green and digital frameworks.
7. Extract adaptable and applicable solutions from the case studies, aiming to lay the groundwork for a robust and adaptable staffing approach.
8. Consolidate these concrete solutions into actionable proposals that can mitigate staff shortages, emphasizing their scalability across sectors and regions



Solution Compilation and Dissemination

9. Compile identified solutions into a coherent framework that addresses staff shortages in the hospitality sector, both best practices and EU flagships.
10. Develop effective dissemination approaches, ensuring these solutions reach key decision-makers and stakeholders at various levels.
11. Consider potential EU-level solutions, if applicable, and propose strategies for their implementation across sectors and regions.



Evaluation and Refinement

12. Evaluate the feasibility and practicality of proposed solutions through consultations with experts and stakeholders.
13. Refine the compiled solutions based on feedback and expert input, aiming for practical and effective implementation.

Diagnosing the issue: data collection and analysis

The starting point for an analysis into the causes and possible solutions to staff shortages in tourism is the **understanding of the situation** this sector is facing. To this purpose, it was important to assess what data were available at the start of the project, and to evaluate their relevance. For the purpose of this work, the team agreed that it would focus on evaluating the issue in the **accommodation** and the **food and beverage** sectors.

A first review of **publicly-available data** sources showed that the most relevant and up-to-date information was accessible through [Eurostat](#) ⁽⁶⁾. Other sources of data were often not publicly available, did not clearly substantiate their claims or were beyond the scope of this analysis. However, all sources of information (including statements by unions ⁽⁷⁾, business associations ⁽⁸⁾ and the press ⁽⁹⁾) were pointing in the same direction: there is a **significant shortage of staff** in some tourism-related economic sectors, which was exacerbated by the COVID-19 pandemic, but in some cases had taken root in the previous years.

The data from Eurostat – presented in the next section – were **very useful** for describing the overall EU tourism sector and the accommodation sector, and they were also useful for describing employment levels and characteristics of the sector. However, Eurostat data were **less useful** for describing staff shortages, as Eurostat does not directly report on this issue.

The authors gained access to another important source of information on the 7th April 2023, during the interview phases of this project. Mr Alexandros Vassilikos, the president of Hellenic Chamber of Hotels (as well as President of Hotrec ⁽¹⁰⁾) shared with the authors a study realised by Research Institute of Tourism (RIT) in November 2022 on staff shortages across all accommodation-related sectors in Greece. This study provided deep and detailed diagnostics of the situation in a *tourism-heavy* EU Member State and in one of the two tourism sectors of interest. Some of its main results are presented in the next section.

However, no single source of data was comprehensive enough to the point of giving an overall – but granular – picture of the situation in the EU, able to fully illustrate the key challenges. The authors, in concert with the DG GROW team, realised that a more **tailored approach** to the problem was needed. The second section presents the results of a consultation of a relevant European stakeholder. This survey allowed the authors to ask precisely **the right questions to the right people**, complementing the data already available. It also provided an excellent opportunity to collect **best practices** and ideas on

⁽⁶⁾ https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_industries_-_economic_analysis#Key_economic_indicators

⁽⁷⁾ e.g.: [EFFAT](#)

⁽⁸⁾ e.g.: [WTTC](#), [HOTREC](#)

⁽⁹⁾ e.g.: [Reuters](#), [France24](#), [Emerging Europe](#)

⁽¹⁰⁾ [Hotrec](#) is the umbrella association of hotels, restaurants, cafés and similar establishments in Europe.

possible solutions to the problem that have been already implemented at local/national level.

Part one: existing data

1. Eurostat

The following section presents the data available on the Eurostat in the [Tourism, Structural business statistics](#) and [Short term business statistics](#). They were summarised by Eurostat in a series of “statistics explained” articles (^{11,12}).

1.1. Economic analysis

1.1.1. Overall EU tourism sector

In 2020, almost one in ten enterprises in the EU non-financial business economy belonged to the tourism industries (column 3, table 2). These 2.3 million enterprises (column 3, table 1) accounted for 8.6% (column 5, table 2) of the persons employed in the non-financial business economy and 20.6% (column 5, table 2) of persons employed in the services sector.

The tourism industries’ shares of total turnover and value added at factor cost were relatively lower, with the tourism industries accounting for 2.8% of the turnover and 1.8% of the value added of the non-financial business economy. These figures very likely reflect - among other explanations - the higher share of micro, small and medium-sized enterprises and the level of part-time employment in many tourism industries.

It’s important to highlight that the tourism industries do not provide services only to tourists. Their employment, turnover, etc. are also related to services provided to non-tourists. In table 1 and 2, this is accounted for by the subdivision of “mainly” and “partially” tourism. 8.3 million people are employed in “mainly” tourism industries (passenger air transport, accommodation service agencies and tour operators) that are assumed to serve predominantly tourists, while 2.6 million people are employed in “partially” tourism where customers are likely to be a mix of tourists and non-tourists (e.g., restaurants).

(¹¹) https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_industries_-_economic_analysis#Key_economic_indicators

(¹²) https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_industries_-_employment&oldid=445425#In_2019.2C_the_tourism_industries_employed_over_12.5_million_people_in_the_EU

Table 1: Key economic indicators for the tourism industries - EU, 2020

	NACE Rev. 2	Number of enterprises	Turnover (million EUR)	Value added at factor cost - million euro	Number of persons employed
Total non-financial business economy (1)		23,382,451	24,774,210	6,496,219	127,647,614
Total services (2)		11,835,512	5,503,229	2,440,975	52,880,718
Total tourism industries (3)		2,308,519	684,577	115,290	10,915,051
Mainly tourism (4)		415,684	216,289	50,911	2,603,990
Partly tourism (5)		1,892,835	468,288	64,379	8,311,061
Transport related (total)		416,330	149,829	30,203	1,895,210
<i>Land transport</i>		401,704	89,482	3,294	1,512,519
Passenger rail transport, interurban	H4910	221	44,042	-4,135	454,989
Taxi operation	H4932	345,041	14,876	3,185	550,602
Other passenger land transport n.e.c.	H4939	56,442	30,564	4,245	506,928
<i>Water transport</i>		10,093	13,047	-215	101,773
Sea and coastal passenger water transport	H5010	6,000	11,949	-251	81,855
Inland passenger water transport	H5030	4,093	1,097	37	19,918
<i>Passenger air transport</i>	H5110	4,533	47,300	27,123	280,918
Accommodation (scope of Reg 692/2011)		342,069	95,177	3,788	2,010,363
Hotels and similar accommodation	I5510	143,202	72,217	984	1,571,130
Holiday and other short-stay accommodation	I5520	184,067	17,000	1,495	368,927
Camping grounds, recreational vehicle parks and trailer parks	I5530	14,800	5,960	1,310	70,306
Food and beverage (total)		1,391,131	230,726	19,048	6,414,364
Restaurants and mobile food service activities	I5610	895,911	188,179	16,301	4,876,809
Beverage serving activities	I5630	495,220	42,546	2,747	1,537,555
Car and other rental (total)		58,040	96,419	42,248	209,405
Renting and leasing of motor vehicles	N7710	42,000	94,000	41,819	180,000
Renting and leasing of recreational and sports goods	N7721	16,040	2,419	429	29,405
Travel agency, tour operator reservation service and related activities (total)		100,949	112,426	20,003	385,709
Travel agency and tour operator activities	N7910	69,082	73,812	20,000	312,709
Other reservation service and related activities	N7990	31,867	38,614	3	73,000

Note: Where not available for 2020, data is from 2019

(1) NACE sections: B-N_S95_X_K (Total business economy; repair of computers, personal and household goods; except financial and insurance activities).

(2) NACE sections: H, I, J, L, M, N, S95.

(3) NACE classes: H491, H4932, H4939, H501, H503, H511, I551, I552, I553, I561, I563, N771, N7721 and division N79.

(4) NACE classes: H511, I551, I552, I553 and N791.

(5) NACE classes: H491, H4932, H4939, H501, H503, I561, I563, N771, N7721 and N799.

Source: Eurostat (online data code: sbs_na_sca_r2, sbs_na_1a_se_r2)

Table 2: Key economic indicators for the tourism industries (%) - EU, 2020

DATA COLLECTION AND ANALYSIS

	NACE Rev. 2	Share of enterprises	Share of turnover (million EUR)	Share of value added at factor cost - million euro	Share of persons employed
Total tourism industries as share of total non-financial business economy (1)		9.9%	2.8%	1.8%	8.6%
Total tourism industries as share of total services (2)		19.5%	12.4%	4.7%	20.6%
Total tourism industries, of which (3)		100.0%	100.0%	100.0%	100.0%
Mainly tourism (4)		18.0%	31.6%	44.2%	23.9%
Partially tourism (5)		82.0%	68.4%	55.8%	76.1%
Total tourism industries, of which		100.0%	100.0%	100.0%	100.0%
Transport related (total)		18.0%	21.9%	26.2%	17.4%
<i>Land transport</i>		17.4%	13.1%	2.9%	13.9%
Passenger rail transport, interurban	H4910	0.0%	6.4%	-3.6%	4.2%
Taxi operation	H4932	14.9%	2.2%	2.8%	5.0%
Other passenger land transport n.e.c.	H4939	2.4%	4.5%	3.7%	4.6%
<i>Water transport</i>		0.4%	1.9%	-0.2%	0.9%
Sea and coastal passenger water transport	H5010	0.3%	1.7%	-0.2%	0.7%
Inland passenger water transport	H5030	0.2%	0.2%	0.0%	0.2%
<i>Passenger air transport</i>	H5110	0.2%	6.9%	23.5%	2.6%
Accommodation (scope of Reg 692/2011)		14.8%	13.9%	3.3%	18.4%
Hotels and similar accommodation	I5510	6.2%	10.5%	0.9%	14.4%
Holiday and other short-stay accommodation	I5520	8.0%	2.5%	1.3%	3.4%
Camping grounds, recreational vehicle parks and trailer parks	I5530	0.6%	0.9%	1.1%	0.6%
Food and beverage (total)		60.3%	33.7%	16.5%	58.8%
Restaurants and mobile food service activities	I5610	38.8%	27.5%	14.1%	44.7%
Beverage serving activities	I5630	21.5%	6.2%	2.4%	14.1%
Car and other rental (total)		2.5%	14.1%	36.6%	1.9%
Renting and leasing of motor vehicles	N7710	1.8%	13.7%	36.3%	1.6%
Renting and leasing of recreational and sports goods	N7721	0.7%	0.4%	0.4%	0.3%
Travel agency, tour operator reservation service and related activities (total)		4.4%	16.4%	17.3%	3.5%
Travel agency and tour operator activities	N7910	3.0%	10.8%	17.3%	2.9%
Other reservation service and related activities	N7990	1.4%	5.6%	0.0%	0.7%

Note: Where not available for 2020, data is from 2019.

(1) NACE sections: B-N_S95_X_K (Total business economy; repair of computers, personal and household goods; except financial and insurance activities).

(2) NACE sections: H, I, J, L, M, N, S95.

(3) NACE classes: H491, H4932, H4939, H501, H503, H511, I551, I552, I553, I561, I563, N771, N7721 and div. N79.

(4) NACE classes: H511, I551, I552, I553 and N791.

(5) NACE classes: H491, H4932, H4939, H501, H503, I561, I563, N771, N7721 and N799.

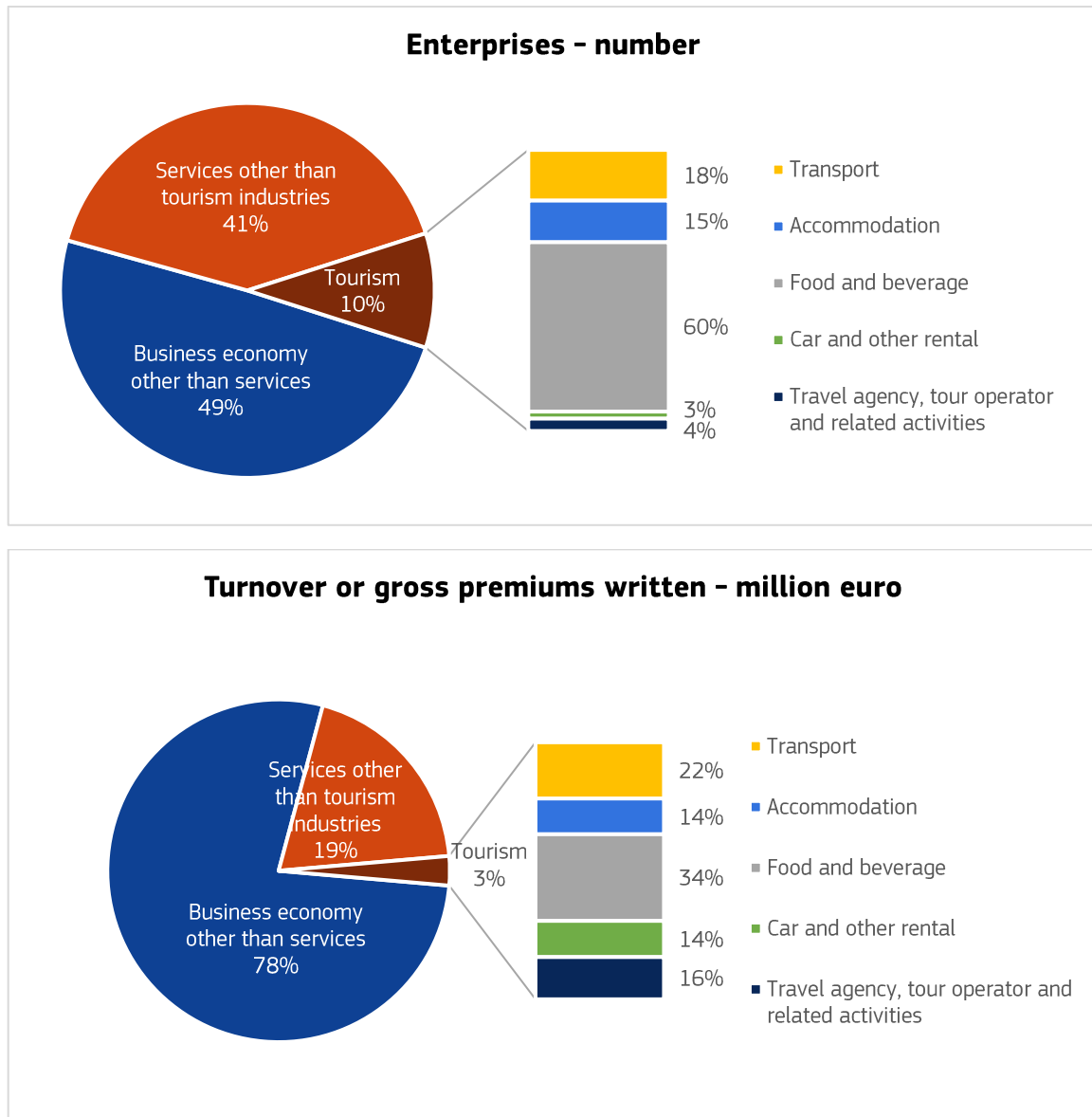
Source: Eurostat (online data code: sbs_na_sca_r2, sbs_na_1a_se_r2)

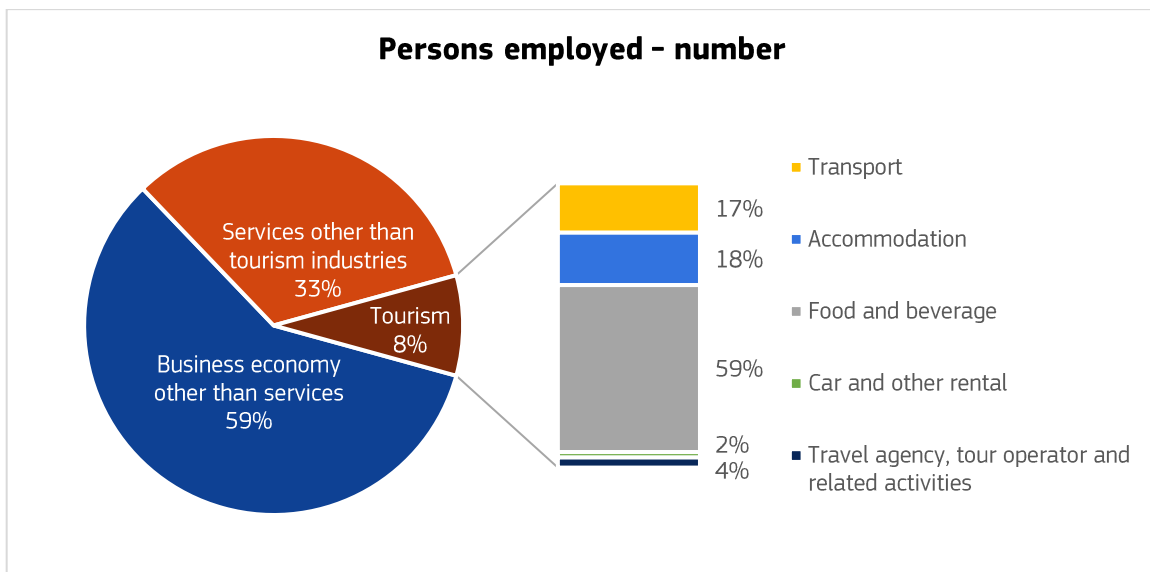
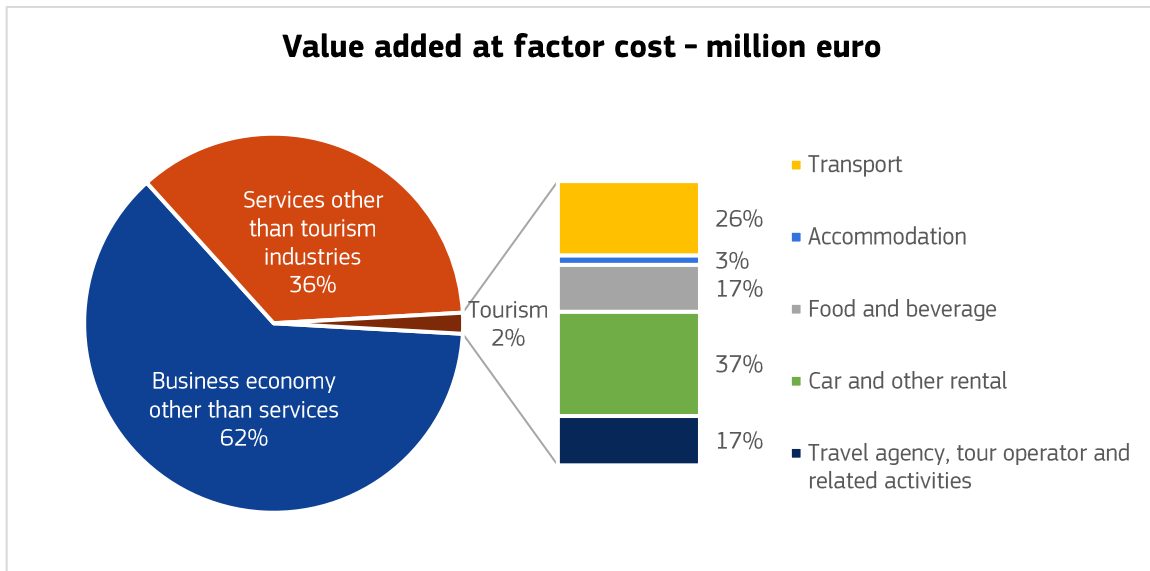
1.1.2. Economic sub-sectors

Table 2 shows that more than three out of four enterprises in the tourism industries engage in **accommodation** or **food and beverage** serving activities: 14.8% and 60.3% respectively. Table 1 shows that the accommodation sector employed 2 million people in 2020, while the food and beverage sector employed 6.4 million people – accounting for 77.2% of the total number of people employed in the tourism industries. However, in terms of turnover and value added, their share was much lower (47.6% of turnover, 19.8% of value added).

Figure 2 shows that 60% of all enterprises in the tourism industries are related to the **food and beverage** sector, while this number is 15% for **accommodation**. The turnover of the **food and beverage** sector represented 34% of the turnover for all tourism industries, while the **accommodation** sector represented 14%.

Figure 1: Number of enterprises, turnover, value added at factor cost and number of persons employed (%) – EU, 2020



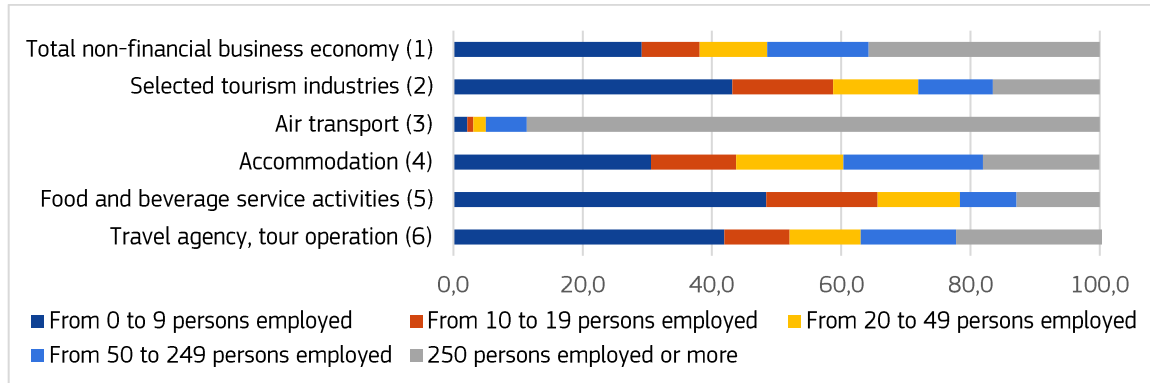


Note: Where not available for 2020, data is from 2019
 Source: Eurostat (online data code: sbs_na_sca_r2, sbs_na_1a_se_r2)

1.2. Economic analysis

1.2.1. Enterprise size class by economic activity

Figure 2: Share of persons employed by enterprise size class, by economic activity (%) - EU, 2020



(¹) NACE sections: B-N_S95_X_K (Total business economy; repair of computers, personal and household goods; except financial and insurance activities).

(²) NACE divisions: H51, I55 and N79.

(³) NACE division H51.

(⁴) NACE division I55.

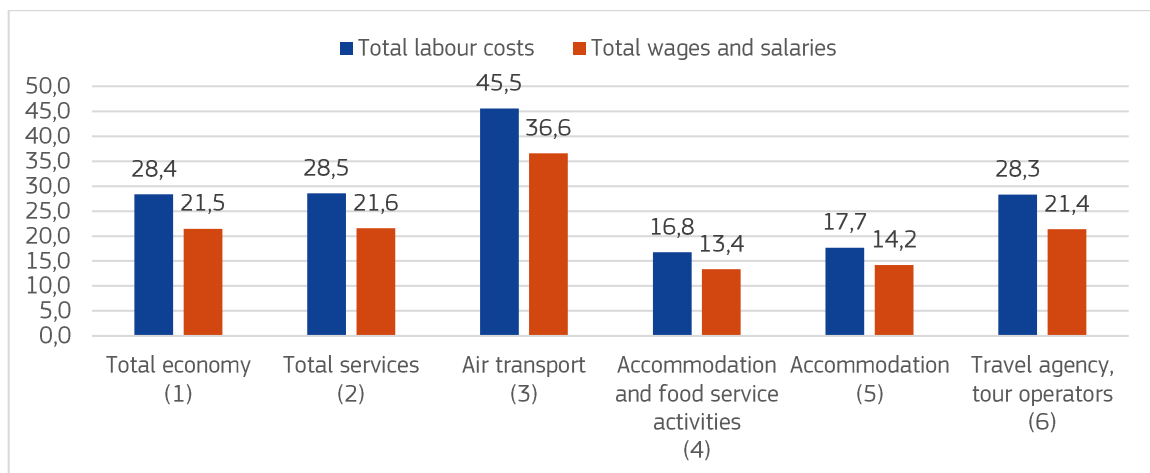
(⁵) NACE division I56.

(⁶) NACE division N79.

Source: Eurostat (online data code: sbs_sc_sca_r2)

1.2.2. Labour costs and wages

Figure 3: Hourly labour costs and hourly wages and salaries, by economic activity (EUR) - EU, 2020



(¹) NACE sections: B-S_X_0 (Industry, construction and services (except public administration, defence, compulsory social security))

(²) NACE sections: G-S_X_0

(³) NACE divisions: H51

(⁴) NACE division I

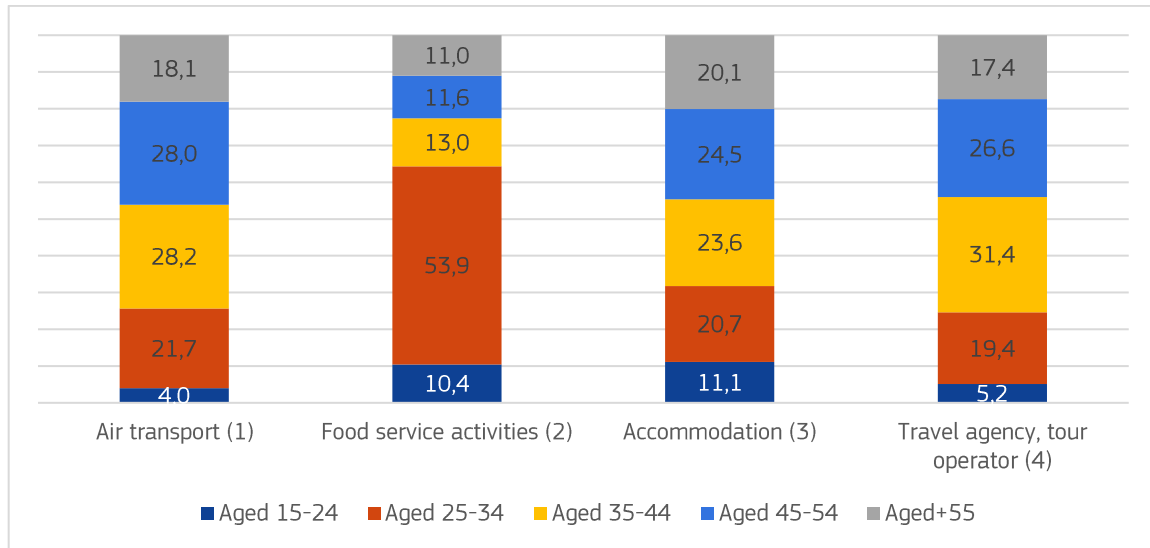
(⁵) NACE division I55

(⁶) NACE division N79

Source: Eurostat (online data code: lc_ncostot_r2)

1.2.3. Age distribution

Figure 4: Share of persons employed by economic activity and age group (%) - EU, 2021



(1) NACE divisions: H51

(2) NACE divisions: I – I55

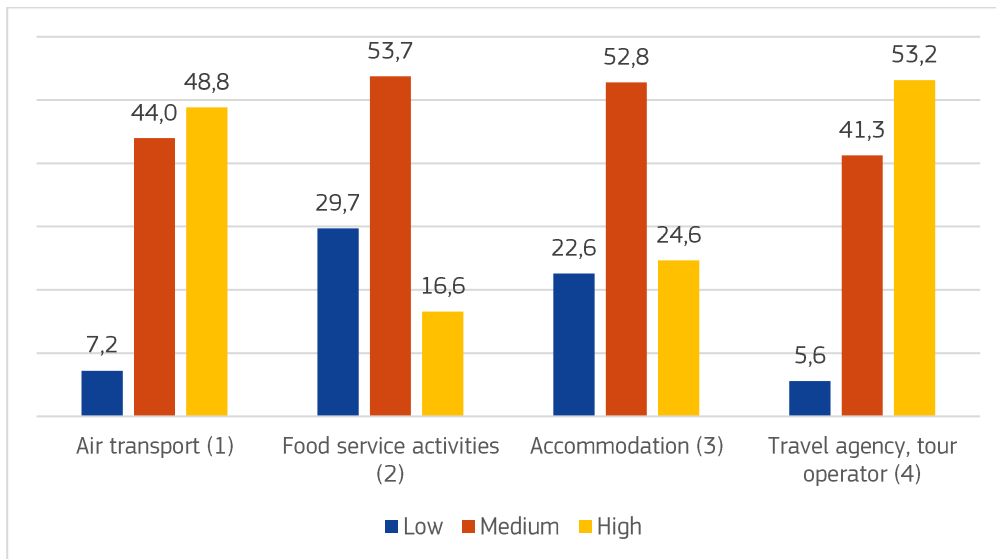
(3) NACE divisions: I55

(4) NACE divisions: N79

Source: Eurostat (online data code: tour_lfs2r2)

1.2.4. Education level of employees

Figure 5: Share of persons employed by economic activity and education level (%) - EU, 2020



(1) NACE divisions: H51

(2) NACE divisions: I – I55

(3) NACE divisions: I55

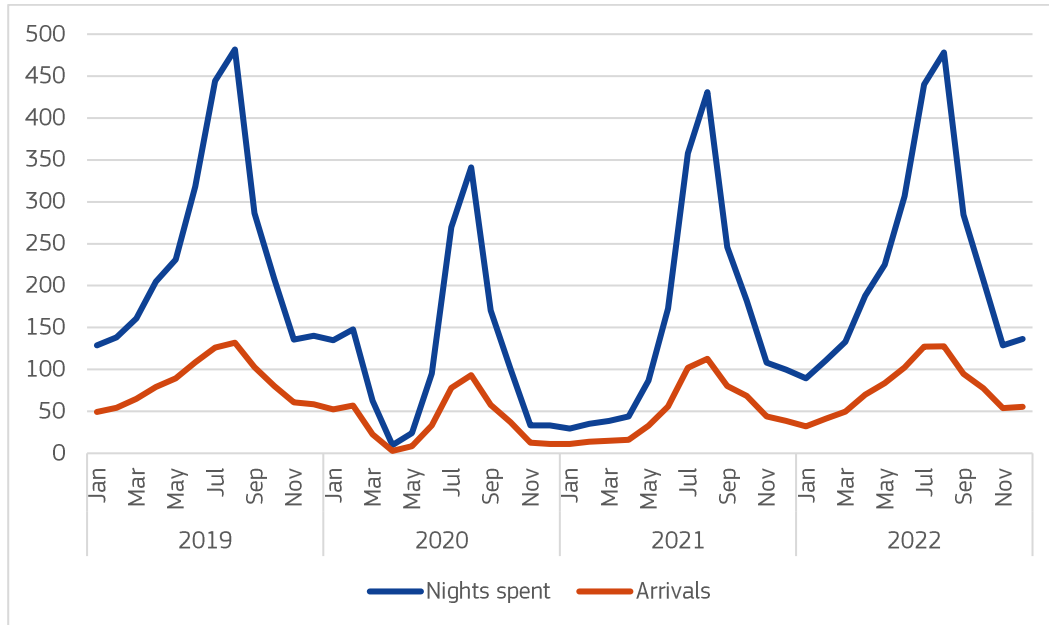
(4) NACE divisions: N79

Source: Eurostat (online data code: tour_lf3r2)

1.3. Seasonality in the accommodation sector

1.3.1. Arrivals and nights spent in EU tourist accommodation by month

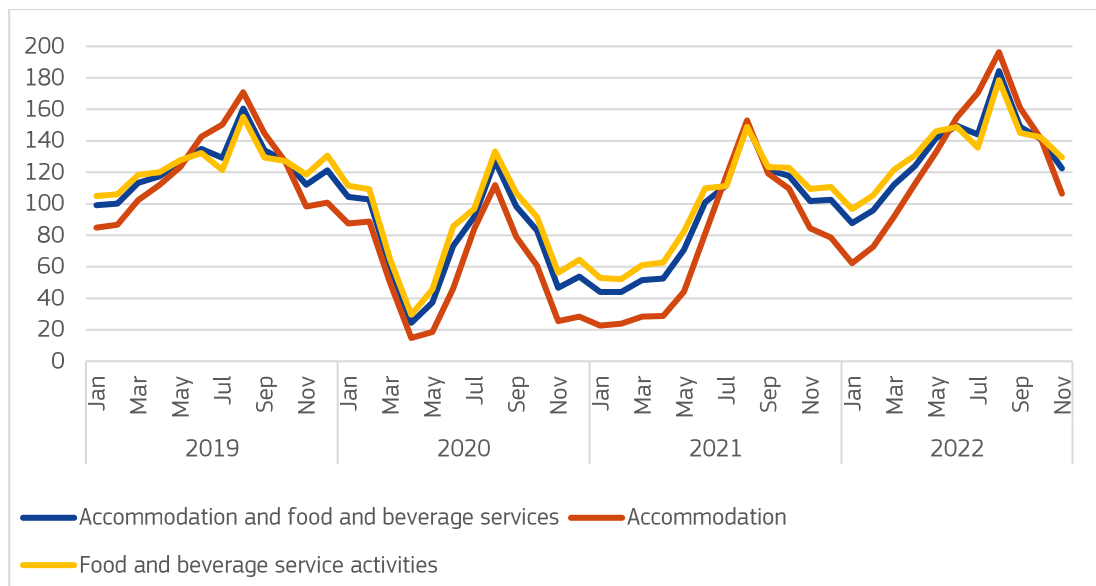
Figure 6: Arrivals and nights spent in EU tourist accommodation by month (millions) - EU, 2019-2022



Source: Eurostat (online data code: tour_occ_nim; tour_occ_arm)

1.3.2. Turnover

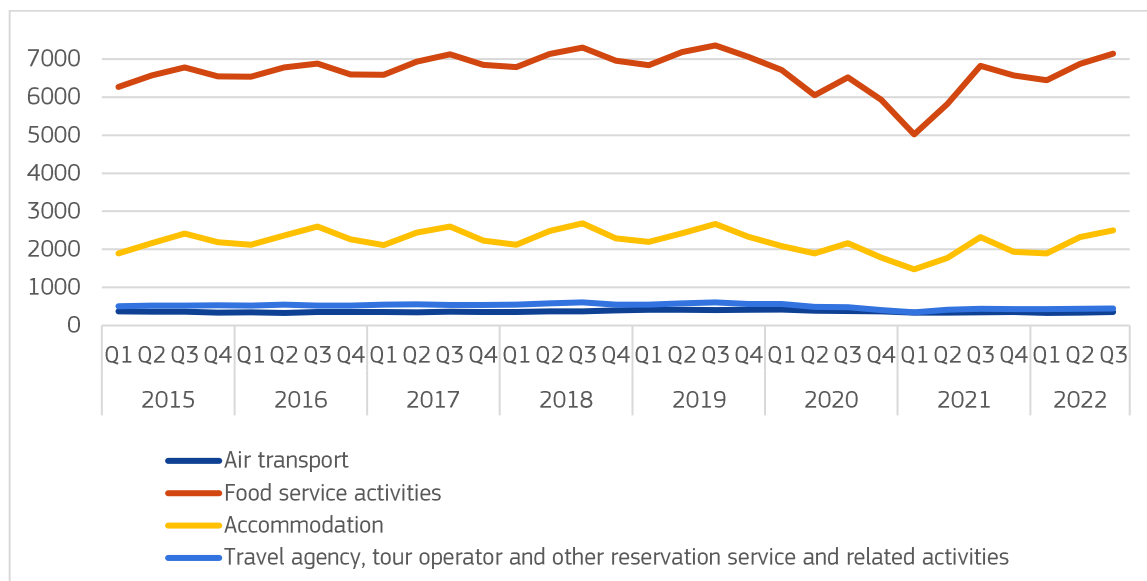
Figure 7: Turnover for accommodation and food services at tourist accommodation (index average 2015=100) - EU, 2019-2022



Source: Eurostat (online data code: sts_setu_m)

1.3.3. Seasonal variation by employment

Figure 8: Seasonal variation in employment by sector (thousands people) - EU, 2015-2022



Source: Eurostat (online data code: tour_lfsq1r2)

2. Hellenic Chamber of Hotels

At the end of 2022, the Research Institute of Tourism (RIT) realised a study commissioned by the Hellenic Chamber of Hotels (HCH) on employment and related shortages in Greek hotels. In a month period, about 11% of all Greek hotels replied to the survey. The following section presents some of the main results of the study, included here with permission from the president of HCH (see also Annex I for the full breakdown).

Main conclusions:

- In 2022, a more than 60000 jobs were not covered in Greek hotels, representing a 23% share of the whole workforce.

Year	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
2022	262.980	202.756	60.225	23%
2021	244.124	190.875	53.249	22%

- This percentage is similar both for seasonal and year-round hotels. However, in absolute terms, seasonal hotels see a fourfold number of vacant jobs when compared to year-round hotels.

Year	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
Seasonal	204.742	157.135	47.606	23%
Year-bound	58.239	45.621	12.618	22%

- The size and star category of the hotel also have an impact on the capacity to fill positions. In general, hotels smaller in size and less luxurious have more difficulty in filling their organisational charts, pointing to a more challenging situation for SMEs.

Size	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
Family (1-20 rooms)	49.040	35.052	13.988	29%
Small (21-50 rooms)	75.137	55.056	20.081	27%
Medium (51-100 rooms)	48.230	37.217	11.013	23%
Large (>101 rooms)	90.574	75.431	15.143	17%

Star category	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
1*	11.694	8.688	3.006	26%
2*	44.179	30.344	13.835	31%
3*	55.313	39.952	15.361	28%
4*	73.462	57.081	16.381	22%
5*	78.333	66.691	11.643	15%

- Another important information concerns which kind of positions are most vacant. In hotels, a mixture of positions with a various degree of specialisation are most unfilled: sommeliers (57%), guest attendants (41%), concierges (37%), receptionists (35%) and gardeners (37%). In absolute numbers, however, housekeeping and waiting staff are the professions with the most vacant positions. Accordingly, housekeepers, receptionists and waiters are missing in more than one fourth of all hotels in Greece.
- Greek hoteliers are willing to cover up to 77% of vacant positions with non-EU workers, especially in housekeeping and food and beverages departments.

Part two: Stakeholder survey

To complement the available data on staff shortages in tourism, the team of Junior Professionals (‘JPs’) decided to collect views and inputs from the most relevant stakeholders through a tailored survey.

The JPs, in coordination with the DG GROW team, prepared a stakeholder survey to be submitted to DG GROW. On 5 April 2023, DG GROW launched the collection exercise. The invitations targeted stakeholders involved in the Transition Pathway for Tourism co-creation and co-implementation process and other entities, with the goal of reaching organisations, businesses, employees and local authorities active in EU tourism.

The platform chosen was EU survey⁽¹³⁾ and the participation was open to all contributors in possession of the link.

Stakeholders were invited to:

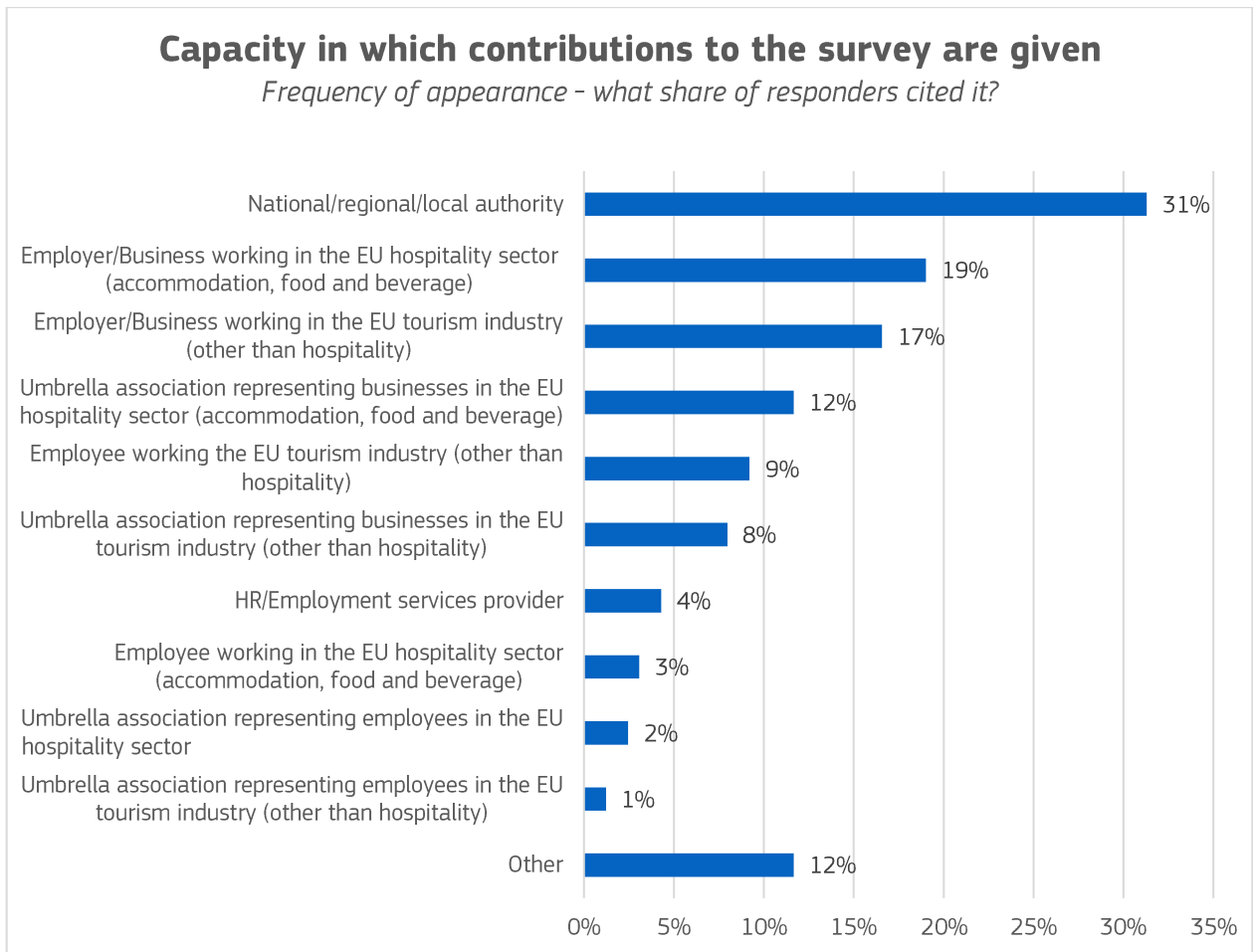
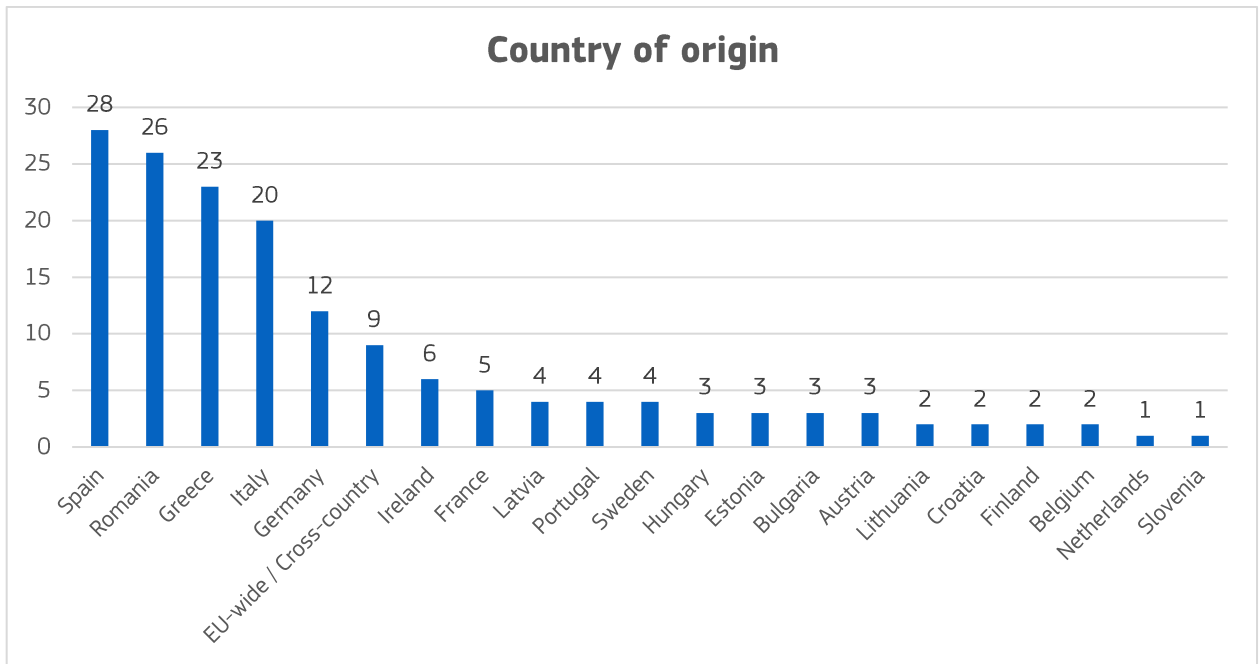
- express their views on the magnitude of staff shortages in their sectors/regions,
- assess possible reasons for this phenomenon,
- provide good examples of solutions implemented in their reality.

On 15 September, DG GROW sent a final reminder to stakeholders, which resulted in a significant boost of replies. On 2 October, 163 contributions from 20 Member States were extracted and analysed. The following section summarises the results of this analysis.

1. Who took part in the survey?

Participants were asked to provide their personal contacts (name, address, email address), to indicate their country of origin and in what capacity they were replying to the survey.

⁽¹³⁾ Original link: <https://ec.europa.eu/eusurvey/runner/JobsInEUTourismStakeholderSurvey2023>



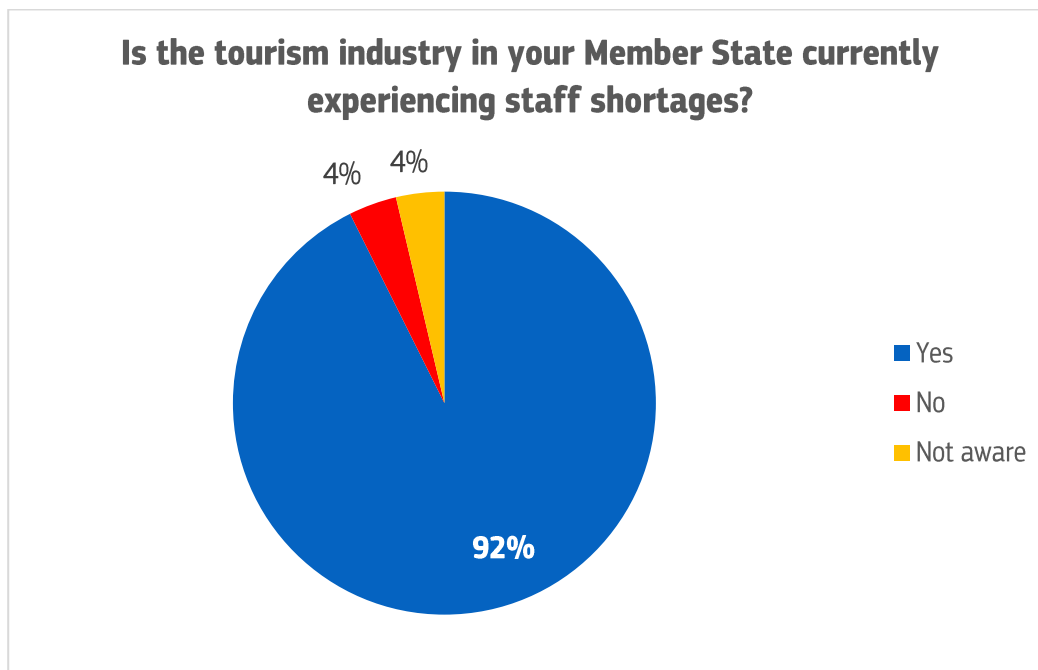
Main conclusions:

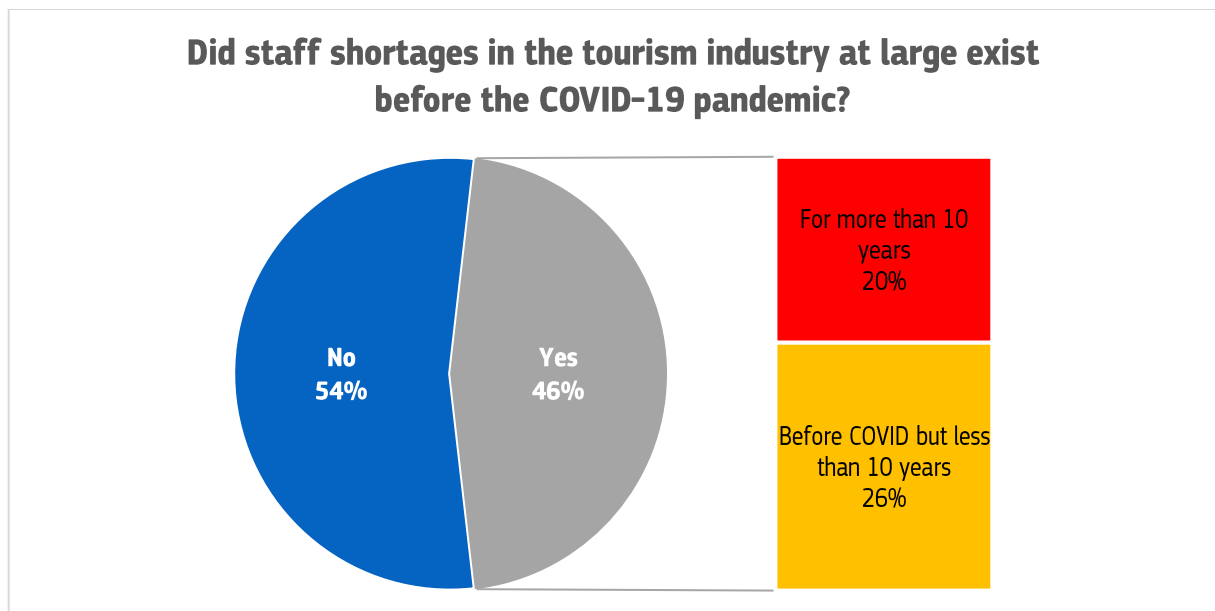
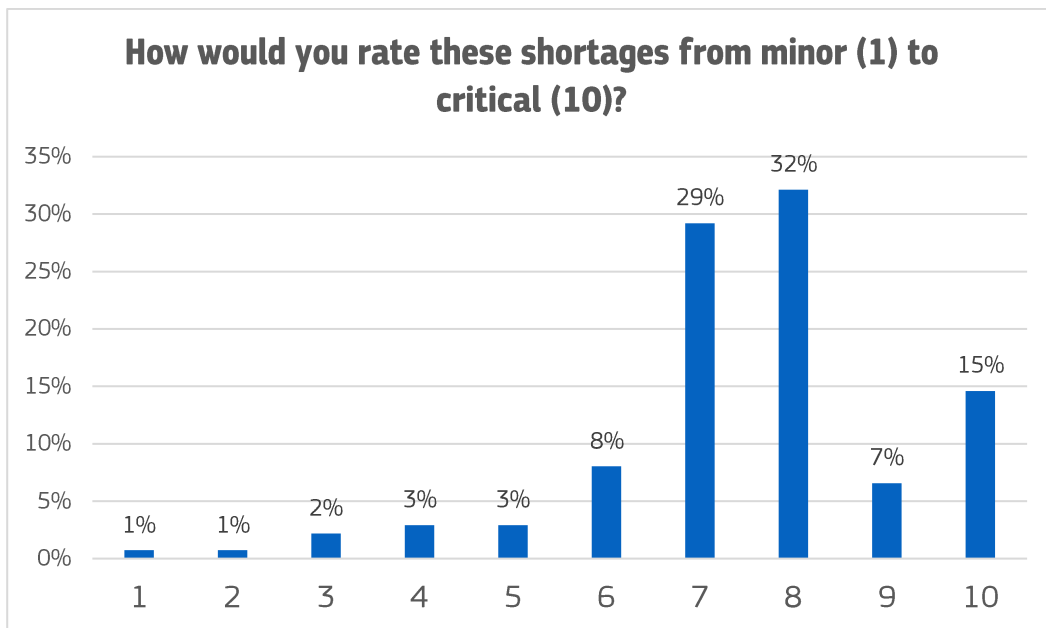
- The survey was able to reach participants from 20 Member States and from associations performing EU-wide activities.

- Participation in some Member states with a high touristic impact (e.g. Spain, Greece, Italy) was strong, while in others (e.g. France, Portugal, Croatia) participation was lower.
- Respondents represented a good mix of stakeholders, in terms of businesses, local authorities and sector associations.

2. Do they see staff shortages? Since when, and how severe?

Participants were asked whether the tourism industry was experiencing staff shortages in their Member State. In case they replied affirmatively, they were asked to estimate the severity of shortages on a scale from 1 (mild) to 10 (critical). Since one of the survey goals was to understand the role of the COVID-19 pandemics on this issue, participants were also asked to provide an estimate of the time period since when they witnessed staff shortages.



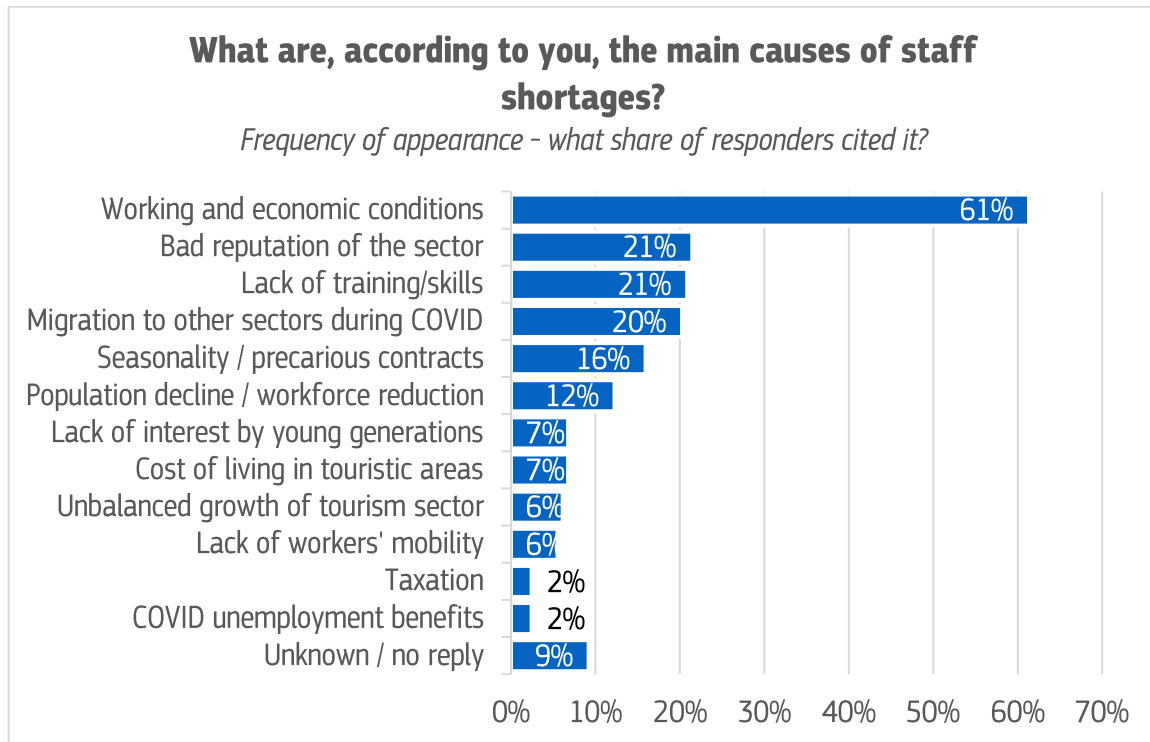


Main conclusions:

- An overwhelming majority of participants reported staff shortages in their Member State tourism sector. This marks the extent to which the problem is felt across the EU.
- 82% of respondents identified the severity of the issue as 7 or above on a scale of 1 to 10.
- More than half of the respondents witnessed staff shortages only after the COVID-19 pandemic, hinting at the role of the pandemic in a relatively new phenomenon. The rest of replies is similarly split between a long-lasting issue (more than 10 years) and a mid-term issue.

3. Why is it happening?

Participants provided a range of possible causes for the occurrence of staff shortages in the tourism sector. The replies were categorised in 13 groups based on similar reasons.

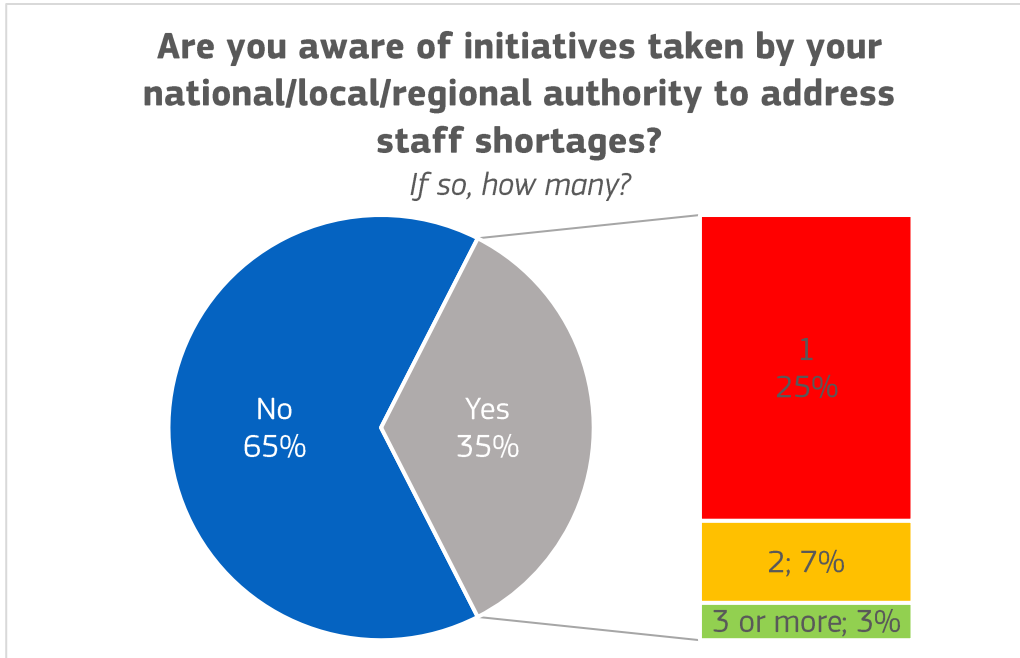
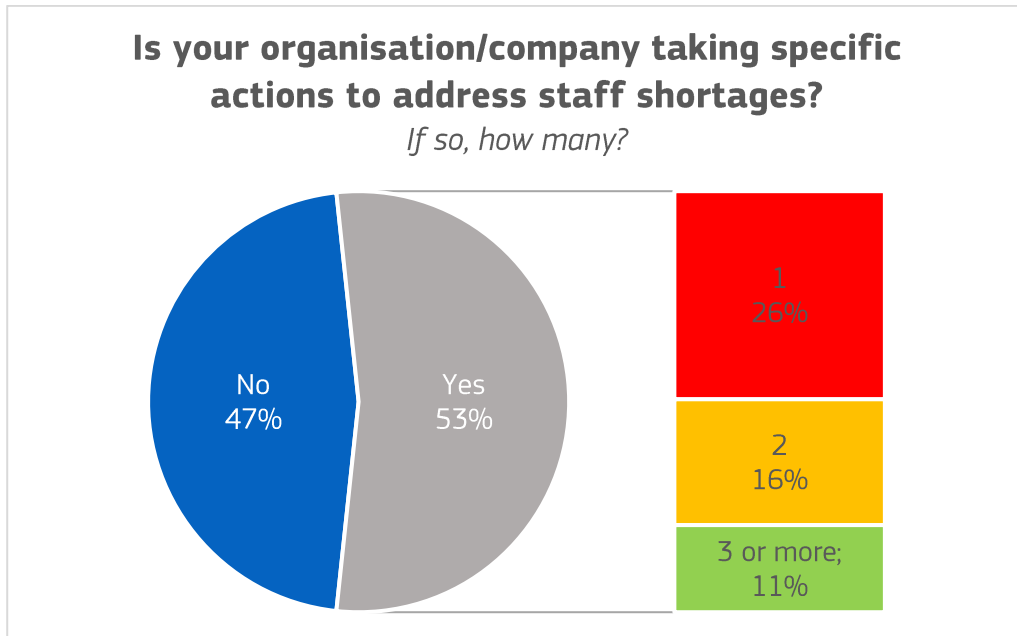


Main conclusions:

- Two-thirds of respondents hinted at working and economic conditions as being part of the issue pushing staff to leave the tourism sector for more attractive and stable jobs. Participants cited low pay, long working hours, lack of flexibility, working on weekends and lack of or forced holidays as contributing factors.
- Bad reputation of the sector in terms of working conditions and of professional/personal development is another frequent reason cited by stakeholders.
- COVID has been mentioned as another important factor. During lockdowns and in the height of the pandemic, several businesses in the tourism sector were forced to close or reduce their business activities. Workers then migrated to other sectors and did not return once the crisis was over, likely due to the comparatively worse working conditions.
- Another issue reported by one-fifth of respondents is seasonality and the precariousness of contracts. Workers might not be attracted by contracts that only offer them work in the high season and rarely on an indeterminate basis.
- Other reasons included lack of skilled workers in specific roles, population decline in the affected regions and emigration, lack of interest of the younger generations to work in tourism and the high cost of living in touristic areas.

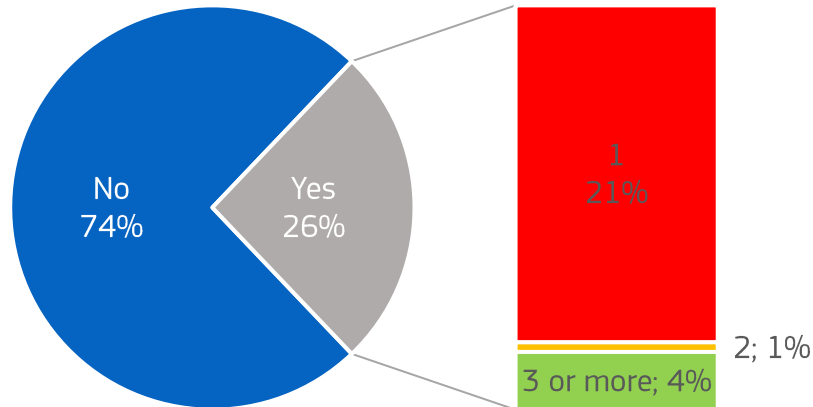
4. Who is taking action?

Participants were asked to report whether they/their associations/businesses were taking action to address staff shortages, and if so they were asked to provide good examples. They were also asked to provide examples of successful initiatives they witnessed, which were taken by local authorities, private entities and the EU.

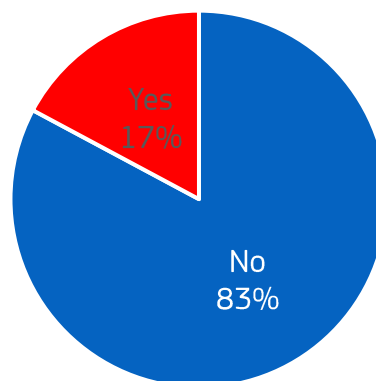


Are you aware of initiatives taken by private entities in your Member State/region to address staff shortages?

If so, how many?



Are you aware of initiatives taken by the European Commission to address staff shortages?



Initiatives at EU level cited among by participants were:

- [Pact for Skills](#) in Tourism
- [Transition Pathway for Tourism](#)
- Together for EU Tourism (T4T) Community
- [Erasmus+ KA 1 Capacity Building for Vocational Education and Training](#), including work experiences abroad
- [Next Tourism Generation Alliance](#) (Erasmus+ funding) / PANTOUR
- [European Social Fund Plus](#) funding
- [European Alliance for Apprenticeships](#)
- [EU Year of Skills 2023](#)
- European Commission's New Pact on Migration and Asylum ([Skills and talent package](#));
- [Eures Job Mobilities Scheme](#)

- Facilitation of worker's mobility in the EU.
- Interregional and Black sea Basin projects

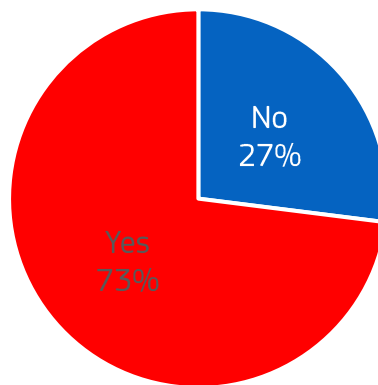
Main conclusions:

- More than half of participants reported that their organisation/business is directly taking action in addressing staff shortages.
- The share of participants aware of initiatives to tackle staff shortages at local and national level is around one third, similar to those aware of private actions.
- Only one in five participants is aware of EU initiatives, among which the Pact for Skills in Tourism is the most cited.

5. Who is best equipped to take action?

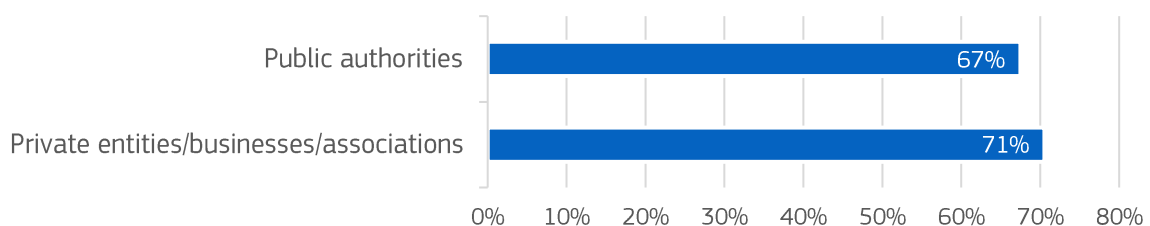
Participants were asked whether the EU could provide them support in addressing staff shortages. Finally, they were asked to assess who – among public and private entities – is best suited to address staff shortages in the EU tourism sector (both options could be selected). Those whose replies included public entities were further asked to assess at what level (local, national or EU).

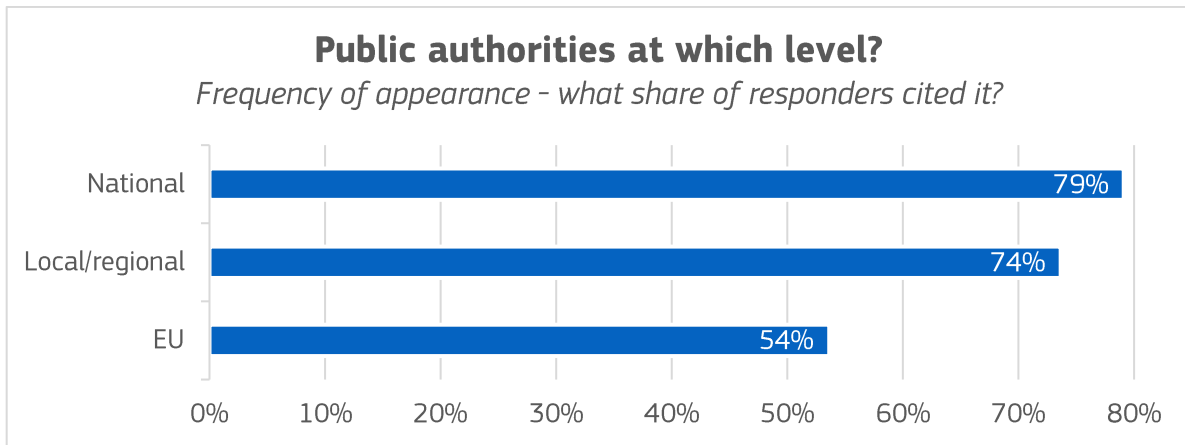
Do you think the European Union could help you/your organisation/business in addressing staff shortages?



According to you, which actor is best suited to address staff shortages in the EU tourism sector?

Frequency of appearance - what share of responders cited it?





Preliminary conclusions:

- Almost three quarters of participants replied that the EU could provide support in addressing staff shortages.
- Despite that, only half of respondents whose reply included public authorities mentioned the EU as a level which is best suited to tackle this issue.

Best Practices

This section of the Report focuses on identifying and analysing best practices for addressing staff shortages in the tourism industry, focusing on the hospitality sector as defined above. Crucially, these best practices result, inter alia, from our interviews with relevant sectorial stakeholders and/or national, regional, local public authorities in a selected number of Member States. The findings from the data collection, together with the replies from the survey informed the selection process of the best practices.

1. Assessing Feasibility: Key Performance Indicators

In order to establish a resilient ecosystem, best practices need to be assessed against objective criteria particularly emphasizing youth engagement and aligning with green and digital frameworks. When extracting adaptable and applicable solutions from the case studies, our aim was to lay the groundwork for a robust and transferable staffing approach in the tourism ecosystem. To that end, in assessing the feasibility of each best practice identified, we employed the following key performance indicators (KPIs):

1. Seasonality:

- The measure of how well a best practice addresses or mitigates the impact of seasonal fluctuations in staffing needs within the tourism industry. It evaluates the effectiveness of the practice in maintaining a steady workforce throughout varying high and low seasons.

2. Scalability:

- The extent to which a best practice can be expanded or replicated across different regions, sectors, or organisational levels within the tourism industry. It measures the feasibility and adaptability of the practice in accommodating growth or changes in demand without losing effectiveness.
- This also considers the upscaling of the practice at EU level from the regional/national one.

3. Accessibility for SMEs (Small and Medium-sized Enterprises):

- The ease with which small and medium-sized enterprises within the tourism sector can adopt or implement the best practice. It evaluates factors such as affordability, simplicity of implementation, and the resource requirements for SMEs to participate in or benefit from the practice.

4. Youth Engagement:

- The measure of how effectively the best practice encourages the participation, skills development, and engagement of young individuals within the tourism industry. It evaluates the practice's ability to attract, train, and retain young talent, promoting their active involvement in the workforce.

5. Twin Transition:

- The extent to which the best practice contributes to the simultaneous advancement towards both environmental sustainability (green transition) and digital innovation (digital transition) within the context of the tourism

sector. This KPI evaluates how well a best practice contributes to or aligns with initiatives targeting environmental conservation and technological advancement in the industry.

Each of these KPIs offers a specific lens through which to evaluate the feasibility and effectiveness of implementing best practices aimed at addressing staff shortages in the tourism sector. The KPI calculation involves, in its turn, defining measurable metrics and establishing benchmarks against which the effectiveness of the best practices can be evaluated.

1. Seasonality:

- **Metric:** Measure the percentage change in staffing levels between peak and off-peak seasons by determining the workforce stability index (WSI).
- **Benchmark:** An effective best practice should aim to achieve a WSI closer to 0%, indicating minimal variation in staffing levels between seasons.

2. Scalability:

- **Metric:** Determine the ease of replicability or expansion of the practice by assessing the number of locations, sectors, or organisational levels where the practice can be implemented.
- **Benchmark:** A scalable practice should have a high scalability score, indicating its successful implementation across diverse locations or sectors without significant loss of efficacy.

3. Accessibility for SMEs:

- **Metric:** Evaluate the cost of implementation, resource requirements, and simplicity of adoption for small and medium-sized enterprises. Assess the percentage of SMEs adopting the practice within a specific timeframe.
- **Benchmark:** A high accessibility score would signify a low cost of implementation and high adoption rates among SMEs within the industry.

4. Youth Engagement:

- **Metric:** Measure the percentage increase in the number of young individuals joining the industry after the implementation of the best practice. Also, consider retention rates among young employees.
- **Benchmark:** A successful practice should aim for a significant increase in youth participation and retention rates, surpassing industry norms.

5. Twin Transition:

- **Metric:** Assess the extent of alignment with environmental sustainability and digital innovation by analysing the incorporation of sustainable practices and technological advancements resulting from the best practice.
- **Benchmark:** A higher score indicates stronger alignment with both green and digital transitions, surpassing industry standards in these areas.

Each best practice is followed by a Feasibility Scoreboard which indicates, in practical terms, the impact, adaptability, and inclusivity of practices, ensuring a comprehensive evaluation framework for future decision-making and implementation. The best practices are organised as follows: national initiatives, regional initiatives, local initiatives, and private initiatives.

2. NATIONAL INITIATIVES

Destination France: National communication campaign for tourism

Following the assessment of recruitment tensions in the tourism sector due to its bad reputation, which was exacerbated during the pandemic (with a simultaneous upturn in activity in the various sectors and a context of full employment) the French Government introduced a general plan to ease recruitment pressures.



Launched in 2021, with the aim of attracting the long-term unemployed (training, new forms of recruitment, etc.). It was followed by a major national campaign: *Destination France*.

© Atout France

APPROACH: This plan of €1.9 aims to revitalise tourism in France through the upscaling of the tourism offer, development of infrastructure and transport, and digitalisation. It also intends to improve training and the attractiveness of jobs in the sector, by structuring a “network of excellence” of training courses specialising in tourism and by organising communication campaigns.

ACTIVITIES: A dedicated national communication campaign was launched with television, radio, social network spots as well as press articles released shortly before Career Week. The government also introduced a pilot scheme in April 2023, where stakeholders were encouraged to organise events to promote jobs and training in the tourism industry to challenge misconceptions. It was a resounding success, with 1,340 events and 80,000 visitors. This week will have a second edition.

The aim is to recruit 300,000 seasonal workers each year by providing enhanced support to seasonal workers landing in their new workplace, with dedicated training and accommodation support. Seasonal offices are being deployed in the country to provide better access to information, particularly on finding jobs and accommodation, as well as mobility solutions.

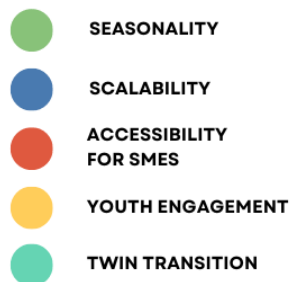
Workers may also decide to take vocational training courses between tourist seasons that has been made available to them.

Some destinations go beyond the informative aspect and offer advantages to seasonal workers, such as the seasonal pass from the Office de Tourisme de l'île d'Oléron et du Bassin de Marennes, which entitles holders to benefits from a wide range of partners: water sports activities, restaurants, shops, etc.

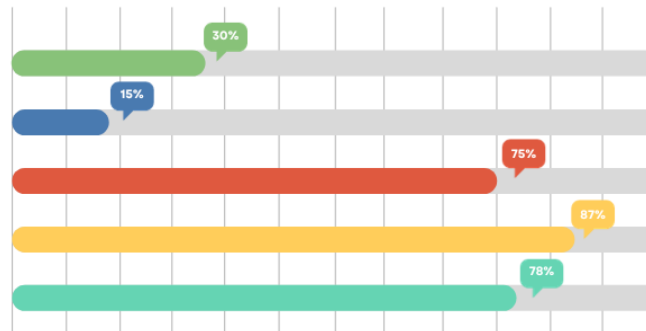
Best Practice: National campaign with strong investment in the sector to tackle the reputational issue to address staff shortages. Matchmaking initiatives to advertise hospitality jobs, trainings and better guidance and support of seasonal workers.

Destination France

Plan de reconquête et de transformation du tourisme



BEST PRACTICE FEASIBILITY SCOREBOARD



Finnish Labour Market Roadmap Project: proposing solutions based on real time data

The Finnish Ministry of Economic Affairs and Employment published a report with the result of the Labour Market Roadmap project which looked at solutions to the labour needs of different sectors throughout Finland. It developed a dynamic data model where supply and demand of labour force can be monitored in near real-time.

Ministry of Economic Affairs and Employment

16.1.2023 10.22 | Published in English on 16.1.2023 at 12.06 [PRESS RELEASE](#)



The report contains the results of the Labour Market Roadmap project by occupation and region and proposes solutions to improve the availability of labour. According to the report, that divides occupations into those suffering from labour shortage, mismatch or surplus, the increase in labour market mismatch is largely explained by the

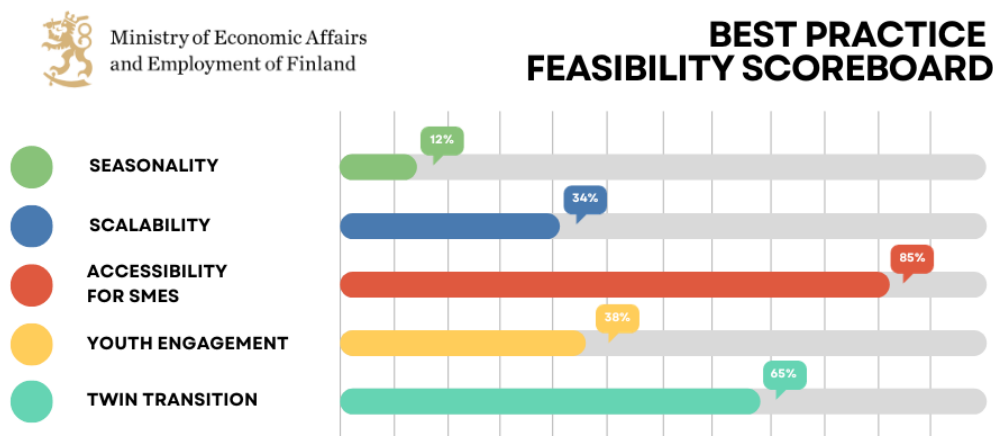
growing number of atypical employment relationships.

© Ministry of Economic Affairs and Employment of Finland

APPROACH: By creating a dynamic data model which is freely available and based on the principle of open data, the Ministry of Economic Affairs and Employment wishes to create a better understanding of the extent and causes of labour shortage and mismatch in different occupations and regions, as to enable policy makers in the future to take informed decisions based on real-time data.

Based on a first analysis, labour market organisations are already proposing solutions to improve the mobility of workers from surplus occupations to shortage occupations through education, as well as to create incentives encouraging regional mobility by for example introducing relocation allowances. In occupations suffering from a labour market mismatch, there is a need for improvement of employment services by developing digital solutions.

Best practice: Dynamic data model informing decision-makers, business organisations and jobseekers in real time on the existing shortages, mismatches and surplus in labour per region and by occupation.



Turismo de Portugal: dedicated massive online open courses

Escolas do Turismo de Portugal (Schools of Tourism of Portugal) is a national schools' network which aims to provide specialized education and training in tourism-related fields across Portugal. The schools offer a range of programs, courses, and vocational training opportunities for individuals interested in pursuing careers in the tourism industry. These schools focus on imparting practical skills, knowledge, and expertise necessary to excel in various areas within the tourism sector, catering to the diverse needs of students and professionals looking to enhance their qualifications and capabilities within Portugal's tourism landscape.



© Turismo de Portugal

APPROACH: Introducing online courses in tourism holds tremendous promise in alleviating the persistent staff shortages prevalent in the industry. This approach not only serves as a viable solution but also embodies a best practice that other local or national authorities can emulate to address similar challenges within their regions.

Offering online courses tailored to the tourism industry presents a versatile and scalable remedy.

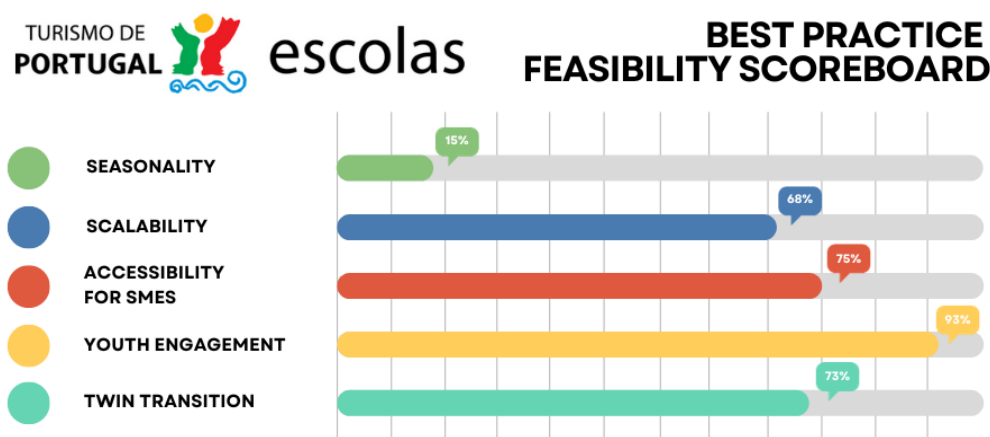
ACTIVITIES: Individuals aspiring to join the tourism sector can access quality training irrespective of their location, empowering a wider pool of talent via the **Digital Academy**. This inclusivity broadens the recruitment base, potentially mitigating staffing shortages by attracting diverse and motivated individuals who might not have pursued traditional avenues of education. Courses are available in both English and Portuguese, within the 12 VETs (public schools owned by Turismo de Portugal - TdP), have proven especially useful to anchor talent in rural areas.

Moreover, these courses can be flexible, accommodating the varying schedules and commitments of prospective employees. By offering self-paced learning modules, individuals, including those with existing job commitments or familial responsibilities, can acquire relevant skills without disrupting their current obligations. This flexibility significantly enhances the appeal of pursuing a career in tourism, enticing more individuals to join the workforce.

Furthermore, online courses can be dynamically tailored to align with industry demands. They can swiftly integrate the latest trends, technological advancements, and sustainability practices prevalent in the rapidly evolving tourism landscape. Furthermore, TdP introduced modules on management and leadership, in order to preserve the competitiveness of the tourism industry as a workplace where growth is accessible and encouraged. This adaptability ensures that the workforce remains equipped with contemporary skills, making them more employable and enhancing the industry's overall resilience.

By fostering partnerships between educational institutions, industry stakeholders, and governmental bodies, Turismo de Portugal has created a robust ecosystem conducive to skill development in the tourism sector. This approach not only bridges the staffing gaps but also stimulates economic growth by nurturing a skilled workforce adept at meeting industry demands.

Best practice: Initiatives supporting online learning platforms, subsidizing course fees, and collaborating with industry experts to design relevant curriculum content have proven effective.

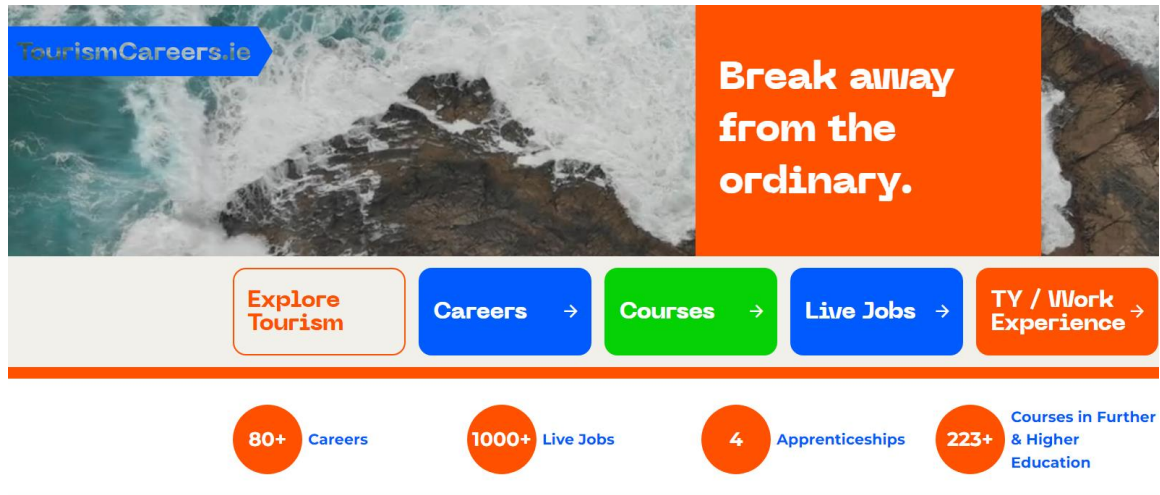


Further information: <https://academiadigital.turismodeportugal.pt/>

TourismCareers.ie: Your go-to for a career in tourism

CareersPortal.ie is Ireland's National Career Guidance website developed in 2007 to create a one stop national career information portal through which more than 750 000 people have created their own Career Portfolio. It hosts the promotional website TourismCareers.ie.

APPROACH: TourismCareers.ie provides the most up-to-date and relevant career information and resources to those needing or providing career guidance in tourism. It collects and presents success stories of thriving young professionals in tourism promoting jobs in tourism to young people. The website also hosts a work placement portal which offers young people the opportunity to gain experience in local businesses and a taste for a career in tourism.



© TourismCareers.ie

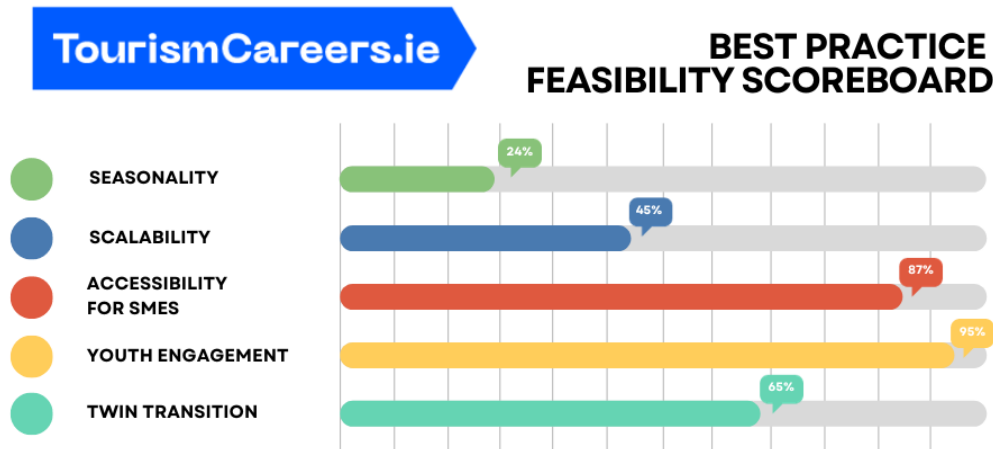
ACTIVITIES: The website offers information on the tourism industry as a whole ('Explore Tourism'), promoting Irish tourism by sharing the latest events, destinations and experiences for people visiting Ireland, as well as sharing local action plans, success stories and tips & tricks for people working in the industry.

Next, the website hosts a very broad and well-organised information platform of the different career opportunities available in the Irish tourism and hospitality sector, with a specific career explorer tool which helps jobseekers understanding the skills and experience needed for each role through a scoring system of levels from 1 to 5. Each career role contains information on the working life, the work content, the progression possibilities, the pay & salary. The database is very user friendly as it allows jobseekers to compare easily between different careers.

Another pillar of the website is the work placement tool of all the different live jobs available in tourism enabling jobseekers to directly apply or save and compare different job offers. It also promotes the opportunities created through the TY Work Experience Programme of the Irish National Development Authority which provides a structure for employers to provide meaningful placements to students seeking work experience from transition year, which in turn can result in offers of employment.

The website also contains a very broad range of resources and information on different degrees, courses, and trainings available to upskill and reskill young people for career paths in tourism. This large source of information consists among other things of video material presenting different type of courses, information on different education facilities, as well as testimonies from students and teachers to enable jobseekers to make informed decisions.

Best practice: Fully integrated one stop website with engaging visuals and storytelling material which promotes jobs and education opportunities in tourism for young people and also serves as a platform to connect employers and jobseekers.



REGIONAL INITIATIVES

AndalucíaLab: promoting the Andalusian tourism industry using a technological approach.

In the context of the diagnostics phase of the project we interviewed the **digital think tank AndalucíaLab** which implements a number of successful solutions at the local level. These solutions focus on advancing tourism and technology operating, under the Ministry of Tourism of Andalucía. It supports the region's tourism industry through innovation, offering training, identifying tech talent, and enhancing competitiveness. It serves as a platform that provides training, consultancy, and support services to businesses, entrepreneurs, and professionals in the tourism industry, focusing on leveraging digital technologies and innovation to enhance competitiveness and sustainability. The program addresses the shortage of digital skills in non-customer service areas. To bridge this gap, it provides specialised training through initiatives like the ‘Project to Attract Technological Talent’.

Andalucía Co-lab
 JIAYANG CHEN | QIANRU YANG | JILING XIE | KAIWEN JIANG

VIRTUAL CO-WORKING SPACE FOR TRAVEL INDUSTRY

Meet, chat, collaborate just on platform and get professional consulting service

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Meeting

Members can have a virtual Office anytime, anywhere. Co-lab provides a virtual meeting room, including video conference, interactive collaboration and share notes.

Booking

It helps customers easily book online and offline events. Co-lab provides quick booking for various activities, offline and online events.

Co-working

Co-lab provides detailed assistance in marketing and operations including open and classified search for members of regional companies to facilitate communication and cooperation with the education, co-working tools etc.

Community

Members can find useful and latest knowledge on the blog. Easy to find interested partners. Friendly to both long term and short term partnerships. Direct to communicate with department leaders.

VALUE PROPOSITION

Networking & Relationships

Apart from communication during working hours, this platform introduces breakout rooms, recreational spaces and online team building activities to effectively build knowledge sharing. When users of this co-working space are no longer limited to internal company communication, they can exchange travel information and insights with individuals from different companies.

Co-operation & Partnerships

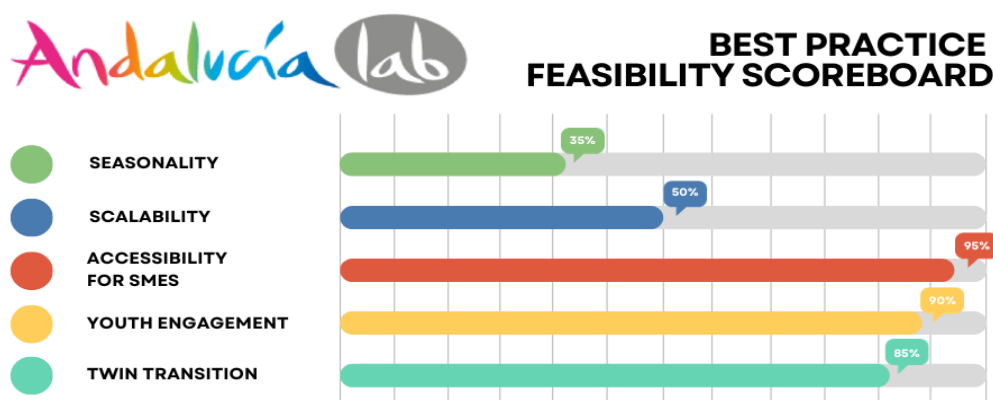
Taking Andalucía Lab to the global market turns it more than just an online co-working space. It becomes a tourism-oriented resource common. Creative people can find partners to develop their businesses and start companies on the platform, and companies looking for business partnerships can easily find partners here to co-operate and enhance their business competitiveness.

APPROACH: AndalucíaLab operates (i) workshops for digitalization, (ii) consultancy initiatives to address SMEs' specific needs, and (iii) facilitates connections between tech providers and the travel industry through the so-called *DEMO LAB*. In essence, **it is a key player in fostering digitalization and talent retention in Andalusian tourism, which inspired us to suggest the preliminary concept of an EU Digital Tourism Talent hub** (discussed below).

AndalucíaLab identified two main issues in the tourism workforce of the region: shortages of skills and lack of technical expertise. This dilemma led to the abandonment of the sector, which was also characterised by less flexible conditions to which young people especially, were less keen to adhere. In a change to the general narrative which saw people, not only those with existing digital skills, leaving the tourism ecosystem permanently and moving away from hospitality, the tech hub took concrete steps and launched workshops and specialised trainings: not only to convince workers that they could incorporate and develop their skills and knowledge into tourism, but also to see how they could incorporate solutions from other sectors into the tourism ecosystem. By offering workshops on digital skills, AndalucíaLab provides sustainable programmes and qualifications which ultimately help SMEs become more competitive, not only by better understanding hospitality algorithm, such as through commercialisation practices, but also by focusing on a sustainability angle and practices which tourism actors can implement in their business. The consultancy side of the hub also helped SMEs link what they learned in those workshops with the specific digital needs of their business.

ACTIVITIES: In the case of the Andalusian tourism sector, a notable initiative the *Project to Attract Technological Talent for the Andalusian Tourism Sector*, within the framework of the tourism and technology think-tank, [AndalucíaLab](#). In practice, a dozen students were selected from over 200 applications, and undertook training of 673 hours tailored to the needs of digital transformation required by companies in the Andalusian tourism sector. Once the training program is completed, students carry out three months of internships in tourism companies in Andalusia, during which they will launch different initiatives that help companies overcome the current difficulties of adopting technology in the tourism sector.

Best practice: providing trainings on digital skills adapted to the tourism ecosystem and engaging young tourism workers to integrate existing skills into the mainstream, introducing hubs for networking, collaboration, and knowledge sharing among industry stakeholders, encouraging partnerships and innovation-driven initiatives to promote growth and development.



Further information: <https://www.andalucialab.org/en/about/>

Pôle Emploi Bretagne: Advertising Housing solutions for seasonal workers

APPROACH: With the aim of facilitating seasonal employment, *Pôle emploi*, the French unemployment office has launched an initiative to improve accommodation access for seasonal workers in Brittany.



Découvrez les logements disponibles à proximité de votre emploi saisonnier en Bretagne



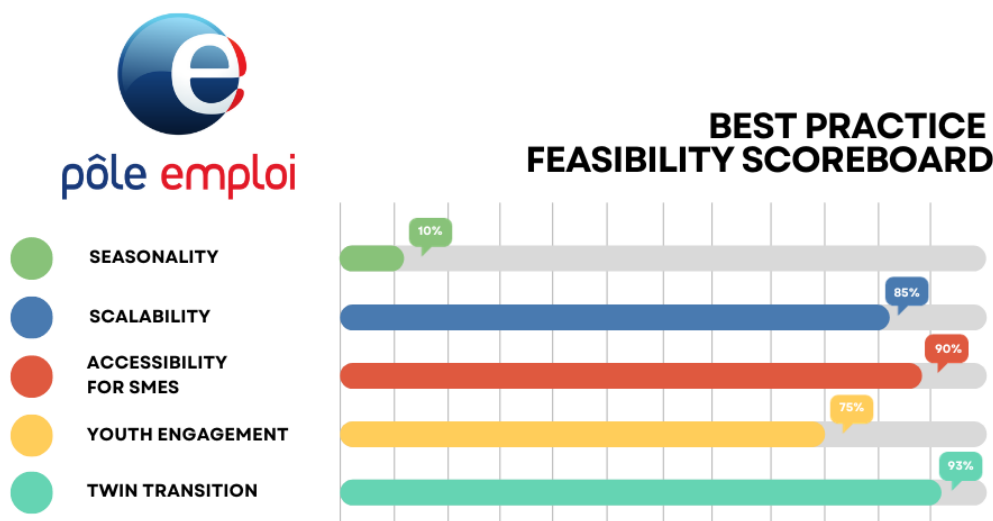
Commune en Bretagne

©Pôle emploi

ACTIVITIES: This new service has been introduced on a trial basis from August 2023. On Pôle Emploi' regional website for Brittany, seasonal workers can access a platform listing close and affordable seasonal accommodation solutions in their region.

Using intuitive mapping, they will be able to quickly identify establishments offering accommodation close to their place of work. The platform offers more than 1,000 accommodation places for seasonal workers in nearly 60 different locations.

Best practice: Tailored support for seasonal workers who find it difficult to find accommodation when they first arrive, as the supply is limited and often exorbitantly expensive.



Further information: [Les logements saisonnier en Bretagne \(pole-emploi.fr\)](https://pole-emploi.fr)

ASOFUER: Collective representation of the tourism industry

The ASOFUER Association (Asociación de Empresarios Turísticos de Fuerteventura) was established in 2015 as a representative platform for all individuals working, directly or indirectly in the tourism ecosystem, which constitutes 85% of Fuerteventura's Gross Domestic Product. ASOFUER brings together not only the hotel segment but also all those whose economic activity is developed in this area and contributes with its efforts and dedication to build the Fuerteventura Destination.

In the face of unprecedented challenges such as the impact of COVID leading to a historic "zero tourism" situation, the uncertainty arising from the Ukraine war, inflation, and increased costs of products, logistics, and energy, ASOFUER emphasizes the crucial need for synergies between the private and public sectors.



APPROACH: ASOFUER focuses on diversifying the island's economy, minimizing ecological impact, and promoting renewable energy. Their key pillars of Innovation, Information, and Advisory support have been vital during the pandemic, aiding tourism entrepreneurs in enhancing service quality and leveraging Fuerteventura's impressive visitor numbers.

©ASOFUER

ACTIVITIES:

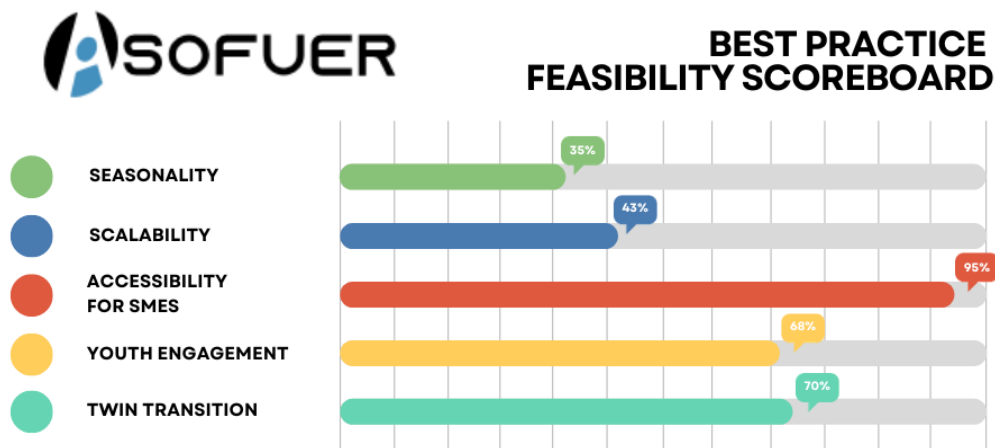
Training and development: ASOFUER has worked closely with local training centers to offer training and professional development programs to existing workers and those seeking employment in the tourism industry. This includes language courses, hospitality management courses and specific skills training programs.

Job Fairs and Online Platform: ASOFUER has organized job fairs and recruiting events to help companies find qualified workers. These events also provide an opportunity for job seekers to learn about available job opportunities and connect with potential employers. ASOFUER's employment platform brings together employees and employers by providing a dedicated tool for business to publish their vacancies, but also provide trainings for employees before embarking on their job search.

Immigration programs: ASOFUER has worked with local and regional authorities to develop immigration programs that facilitate the hiring of foreign workers in the tourism industry. These programs offer support to workers in their relocation and can provide a solution to staffing shortages in specific areas.

Promotion of the tourism industry: ASOFUER has worked to promote the tourism industry in Fuerteventura and attract qualified workers to the island. This includes promoting the island as an attractive tourist destination and collaborating with other tourism organizations to create a positive image of the tourism industry on the island.

Best practice: training and development, job fairs, public-private initiatives for immigration.



3. LOCAL INITIATIVES

Târnava Mare Cycling Eco-Routes: an example of eco and local tourism

Fundația Adept is a Romanian biodiversity conservation and rural development NGO whose aim is to protect high nature value landscape with the support of farming communities. Those natural or semi-natural landscapes offer high levels of biodiversity which require protection. The purpose is to involve communities in the protection of their agri-environment.

APPROACH: Promoting agricultural-tourism and supporting the traditional sustainable land management by linking visitor experience with local incomes. Fundația Adept created a Sustainable Tourism Strategy for the Târnava Mare area, aimed at developing a durable tourism ecosystem which supports the other rural activities of the area, developed together with local actors, private and public partners.



©Fundația Adept

ACTIVITIES: The Romanian NGO Fundația Adept has promoted the creation of green infrastructure, such as a 107 km mountain bike trail, owned by local communities with the aim to catalyse local cooperation in the development of green tourism in the area. As the starting point was to also create additional economic benefits for the locals, the

construction of the bike trails was done together with local workers, using local materials.

The tourism product, especially heritage, (architecture, culture and the natural environment) had considerable potential, but the lack of investment in infrastructure, the poor state of maintenance of the built heritage and the relatively poor quality of tourist guesthouses mean that this potential is not being realised and that economic benefits from tourism were not being realised. Investment is the key to developing the tourism product in the future. However, many of the area's inhabitants did not have sufficient resources to invest heavily in the tourist base existing base. This strategy proposes collaboration between the public and private sectors to assess which elements of the tourism product require investment and to target investment to areas where it is likely to generate the greatest benefits for the tourism industry, local businesses and local people.

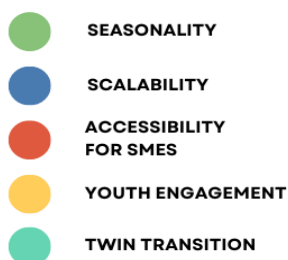
Sustainable solutions can provide synergies with other economic activities of the area, while engaging new and existing tourism actors

The bike trails helped develop the region not only offer a green way to visit the area, but also helped engage local tourism actors to reskill and provide connected services, such as accommodation, bike repairs, coffee and other food and beverages services. This way the project links the support of small-scale farming and biodiversity conservation of the area to a sustainable and authentic tourism experience. The development of an innovative network of green mountain bike trails ultimately create a feeling of 'ownership' as it was built by local people, who accepted tourism as a sustainability strategy and attracts responsible tourists

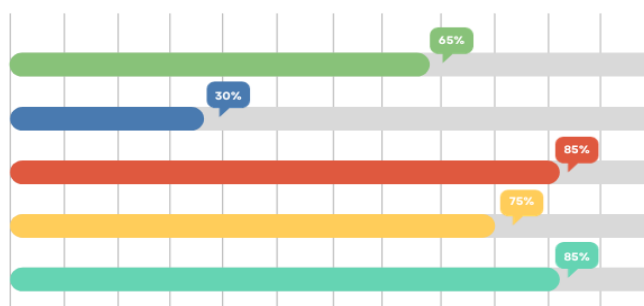
The tourism product has started to develop little by little, for example:

- Investment in improving the external appearance of some buildings;
- Road signs with the Târnavă Mare area logo were installed in Saschiz in the summer 2007 and it is hoped that this example will be followed;
- Members of the local community have invested in the development of some of the attractions (e.g. "Bee Encounter").

Best practice: Developing the cycle tourism network, setting up a local tourism association, increase in the length of stay and level of expenditure of existing visitors, in particular tourists from Romania and visitors on day trips.



BEST PRACTICE FEASIBILITY SCOREBOARD



Further information: <https://fundatia-adept.org/community-development/transilvania-bike-trails/>

TEAM4U in Zell Am See-Kaprun : creating social cohesion among workers by combining information on career opportunities with information on living perks and social activities

The regional authorities in the popular tourist destination of Zell Am See-Kaprun (Austria) have launched a fully integrated online platform to attract both locals and visitors to come and live and work in the region.

APPROACH: Team4U is an information portal for people that would like to live and work in Zell am See-Kaprun. The platform offers people all relevant information on how to settle down, meet like-minded people, engage in social and sport activities. It also offers information on both job and education opportunities.



TEAM4U IN ZELL AM SEE-KAPRUN

DEINE INFOPLATTFORM FÜRS LEBEN UND ARBEITEN

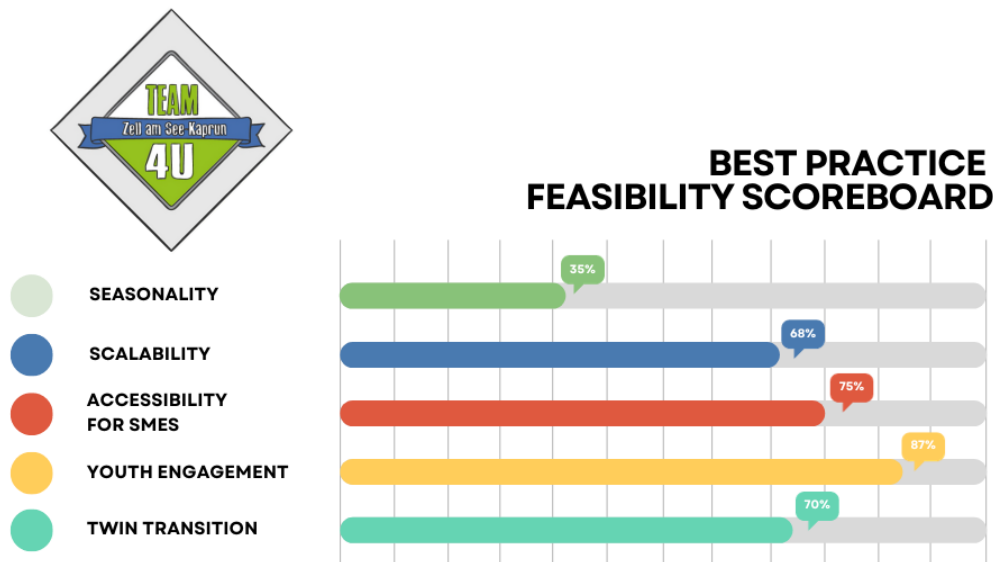
© Zell am See-Kaprun Tourismus GmnH

ACTIVITIES:

Team4U has several advantages to offer:

- Benefits4U bonus card: benefits and discounts at more than 50 partners throughout the region
- Academy4U knowledge portal: industry opportunities for education and advanced training
- Academy4U-App: smartphone app with inside and regional tips
- Community4U: community for meeting like-minded people
- Job4U: job platform with positions in the food service, hotel and trade industry as well as at the local cable car companies

Best practice: Creating a cohesive social community among employees by providing an all-round employment package in an already popular tourist destination.



Further information: [Team4U: Info portal for living and working in Zell am See-Kaprun](#)

4. PRIVATE INITIATIVES

Tourismus Deine Zukunft: getting young people to work in tourism by promoting education paths

The German advocacy group asr ('Allianze Selbständiger Reiseunternehmen') represents the interests of independent medium sized tourism businesses in Germany. ASR contributes to the goal of retaining the diversity of the active players in the sector and works to boost the competitiveness.

APPROACH: The project 'Tourism – Your Future' launched by ASR consists of a promotional campaign, as well as an online platform to promote training and further education opportunities in tourism. The focus is to show young people the attractiveness of working in tourism.

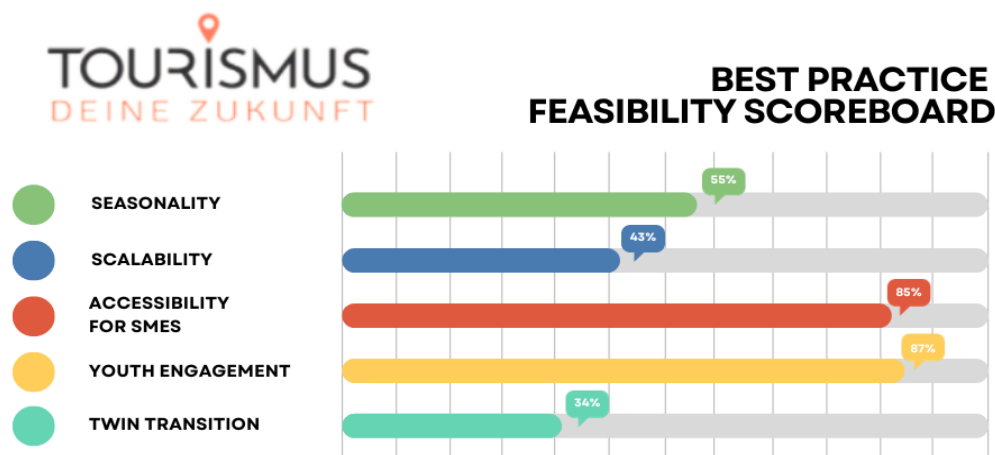


ACTIVITIES: A social media campaign was launched targeted at encouraging young jobseekers to reskill and enrol in trainings preparing them to work in the tourism industry.

An information platform was created to collect all useful data on different available education paths in tourism.

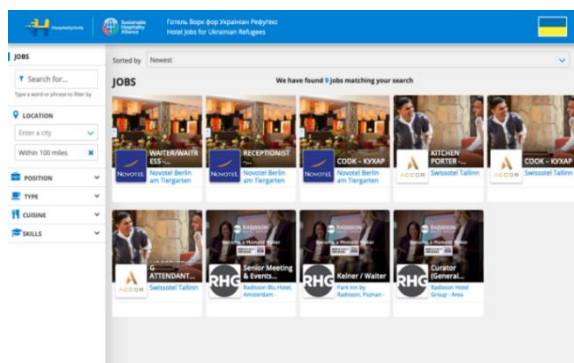
© Tourismus – Deine Zukunft

Best practice: Integrated promotional campaign to incentivise young people to start a career in tourism by providing information on the different education paths open to them.



Hospitality Unite: tourism promoting solidarity

Hospitality Unite is an initiative of Solidarity Hospitality Alliance, which brings together some of the largest hospitality companies to drive the sector through positive and responsible change.



APPROACH: Hospitality Unite is a platform dedicated to refugees from the hospitality sector looking for job offers in Europe and more. It is a simplified and fast track system to apply to job offers and conduct interviews while in transit.

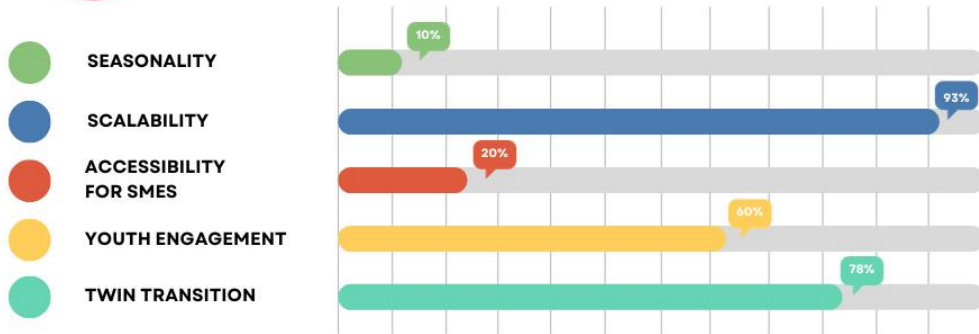
©Hospitality Unite

ACTIVITIES: Matchmaking services using existing technology to support on the employment front and hospitality considering refugees' constraints (such as language barriers etc.). It was designed especially for Ukrainian refugees with a website translated in Ukrainian and easy and fast interactions through a chat.

Best practice: The lack of workers' mobility was mentioned regularly (6%) as one of the reasons explaining the difficulty of recruiting in the hospitality sector in the survey circulated to stakeholders. Welcoming workers from outside the EU could alleviate staff shortages. It is important to enhance partnerships neighbouring countries to facilitate these flows. The European Commission launched a new ['Skills and Talent Mobility' package](#), which notably provides for the creation of a new European Union Talent Pool. It aims to match EU-based employers with jobseekers in third countries, by widening the pool of skills and talent.



BEST PRACTICE FEASIBILITY SCOREBOARD



For further information: <https://sustainablehospitalityalliance.org/hospitality-unite/>

Flagship Solutions

We introduce the notion of "Flagship Solutions" to present innovative approaches aimed at bridging staffing gaps within tourism industry, based on the analysis of the situation as set out above and inspired by the already identified different existing best practices. These solutions represent imaginative ideas crafted at the EU level, aspiring to address staffing shortages through innovative frameworks and novel strategies.

It is important to clarify that these flagship solutions, while daring and forward-thinking, have not undergone rigorous assessment against the legal limits and competency framework of the European Union. They stand as conceptual propositions, inviting stakeholders, industry experts, and policymakers to engage in a collective brainstorming process. They offer innovative avenues to contemplate when considering the way forward in addressing the critical issue of staff shortages in European tourism.

We invite stakeholders from diverse backgrounds—across sectors, governmental bodies, industry leaders, and advocacy groups—to participate in an open dialogue and collaborative exploration of these conceptual solutions. By fostering inclusive discussions, we aim to refine and evolve these ideas collaboratively, ensuring they align with EU competencies while championing a resilient and adaptable tourism workforce.

Digital Tourism Talent Hub



In the era of digital transformation, it is crucial for the tourism industry to boost its capacity to embrace digital solutions and address the growing demand for digital skills. This entails **integrating new technologies** into the strategies of tourism businesses. However, this poses a particular challenge for SMEs, which often struggle to reskill their

workforce in digital competencies or recruit tech-experts due to the industry's reputation for unattractive working conditions and low salaries.

The ***Digital Tourism Talent Hub (DTTH)*** could operate as a one-stop hub for the digital transition of the tourism ecosystem. Its aim would be to build a more competitive tourist destination, by engaging with the digital and technological needs of SMEs that make up the sector and helping young talent match that demand by equipping them with the right tools and skills for the digital transition in tourism. **Structured around four possible tools, the DTTH could comprise:**

- **Tourism Talent Centre:** This component would focus on detecting technological talent in the European tourism sector, collaborating with SMEs and hospitality schools to identify individuals interested in digital skills. It would also provide training in digital transformation, working in conjunction with specialized digital education providers at regional or national levels. Furthermore, it would develop initiatives to enhance sector competitiveness and retain technological talent within the community.
- **Digital Skills Centre:** The Digital Skills Centre would offer online courses in essential digital skills with a multilingual approach provided by the EU. It would centralize the expertise of tourism workers and could incorporate existing videos and course offerings from national authorities and vocational education and training institutions. The European Commission would facilitate access to these courses via a publicly accessible website, and the added-value of an EU-level course would be centralising the expertise of tourism workers, as well as providing a multi-linguistic approach.
- **Digital Tourism Marketplace:** This platform would serve as a marketplace for job opportunities in the tourism sector, promoting remote and flexible work options in line with the EU's digitalization efforts. Similar to EURES, it would have a specialized filter for identifying digital jobs and tourism SMEs in need of support. Crucially, these jobs would be remote to encourage flexible working conditions without disrupting local tourism communities by promoting workforce migration.
- **SME Hub:** A dedicated platform for the **development and implementation of initiatives** that improve the competitiveness of companies in the sector. Fostering the creativity of digital SMEs that are not yet familiar with the tourism ecosystem and exploring the options of expanding their existing European-sourced digital solutions to the tourism offer.

As an online solution, the creation of the Digital Tourism Talent Hub, could be streamlined by launching an online platform similar to that envisaged in the [‘Skills and Talent Mobility’ package](#), and the new European Union Talent Pool. Furthermore, the Hub could integrate tailor-made versions of existing EU-level tools, such as EURES, working together with web designers to ensure the aims and ambitions of the Hub.

The costs related to the development and implementation of the DTTH should primarily be borne by the European Commission and Member States authorities. These costs fall into several categories, such as governance, IT platform, user journey, and

additional components. The costs associated with the different options vary according to the number of potential users and Member States participating in the DTTH. The advantages for employers will be particularly significant during the candidate identification and selection phases, as the DTTH would offer a large pool of candidates interested in working in Digital Tourism and potentially suitable for the job requirements.

Costs associated with the implementation of the Digital Tourism Talent Hub			
Governance	<ul style="list-style-type: none"> • EU and national level 	One-off and recurrent	EU Commission, National authorities
IT platform	<ul style="list-style-type: none"> • Development and maintenance 	One-off and recurrent	
User journey	<ul style="list-style-type: none"> • Profile registration • Quality assurance employers • Candidate digital skills pre-screening • Validation (optional) • Search and matching 	One-off and recurrent	
Training Module	<ul style="list-style-type: none"> • Uploading online classes • Developing specialised courses as needed depending on market. • Multi-lingual adaptation of courses 	One-off and recurrent	
Cost-savings stemming from streamlining current steps of recruitment			
Employment-related steps	<ul style="list-style-type: none"> • Advertising the vacancy • Screening and interview • Validation (optional) • Matching and selecting 	Recurrent	Employers
	<ul style="list-style-type: none"> • Creating a CV • Finding opportunities • Compiling information • Selection and matching process 	Recurrent	Jobseekers
Job flexibility-related steps	<ul style="list-style-type: none"> • Digital jobs which allow work from abroad/home • Projects which allow flexible on-off schedule 	Recurrent	Employers and jobseekers

Facilitate Synergies with Erasmus+ Networks

Because of recruitment issues in the hospitality sector, hotels have been forced to reduce capacity and restaurants to adapt their opening hours, sometimes in the middle of touristic seasons. In response to the pressing challenges of recruiting low-skilled workers and effectively managing seasonality within the tourism sector, we propose **integrating tourism jobs within the existing Erasmus exchange program**. This innovative approach aims to seamlessly intertwine tourism job opportunities with the well-established Erasmus network, capitalizing on the potential of university students to address workforce shortages.



A short-term solution could be to rely on existing EU programmes to advertise tourism job opportunities. Erasmus + counted 1.2 million participants in 2022 and students are often looking to work in parallel of their studies to finance their studies and related expenses.

Increasing synergies between **universities and local tourist offices** could give students easier access to employment, while helping them to integrate into the communities where they have decided to undertake their studies. Those working in cultural establishments could even benefit from privileged access to local history and culture. Collaborating with universities, particularly during induction weeks, becomes pivotal in promoting tourism employment opportunities. By organizing matchmaking events, forums, and informational sessions, universities can actively connect students with potential employers in the tourism sector. This early exposure not only raises awareness but also fosters a sense of integration between academic pursuits and future career paths.

A distinctive feature of this flagship solution is providing students the chance to work concurrently while pursuing their Erasmus studies. This dual engagement not only supports students financially but also allows the tourism industry to tap into a reliable workforce throughout the academic year. Students, in turn, gain practical experience, enriching their education with real-world insights. Meanwhile, employers could benefit from a pool of mostly low-skilled workers and manage seasonality as students would be available during the duration of the academic year or semester.

This is a limited solution, as it would only be suitable for cities that are large enough to host a university campus, which is not the case of many remote regions. It is important to note that the effectiveness of this solution is most pronounced in urban areas with established universities. The concentration of educational institutions in these settings enhances the feasibility of connecting students with diverse tourism employment opportunities. This urban-centric focus aligns with the broader goals of fostering local economies and enhancing community engagement.

This flagship stands out as a holistic solution by taking advantage of existing networks with limited investment necessary. In turn, the Flagship addresses many of the crucial points within the Pact for Skills and Transition Pathway for Tourism, providing added value.

- **Skills Development:** Students engage in practical, on-the-job learning experiences, enhancing their skill set and employability within the tourism sector.
- **Reduced Reliance on Seasonal Workers:** By leveraging the continuous availability of students, businesses can reduce their dependence on seasonal workers, ensuring a more stable and reliable workforce.
- **Community Integration:** The program fosters deeper integration between universities and local businesses, promoting community engagement and collaboration.
- **Economic Stimulus:** This initiative contributes to the economic growth of urban areas by injecting student income into local economies and addressing the staffing needs of the thriving tourism sector.

Introduction of tourism job milestones in the ‘European Capital’ series



The European Commission has launched competitions to advocate for green and innovative tourism throughout Europe with the European Capital of Smart Tourism and European Green Pioneer of Smart Tourism initiatives. It enables to promote destinations as well as innovative and sustainable actions by spotlighting the award-winning cities.

There are several similar competitions managed by different Commission initiatives, such as the European Capital of Culture managed by DG EAC or the European Capital of Innovation known as iCapital, creating a de facto network of European Capital series. To develop the approach toward sustainable tourism growth and job creation, we propose the creation of a **distinct award criterion within the European Capital series**, specifically dedicated to acknowledging and rewarding cities that effectively manage and enhance their tourism job landscape. This flagship would seek to integrate milestones for tourism job creation and sustainable management as key eligibility criteria for participating cities.

DG GROW could engage in discussions with relevant services to integrate milestones for tourism jobs and a tourism criterion in the attribution of the awards.

Cities aspiring to be recognized within the European Capital series under this new category would be required to outline clear and measurable milestones for tourism job creation. This includes commitments to not only generating employment opportunities but also ensuring the quality and sustainability of these jobs, by for example investing in vocational education and training programmes

In addition and distinct from the existing “Smart Tourism” Award, the eligibility requirements for this category would necessitate cities to present comprehensive plans on how they anticipate the sustainable development of the tourism sector, including by reference to initiatives related to upskilling and reskilling of tourism workers. This involves addressing issues such as environmental impact, infrastructure development, and community engagement, ensuring a well-rounded and sustainable approach to tourism growth and in turn also the job landscape affected.

European Tourism Employee Seasonal Pass

Given the difficulties in recruiting seasonal workers, the creation of a tourism seasonal pass for seasonal workers would help to make some regions more attractive for workers. This means better local integration, which could go hand in hand with access to several benefits to attract and retain workers.



At the European level, this could take the form of a network of companies volunteering to offer certain benefits to seasonal workers passing through their territories (i.e., discounts and other attractive prices, as well as easier accommodation, transport, and mobility).

©Getty images

This would make it possible to help seasonal workers to find accommodation close to their workplace, provide opportunities to travel around the region where they will be posted and to find work opportunities.

It could also double as a ‘paid exchange’ if employees want to have a short-term experience elsewhere in view of a specific up-skilling ambition – this could be integrated within the Digital Tourism Talent Hub (DTTH).

List of annexes

- Main results from the 2022 study by the Research Institute for Tourism on Employment in Greek Hotels (ANNEX 1).
- Stakeholder survey:
 - ANNEX 2: Actions taken by stakeholders
 - ANNEX 3: Actions taken by local/national/regional authorities
 - ANNEX 4: Actions taken by private entities

ANNEX 1: Employment in Greek Hotels 2022 – Research Institute for Tourism (RIT)

This annex reports some of the results of the RIT study commissioned by the Hellenic Chamber of Hotels in 2022. Only the outcomes relevant for this report have been included.

Survey Identity

SURVEY TITLE	Employment in Greek Hotels, 2022
ASSIGNING BODY	Hellenic Chamber of Hotels (HCH)
CONDUCTING BODY	Research Institute of Tourism (RIT)
REFERENCE PERIOD	2022
SURVEY TIME PERIOD	15 October – 15 November 2022
DELIVERABLE DATE	20 November 2022
POPULATION	Greek Hotels
STATISTICAL UNIT	Hotel Unit
REGISTRY	HCH Registry
CLASSIFICATIONS	NACE, Hotel Categories
SAMPLING METHOD	Panel
WEIGHTING	Triple (Category, Region, Size)
SAMPLE/POPULATION SIZE	n=1.103/ N=10.133
COLLECTION METHOD	CAWI

4



01 Employment and related Shortages in Greek Hotels

5

Overall Results



Number of employees according to organizational chart vs actual number of employees in hotels

In 2022, the total number of 60.225 jobs were not covered from those foreseen in the hotel organization chart, compared to 53.249 in 2021.

Year	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
2022	262.980	202.756	60.225	23%
2021	244.124	190.875	53.249	22%



Staff shortage – Seasonal and Year-round hotels, 2022

In absolute numbers staff shortage in seasonal hotels is almost fourfold compared to the corresponding shortage in Year-round hotels. Nonetheless, the shortage percentage is almost the same for both categories (22%-23%).

Operation	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
Seasonal	204.742	157.135	47.606	23%
Year-bound	58.239	45.621	12.618	22%



Employment in hotel sector per speciality, 2022 (1)

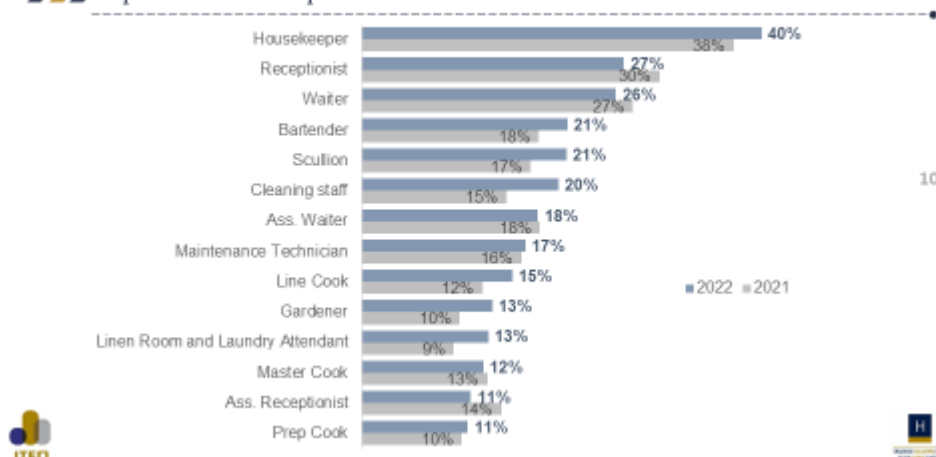
Specialty	Job positions (organization chart & % of total)		Job positions covered & % of total		Staff Shortage (unoccupied vacancies and % of total)		Unoccupied vacancies by specialty
Housekeeper	40.795	16%	33.435	16%	7.360	12%	8%
Waiter	23.366	8%	18.202	9%	5.164	9%	2%
Receptionist	20.708	8%	17.246	9%	3.460	8%	0%
Ass. Waiter	18.501	7%	14.619	7%	3.883	6%	2%
Scullion	11.800	4%	8.934	4%	2.866	5%	2%
Bartender	11.423	4%	8.895	4%	2.729	5%	2%
Maintenance Technician	9.635	4%	7.581	4%	2.054	3%	2%
Line Cook	9.297	4%	6.958	3%	2.340	4%	2%
Master cook	8.847	3%	7.033	3%	1.814	3%	2%
General Manager	8.188	3%	7.251	4%	937	2%	1%
Prep Cook	8.160	3%	6.252	3%	1.908	3%	2%
Cleaning Staff	7.232	3%	4.828	2%	2.404	4%	3%
Revenue/Reservations	7.119	3%	5.576	3%	1.544	3%	2%
Front Office Manager	6.455	2%	4.828	2%	1.627	3%	2%
Accountant/Ass. Accountant	5.543	2%	4.935	2%	608	1%	1%
Linen Room and Laundry Attendant	4.843	2%	3.397	2%	1.446	2%	2%
Sales Manager	4.678	2%	3.588	2%	1.110	2%	2%
Sales staff	4.498	2%	3.232	2%	1.264	2%	2%
Housekeeping Director	4.304	2%	3.054	2%	1.250	2%	2%
Gardener	4.253	2%	2810	1%	1443	2%	2%



Employment in hotel sector per specialty, 2022 (2)

Specialty	Job positions (organization chart & % of total)		Job positions covered & % of total		Staff Shortage (unoccupied vacancies and % of total)		Unoccupied vacancies by specialty
	Count	%	Count	%	Count	%	
Billman / Borman	4120	2%	2901	2%	1218	2%	2%
As. Receptionist	4002	2%	2608	2%	1393	2%	3%
Room manager	3252	1%	2388	1%	864	1%	2%
Marketing Manager	2770	1%	1820	1%	950	1%	3%
Warehouse/Warehouse manager	2764	1%	1936	1%	828	1%	3%
PA	2754	1%	2181	1%	574	1%	2%
Guest Relations	2652	1%	1569	1%	1083	1%	4%
Head Waiter	2604	1%	1950	1%	654	1%	2%
Executive Chef	2452	1%	2075	1%	377	1%	1%
R&B Manager	2421	1%	1654	1%	767	1%	3%
IT	2222	1%	1490	1%	732	1%	3%
Marketing Staff	2111	1%	1294	1%	817	1%	3%
Barry chef	1671	1%	1219	1%	452	1%	2%
Conierge	1442	1%	95	0%	1347	1%	3%
Barry chef Assistant	1437	1%	1044	1%	393	1%	2%
As. Gardener	1338	1%	89	0%	1249	1%	3%
Sommelier	82	0%	20	0%	62	1%	5%
Other	2698	1%	2174	1%	524	1%	3%
TOTAL	262.981	100%	202.756	100%	60.225	100%	23%

Ratio of Hotels Facing Shortages in at least one position by Occupation Specialties – Comparison 2022-2021



Employment and shortages in the hotel industry: Some conclusions

- In 2022, 60.2 thousand shortages were recorded in the hotel industry, corresponding to 23% of the jobs provided by the hotel organization chart.
- A shortage is the difference between the actual number of employees in the hotels and the one provided in the organizational chart of each hotel.
- The shortage rate is defined as the ratio of the shortage to the number of seats provided for in the hotels' organizational chart.
- The first 10 specialties in terms of the number of jobs based on the organizational chart correspond to 62% of all jobs, 64% of filled positions and 54% of unfilled positions.
- The specialty of Sommelier recorded the greatest shortages (57%), whereas the specialty of Accountant/Assistant Accountant showed the lowest ones (11%).
- Out of all hotels, 40% show a shortage of at least one maid position in 2022, compared to 38% in 2021.



02

Employment and related Shortages per hotel department

12

Total vacancies estimated by the organizational chart by department, coverage and shortage rates

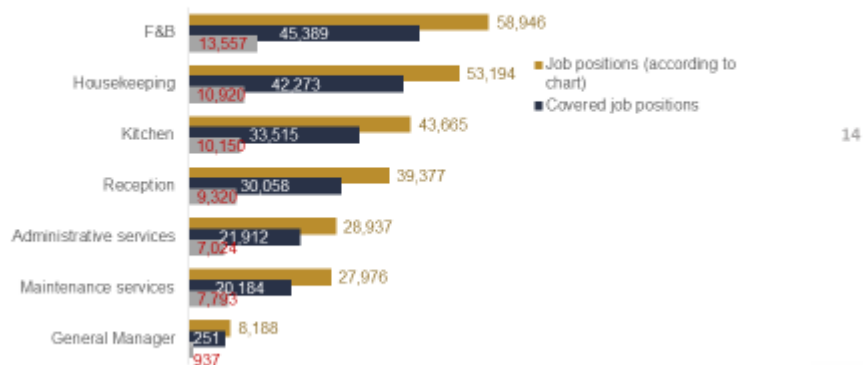
Employment and related shortages per hotel department

Department	Job positions (organization chart & % of total)		Job positions covered & % of total		Staff Shortage (unoccupied vacancies and % of total)		Unoccupied vacancies by speciality
	Count	%	Count	%	Count	%	
F&B	58.946	22%	45.389	22%	13.557	23%	23%
Housekeeping	53.194	20%	42.273	21%	10.920	18%	21%
Kitchen	43.665	17%	33.515	17%	10.150	17%	23%
Reception	39.377	15%	30.058	15%	9.320	15%	24%
Maintenance services	27.976	11%	20.184	10%	7.793	13%	28%
Administration, sales, marketing, IT	28.937	11%	21.912	11%	7.024	12%	24%
General Manager	8.188	3%	7.251	4%	937	2%	11%
TOTAL	262.981	100%	202.756	100%	60.225	100%	23%

13



Number of Employees and Shortages by Department



14



Number of Employees and Shortages by Department: Section highlights

- The F&B department consists of the largest number of jobs according to the organizational chart with 58,946 positions in total. Furthermore, both the highest & lowest rate of job positions coverage refers to this department.
- The F&B department together with the Housekeeping, Kitchen and Reception departments account for 74% of the jobs according to the hotel organization chart.
- Out of the total number of General Managers' positions from the organizational chart of the hotels (8,188 positions), 11% of them (937 positions) were not covered.
- The highest percentage of uncovered positions was observed in the hotel administrative services department (accountant, sales & marketing manager, IT 28%).

15



03 Employment and related Shortages per hotel department & specialty

16

Positions per specialty of each department provided for in the organizational chart, their coverage and shortage rates

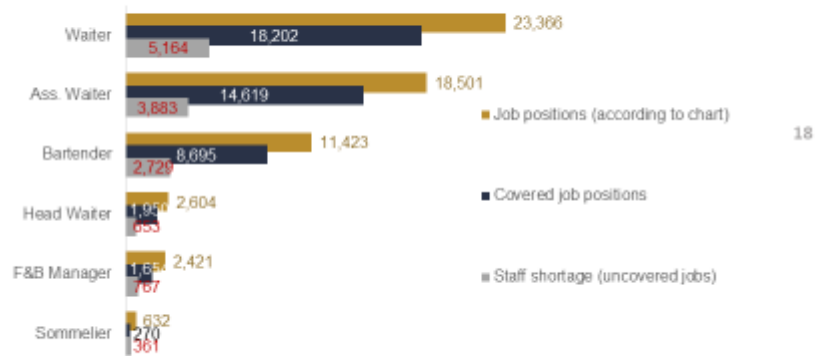
F&B - Number of Employees and Shortages by Specialty

F&B: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty
Walter	2.366	4%	1.202	4%	5164	8%	2%
Ass. Walter	1.501	3%	1.619	3%	3883	6%	2%
Bartender	1.423	2%	895	2%	2729	4%	2%
Head Walter	204	4%	1950	4%	63	3%	2%
F&B Manager	2421	4%	1054	4%	77	6%	2%
Sommelier	62	2%	20	2%	11	3%	5%
TOTAL	58.946	100%	45.389	100%	13.557	100%	23%

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F&B: Number of Employees and Shortages by Specialty



F&B: Section Highlights

- 40% of the positions of the organizational chart for the F&B department refer to waiters.
- 22% of these positions were uncovered.
- No matter how low the corresponding number of the organizational chart is, the highest percentage of unfilled positions in this department refers to Sommeliers (57%), followed by F&B Managers with 32%.

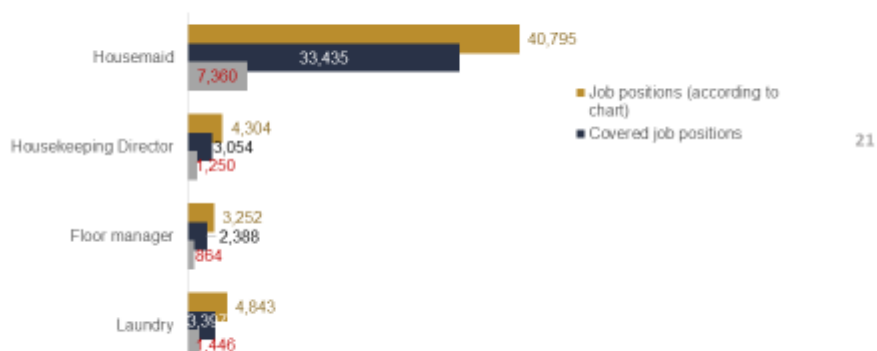


Housekeeping: Number of Employees and Shortages by Specialty

Housekeeping: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty	20
	Count	%	Count	%	Count	%		
Housemaid	4,795	7%	3,435	7%	1,360	6%	8%	
Housekeeping Director	4304	6%	3034	7%	1250	1%	5%	
Floor manager	3252	6%	2388	6%	864	6%	7%	
Laundry	4843	9%	3397	8%	1446	8%	5%	
TOTAL	53,194	100%	42,273	100%	10,920	100%	21%	



Housekeeping: Number of Employees and Shortages by Specialty



Housekeeping: Section Highlights

- The positions for housekeepers correspond to 77% of the positions based on the organizational chart for the Housekeeping department. 18% of these positions were not covered.
- On the contrary, Conversely, shortages of 27%-30% were observed in the other specialties of the department.

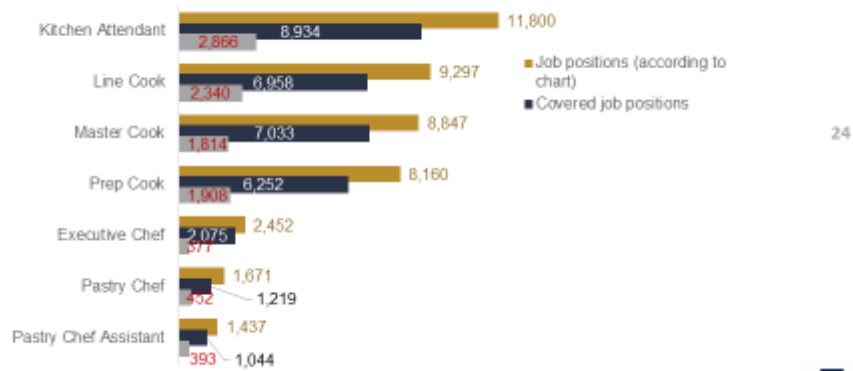


Kitchen: Number of Employees and Shortages by Specialty

Kitchen: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty
	Count	%	Count	%	Count	%	
Kitchen Attendant	1,800	2%	8934	2%	2866	2%	2%
Line Cook	9297	2%	6958	2%	2340	2%	5%
Master Cook	8847	2%	7033	2%	1814	2%	2%
Prep Cook	8160	2%	6252	2%	1908	2%	2%
Executive Chef	2452	6%	2075	6%	377	4%	5%
Pastry Chef	1671	4%	1219	4%	452	4%	2%
Pastry Chef Assistant	1437	3%	1044	3%	393	4%	2%
TOTAL	43,665	100%	33,515	100%	10,150	100%	23%



Kitchen: Number of Employees and Shortages by Specialty

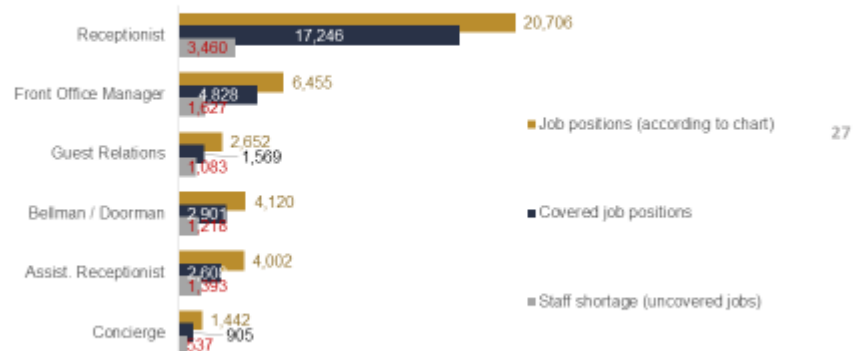


Reception: Number of Employees and Shortages by Specialty

Reception: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty
	Count	%	Count	%	Count	%	
Receptionist	20,706	9%	17,246	9%	3,460	17%	17%
Front Office Manager	6,455	6%	4,828	6%	1,627	1%	3%
Guest Relations	2,652	3%	1,569	3%	1,083	1%	4%
Bellman / Doorman	4,120	10%	2,901	10%	1,218	8%	3%
BonBûc Receptionist	4,002	10%	2,608	9%	1,393	5%	5%
Concierge	1,442	4%	905	3%	537	6%	3%
TOTAL	39,377	100%	30,058	100%	9,320	100%	24%



Reception: Number of Employees and Shortages by Specialty

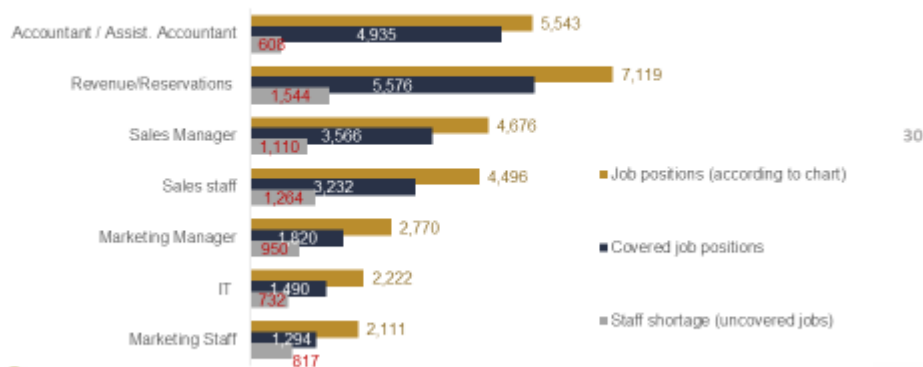


Administrative services: Number of Employees and Shortages by Specialty

Administrative services: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty
Accountant / Assist. Accountant	5543	8%	4935	8%	608	9%	1%
Revenue/Reservations	7119	5%	5576	5%	1544	2%	2%
Sales Manager	4676	8%	3566	8%	1110	8%	3%
Sales staff	4496	6%	3232	5%	1264	8%	3%
Marketing Manager	2770	10%	1820	8%	950	11%	3%
IT	2222	8%	1490	7%	732	10%	3%
Marketing Staff	2111	7%	1294	6%	817	12%	3%
TOTAL	28.937	100%	21.912	100%	7.024	100%	24%



Administrative services: Number of Employees and Shortages by Specialty

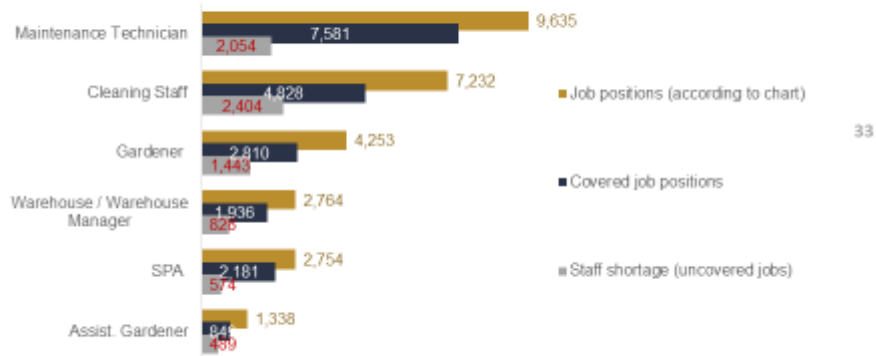


Maintenance services: Number of Employees and Shortages by Specialty

Maintenance services: Specialties	Job positions (organization chart & % of department)		Job positions covered & % of department		Staff Shortage (unoccupied vacancies and % of department)		Unoccupied vacancies by specialty
Maintenance Technician	9635	3%	7581	3%	2054	2%	2%
Cleaning Staff	7232	2%	4828	2%	2404	3%	3%
Gardener	4253	3%	2810	3%	1443	3%	3%
Warehouse / Warehouse Manager	2764	10%	1936	10%	828	1%	3%
SPA	2754	10%	2181	11%	574	7%	2%
Assist. Gardener	1338	5%	89	4%	489	6%	3%
TOTAL	27.976	100%	20.184	100%	7.793	100%	28%

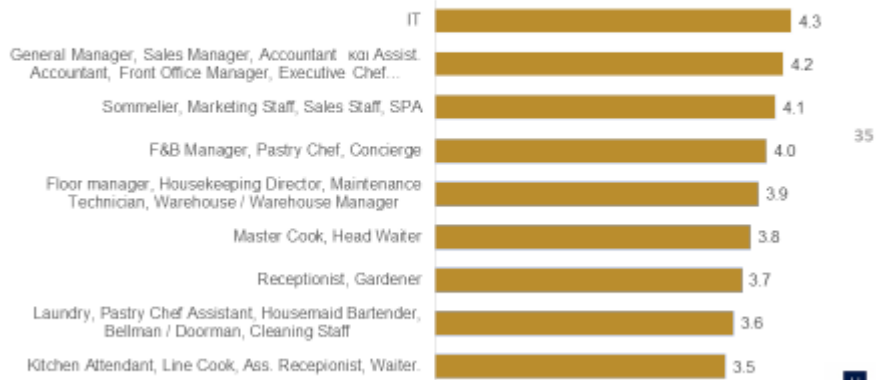


Maintenance services: Number of Employees and Shortages by Specialty

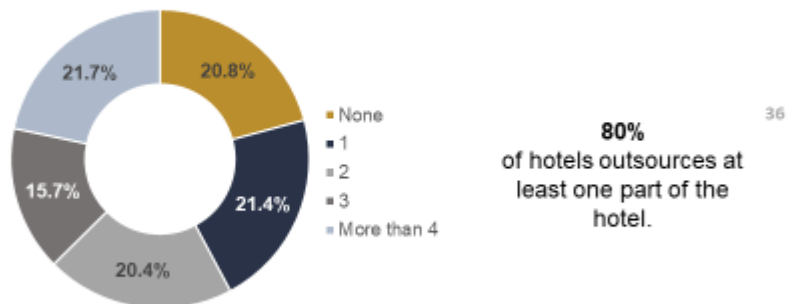


Evaluation of the level of workers per specialty

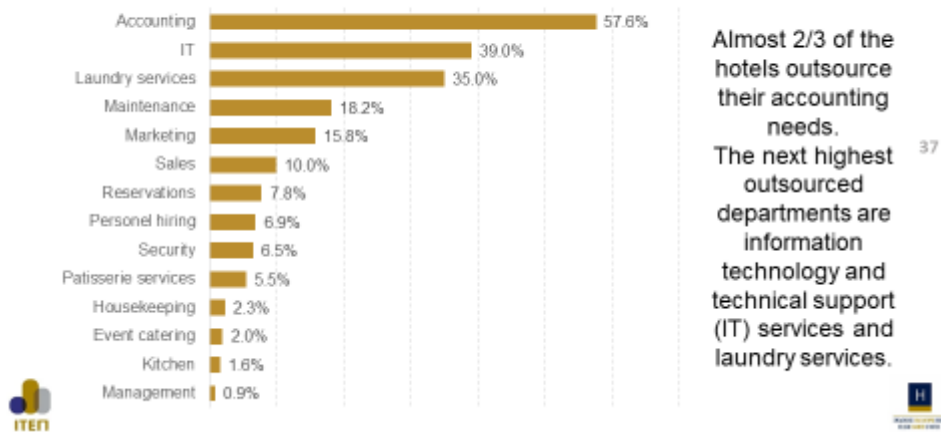
Average Score (1=lowest, 5=highest)



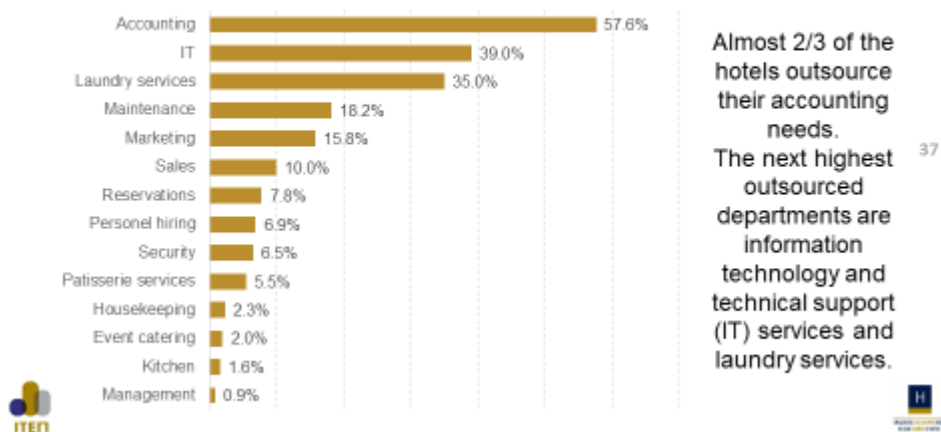
Number of Departments using Outsource Services



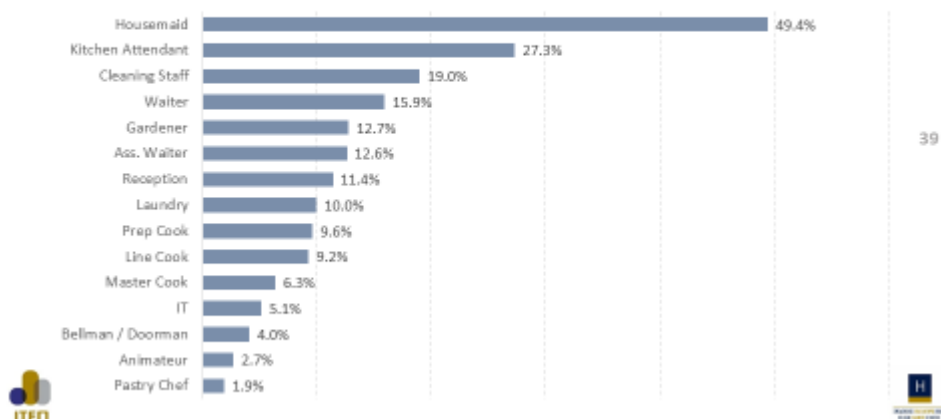
Ratio of Hotels using Outsource Services by Department



Ratio of Hotels using Outsource Services by Department



% of hotels willing to hire staff from third countries (i.e., non-EU countries) in 2023-2024:



Hotel employees per specialty needed from non-EU countries in 2023-2024:

Specialty	# workers
Housemaid	13.584
Kitchen Attendant	6.537
Ass. Waiter	4.525
Waiter	4.115
Cleaning Staff	3.802
Gardener	2.817
Prep Cook	2.068
Laundry	1.759
Υποδοχή	1.753
Line Cook	1.693
Master Cook	973
IT	621
Animateur	590
Bellman / Doorman	582
Pastry Chef	233
Other specialties	457
TOTAL	46.089

Greek hoteliers are willing to cover up to 77% of the 2022's shortage by foreign workers (non-EU countries)

40



05

Analysis per star category 57

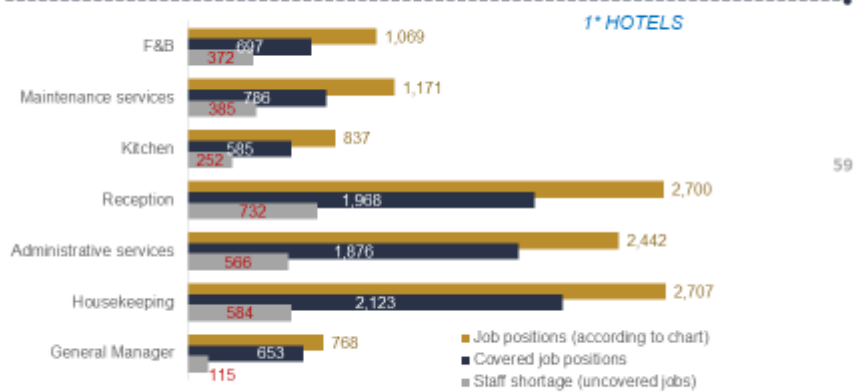
Number of employees according to organizational chart vs actual number of employees in hotels, per star category

Star category	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
1*	11.694	8.688	3.006	26%
2*	44.179	30.344	13.835	31%
3*	55.313	39.952	15.361	28%
4*	73.462	57.081	16.381	22%
5*	78.333	66.691	11.643	15%

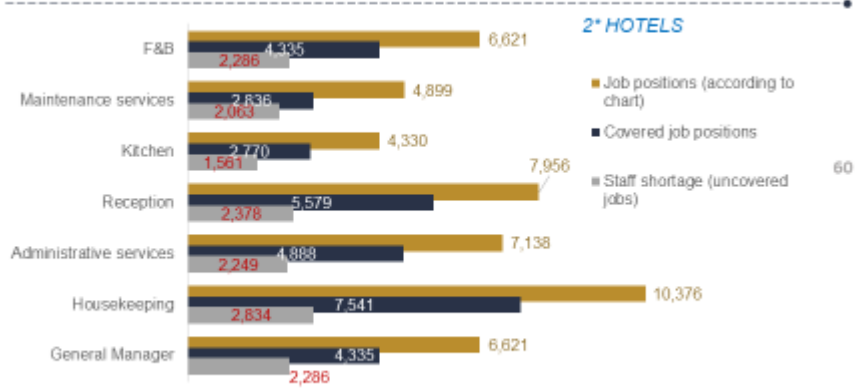
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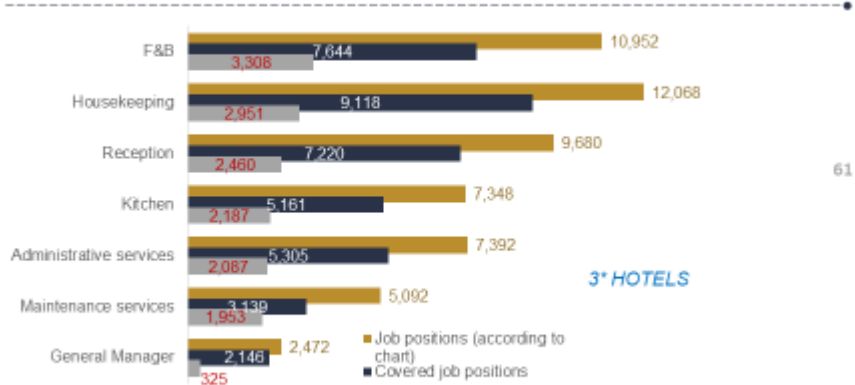
Number of Employees and Shortages by Department



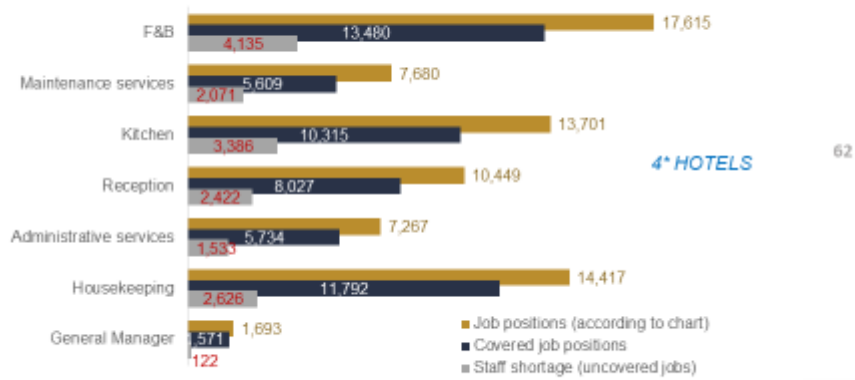
Number of Employees and Shortages by Department



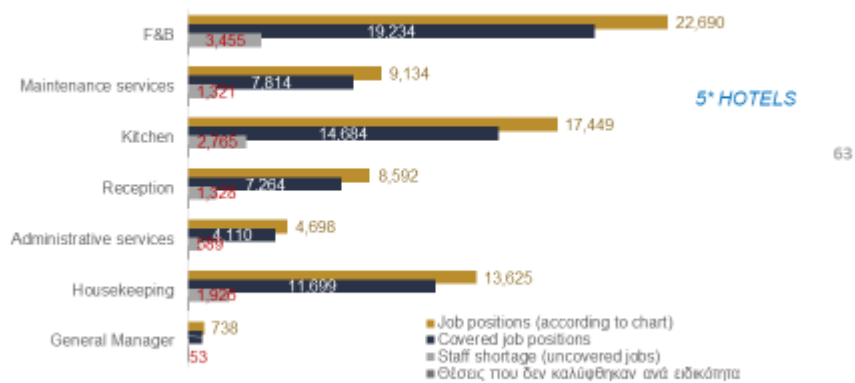
Number of Employees and Shortages by Department



Number of Employees and Shortages by Department



Number of Employees and Shortages by Department



06

Analysis per operation type

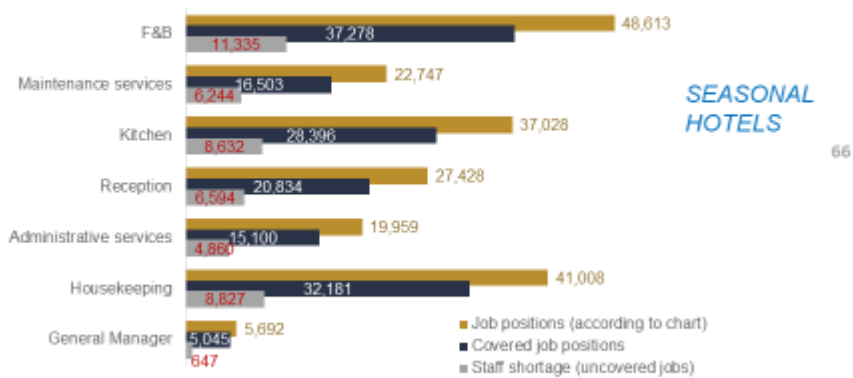
64

Number of employees according to organizational chart vs actual number of employees in hotels, per operation

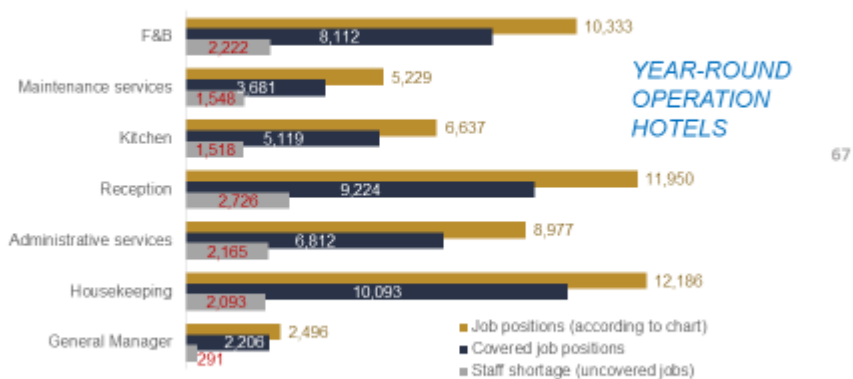
Operation	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
Seasonal	204.742	157.135	47.607	23%
Year-round	58.239	45.621	12.619	22%



Number of Employees and Shortages by Department



Number of Employees and Shortages by Department





Analysis per hotel size

68

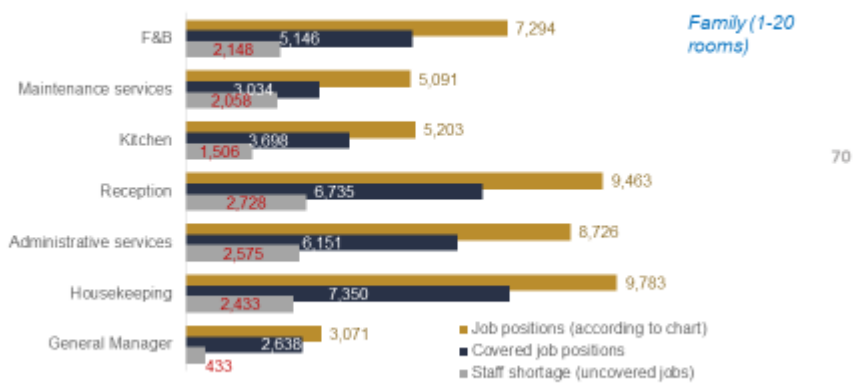
Number of employees according to organizational chart vs actual number of employees in hotels, per hotel size

Size	Needed employees (organization chart)	Real number of employees (jobs covered)	Staff shortages	% shortage
Family (1-20 rooms)	49.040	35.052	13.988	29%
Small (21-50 rooms)	75.137	55.056	20.081	27%
Medium (51-100 rooms)	48.230	37.217	11.013	23%
Large (>101 rooms)	90.574	75.431	15.143	17%

69



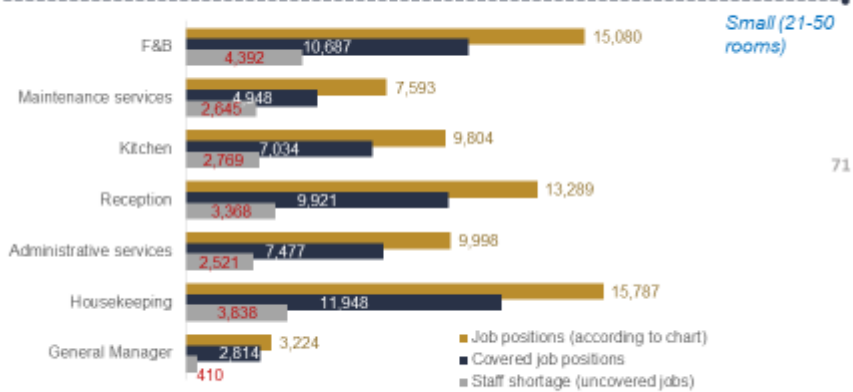
Number of Employees and Shortages by Department



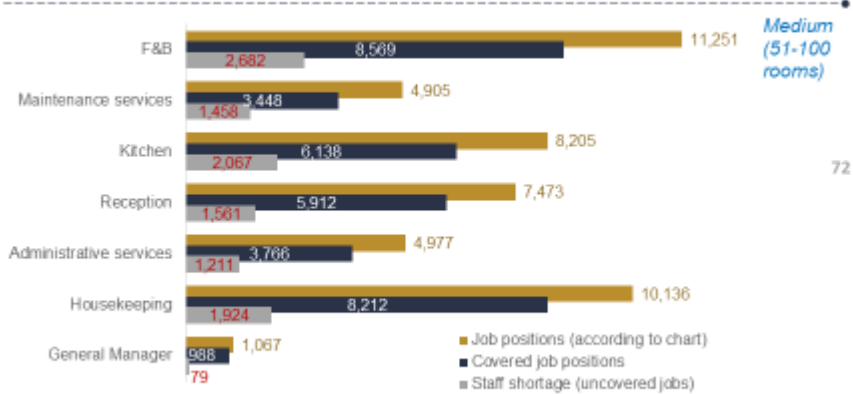
70



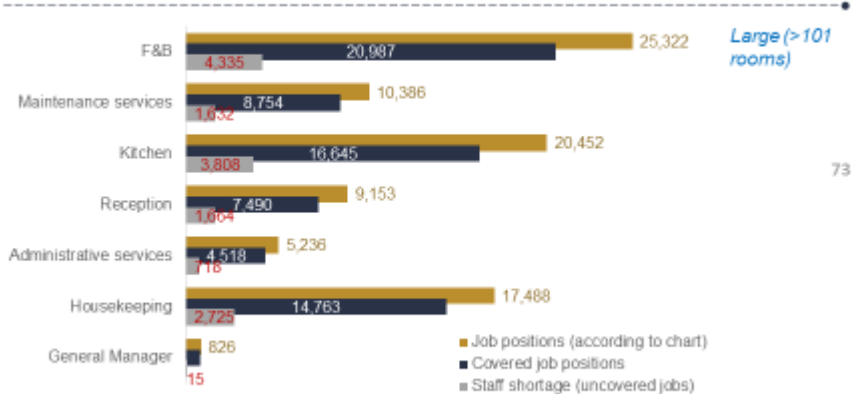
Number of Employees and Shortages by Department



Number of Employees and Shortages by Department



Number of Employees and Shortages by Department





CONCLUSIONS

- In 2022, 60.2 thousand shortages were recorded in the hotel industry, corresponding to 23% of the jobs provided by the hotel organization chart.
- 40% of hotels, faced a shortage of at least one maid position in 2022, compared to 38% in 2021.
- The specialty of Sommelier recorded the greatest shortages (57%), whereas the specialty of Accountant/Assistant Accountant showed the lowest ones (11%).
- Over 46,000 workers from third countries (outside the EU) are needed by hoteliers for the years 2023-2024, with 29% of them referring specifically to maids.
- The desired recruitments from third countries correspond to 77% of the shortages observed in 2022.



CONCLUSIONS

- The staff shortages in the island hotels hovered around the same levels as in 2021 & 2022.
- In Attica, staff shortages in hotels in 2022 fluctuated at lower levels than in 2021, while the opposite happened in Central Greece, where shortages in 2022 fluctuated at higher levels than in 2021.
- From the total amount of foreign hotel staff (from non-EU countries) 38% corresponds to the South Aegean hoteliers for the period 2023-2024.
- Approximately 1/3 of the total foreign demanded hotel staff from non-EU countries refers to housekeepers regardless the region.



ANNEX 2: Actions taken by stakeholders

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Austria	Austrian Federal Ministry of Labour and Economy	Whole sector	Campaign #teamtourismus (team tourism): = Awareness campaign „Team Tourismus = Starke Branche = Deine Chance“(Team Tourism = Strong Industry = Your Chance). This campaign aims to strengthen the image of the industry, increase recognition of the industry and make the versatility of tourism as an employer visible. The campaign appears on social media channels and has its own website: https://www.bmaw.gv.at/Themen/Tourismus/Komm-ins-Team-Tourismus.html
Austria	Austrian Federal Ministry of Labour and Economy	Whole sector	Initiative “Get a Job”: In 2009, the Ministry responsible for tourism initiated a nationwide project for career information at compulsory schools (6 - 14 years) (see: https://www.bmaw.gv.at/dam/jcr:82e228c9-f2fe-4295-a662-053aaaa6f408/HPV_karriere-im-tourismus.pdf , p. 53). Since then, the “Get a Job”-Workshops have been conducted and financed by the chambers of commerce in 6 of 9 federal states. In the Get a Job workshops, students - mainly in the 3rd and 4th grade of secondary schools, but also vocational middle schools and polytechnic schools (9th grade) and partly primary schools - get an insight into the professional world of tourism (education pathways, apprenticeship, career opportunities, etc.). Since the beginning of Get a Job, 78,006 students in 6 federal states have participated in the workshops. During the Corona school year 2020/21, the workshops were also offered online.

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Austria	Austrian Federal Ministry of Labour and Economy	Whole sector, focus on SMEs	New funding guidelines for tourism SMEs: In March 2023, the Ministry presented new funding guidelines for tourism SMEs with a strong focus on sustainability and improving financial resilience. The funding is administered by the Austrian Bank for Tourism Development and will continue to support investments by providing well-proven support instruments such as direct grants, guarantees and subsidised loans for improvement of quality, optimisation of company size and business transfers. Within the new scheme, SMEs may receive a "sustainability bonus" of 7 % for ecological, social and economic investments in combination with a subsidised investment loan (e.g. social: Establishment of staff accommodation and employee break rooms; childcare facilities)
Austria	Austrian Federal Ministry of Labour and Economy	Whole sector	<p>“Rot-Weiß-Rot” card (Red-White-Red card): With the “Rot-Weiß-Rot” card, skilled and experienced employees from third countries may obtain access to the Austrian labour market. Under certain conditions, certain groups of persons (e.g. skilled workers in “shortage occupations”) can receive a Red-White-Red card. Several facilitations have been made:</p> <ul style="list-style-type: none"> • Increase of the annual quota for seasonal workers in tourism from 1,000 to 2,989 (2022) and to 3,398 (2023) people (accommodation, gastronomy, leisure industry). • Stammsaisoniers (regular seasonal workers): since October 2022 more flexible and permanent system; all seasonal workers who have been employed in tourism as part of seasonal quotas for at least three months in at least three of the last five years can obtain an employment permit outside of seasonal quotas and without a labour market examination. Permanent labour market access has also been opened up for regular seasonal workers who have been employed for many years. • Stammmitarbeiter (permanent seasonal workers): employees who have been registered at least seven months in each of the previous two calendar years receive a Red-White-Red card independent of their age and qualification • Designation of a support agency (Austrian Business Agency) to help potential employees with the admission procedure. • New tourism occupations have been placed on the shortage list for 2023: restaurant cooks/chefs, housekeepers, hotel/hospitality clerks, home managers, and waiters. All measures available here (in German): https://www.bmaw.gv.at/Themen/Tourismus/tourismuspolitische-themen/arbeitsmarkt-ausbildung/rwr-karte.html

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Austria	Austrian Federal Ministry of Labour and Economy and Austrian Bank for Tourism Development (OeHT)	Accommodation, gastronomy	Tourismus-Leuchtturmprojekte 2022 (Tourism „Lighthouse“ Projects 2022): Last year's funding campaign sought innovative projects on new employment models and employee concepts in tourism. A jury of experts awarded prizes to a total of six innovative projects (including a model for Austria-wide/cross-border recruiting, a digital employee platform, regional job exchanges, campaigns to recruit senior citizens/part-time employees, cooperation with tourism schools and graduate classes to acquire domestic skilled workers, the establishment of employee service points in tourism destinations, extended childcare). The implementation of the projects was supported with a total of about one million from federal tourism promotion funds and EAFRD funds. https://www.oeht.at/wir-stellen-vor-die-preistraeger-der-innovationsfoerderung-2022/
Austria	Austrian Integration Fund (with support of Federal Ministry of Labour and Economy)	Accommodation, gastronomy	Language courses for employees with migrant background: Pilot project between the Austrian Integration Fund and the Association of Austrian Tourism Managers; free language courses for employees of hotels/restaurants with migrant background in St. Wolfgang/Salzburg in order to support faster and better integration into the labour market. It is planned to extend this model to further regions in Austria. https://www.integrationsfonds.at/newsbeitrag/deutschlernen-und-arbeiten-oeif-und-tourismusverband-st-wolfgang-starten-deutschkurs-fuer-migrant-innen-in-gastro-und-hotelleriebetrieben-17369/
Austria	ÖHV Touristik Service GmbH	Accommodation	We offered trainings for employees, owners and managers likely to the hotel industry.
Austria	Österreichische Hotelierversammlung (ÖHV)	Accommodation	We prepare best practice exchange and content for hotels around the topic of working in tourism to enhance the management quality
Belgium	HOTREC	Hospitality sector	HOTREC position paper on labour shortages https://www.hotrec.eu/wp-content/customer-area/storage/820954f9378601e74ea3a158aa512550/Labour-shortages-in-the-hospitality-sector-.pdf?_gl=1*1ytu3yo*_up*MQ..*_ga*MTc4MTczOTQ4My4xNjgxMjI2NDE0*_ga_1KB45XFZTQ*MTY4MTlyNjQxMy4xLjAuMTY4MTlyNjQxMy4wLjAuMA..
Belgium	HOTREC	Hospitality Sector	Signatory of the Pact for Skills Integrated the board of the Pact for Skills

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Belgium	HOTREC	Hospitality sector	HOTREC position paper on legal migration https://www.hotrec.eu/wp-content/uploads/2022/09/Legal_migration_package-One-step-to-fight-labour-shortages.pdf?_gl=1*2ec2t6*_up*MQ..*_ga*MTYxMTY3OTY3MC4xNjgxMjI2Nzc5*_ga_1KB45XFZTQ*MTY4MTIyNjc3OC4xLjAuMTY4MTIyNjc3OC4wLjAuMA..
Bulgaria	Varna University of Management	Education and training provider	Short trainings, aiming to reskill tourism employees, or encourage entrepreneurship
Bulgaria	Varna University of Management	Education and training provider	ESTABLISHMENT OF BLACK SEA HUB ON EXPERIENTIAL TOURISM in Varna to stimulate small and regional entertainment and accommodation suppliers
Bulgaria	Zangador Research Institute	Accommodation	Training in hotel revenue management, hotel marketing, marketing for guest houses and family hotels
Bulgaria	Zangador Research Institute	All tourism and hospitality	Participation in an Erasmus+ project (PANTOUR - https://nexttourismgeneration.eu/pantour/) on skills development in tourism
Bulgaria	Zangador Research Institute	Consultancy, research and training	Training of micro and nano companies and entrepreneurs (guest houses, family hotels, travel agencies)
Croatia	Ministry of Tourism and Sport	Accommodation	National plan for development Sustainable Tourism until 2026
Croatia	Ministry of tourism and sports	Tourism	In the field of improving and strengthening capacities in the tourism sector, within the framework of the implementation of the projects of six Regional Centers of Competence in the tourism and hospitality sector, activities of formal and informal education of adults, as well as employees of the Regional Centers of Competence, are regularly carried out, along with the development of new formal and informal educational programs, since 2020.
Estonia	Ministry of Economic Affairs and Communications	Estonian tourism sector	We will develop an action plan based on the "Study on labour and skills needs in the tourism sector: results and policy recommendations 2022" and implement it by the Ministry
Estonia	Ministry of Economic Affairs and Communications	Food and Beverage, accommodation sector	TV program to raise awareness of innovative and sustainable restaurants and hotels in Estonia, and we also introduce educational opportunities.

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Estonia	Ministry of Economic Affairs and Communications	The whole tourism sector.	We conducted a research study "STUDY ON LABOUR AND SKILLS NEEDS IN THE TOURISM SECTOR: RESULTS AND POLICY RECOMMENDATIONS". It was ready by the end of 2022. One page in English is here: https://www.mkm.ee/turismitoojoud
Estonia	Ministry of Economic Affairs and Communications	The whole tourism sector.	We are preparing an action plan based on the research study cited above. The action plan should be ready by the end of 2023.
Estonia	Ravila Mõis / Ravila Manor	accommodation, food and beverage	For example, we are looking for a cook
EU-wide / Cross-country	EFFAT	Hospitality and Tourism	EFFAT Position Paper Fight labour shortages in hospitality-tourism by improving the attractiveness of jobs see our proposals
EU-wide / Cross-country	EFFAT	Hospitality and tourism	Promotion apprenticeships as a tool to give young workers a substantial vocational training, and advocate for the respect of the criteria of the European Framework for Quality and Effective Apprenticeships
EU-wide / Cross-country	EFFAT	Hospitality and tourism	Social labelling of hotels and restaurants, in cooperation with IUF, to encourage trade unions and consumers to use their purchasing power to support socially responsible businesses when they look for restaurants or accommodation
EU-wide / Cross-country	ETC	NTOs umbrella organisation	Book for children to draw attention to the tourism sector as possible career opportunity
EU-wide / Cross-country	ETC	NTOs umbrella organisation	Study on transferable skills in the tourism sector.
EU-wide / Cross-country	europe incoming	travel related services	flexible and remote working
EU-wide / Cross-country	European Tourism Association (ETOA)	Pan-sectoral and institutional.	Contributing private sector insight and expertise at conferences, and in destination and institutional engagement to inform and maintain public sector awareness and support development policy response.
EU-wide / Cross-country	European Tourism Association (ETOA)	Pan-sectoral, including hospitality.	Participation in EU-funded project PANTOUR Skills development project whose scope includes mapping current national provision whose intended beneficiaries are micro and SMEs in defined sub-sector.

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
EU-wide / Cross-country	European Tourism Association (ETOA)	Defined sub-sectors, including hospitality.	Participation in EU-funded project EMOTUR focusing on digital skills development and long-term knowledge sharing whose initial beneficiaries will receive training and insights based on neuro-marketing insights and related applications, for example website design.
EU-wide / Cross-country	FEG training	Hospitality	Training new guides
EU-wide / Cross-country	IAAPA	tourism (attractions)	White Paper translated from a German affiliate (see below), facilitating knowledge transfer between our members.
EU-wide / Cross-country	IAAPA	tourism (attractions)	increasing activities in the education sector, raising cooperations with universities in the EU --- providing scholarships
EU-wide / Cross-country	IAAPA	tourism (attractions)	introducing a job fair to our biggest annual event (IAAPA Expo Europe)
EU-wide / Cross-country	ToMontenegro LLC	Air Transport	specific trainings, recruitment initiatives.
Finland	Service Union United PAM	tourism industry, hospitality sector	Negotiating good sector specific collective bargaining agreements (our core activity)
Finland	Service Union United PAM	tourism industry, hospitality sector	Encouraging young people to get vocational training in the field. Trying to make the employers to allow training and education for their employees in order to keep up the skills.
France	BCD Travel	Travel agency	Salary increase
France	Club Med	Holiday villages	transnational mobility
France	Fondation Maison de la gendarmerie	Etablissements touristiques	Organisation of a "Village école" for students during closure time, to give them the opportunity of training in tourism professions.
France	Pays de la Loire Region	Public authority at the regional level (France)	Organisation of campaign and awareness-raising events to promote the diversity of jobs offered in the tourism & hospitality sector. For example, a film was shot at the Abbaye of Fontevraud to present the tourism professions. The Region also supports the "Campus des métiers et des qualifications Tourisme et restauration".
France	Pays de la Loire Region	Public authority at the regional level (France)	Creation of a single-stop shop to find a job, an apprenticeship position or a traineeship (for all sectors). Targeting all sectors, 5 bus criss-cross the whole territory to come closer to students and job-seekers, equipped with VR headsets to immerse themselves in various professional environments.

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
France	RISE (Réseau Inter Saisons Européens)	hotel, catering and tourism professions	Professional career paths for seasonal employment and inter-season training as well as mobility in tourist areas
France	Voyagexpert	Business tourism	Salary increase upon hiring
France	Voyagexpert	Business tourism	Training of young people for employment
Germany	Deutsche Hospitality	all	Initiatives to sharpen the Employer Brand, but just as Marketing, so with pictures layout and so on
Germany	German Chamber of Commerce and Industry	marketing campaign for promoting vocational training for all sectors	Nationwide marketing campaign "jetzt #könnenlernen" https://www.dihk.de/de/aktuelles-und-presse/aktuelle-informationen/ihks-und-betriebe-starten-ausbildungskampagne-92636 https://www.ausbildung-macht-mehr-aus-uns.de/
Germany	Hotel Hohenlohe GmbH	accommodation, food and beverage	recruitment initiatives
Germany	Hotel Hohenlohe GmbH	accommodation, food and beverage	raise salary, more benefits to make it more attractive
Germany	Hotel Hohenlohe GmbH	accommodation, food and beverage	job flexibility schemes
Germany	inspektour GmbH	Consulting for tourism and regional development	We do not experience a particular shortage of staff but we do implement several measures to keep our staff happy and therefore a shortage from happening, like flexible work (home office if desired incl. supply of technical equipment, flexible hours, sabbaticals, adequate pay, familiar atmosphere, little to no hierarchy etc.)
Germany	Kultur und Arbeit e.V.	training provider for cultural tourism	development of several training programmes in order to qualify staff for current and future challenges; they are all accessible via our homepage
Germany	Ministry of Economics	regional authority	foundation of a tourism academy
Greece	AIGIALOS Luxury Traditional Settlement	accommodation and food and beverage	Appropriate and comfortable staff accommodation facilities, including transfer, wifi facility, social security, team spirit, pleasant working environment, long season.
Greece	AIGIALOS Luxury Traditional Settlement	accommodation and food and beverage	Training and bonus if re-employed next year
Greece	Anna Kontotsita	Accommodation	Hire workers outside EU

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Greece	Compass Outdoor Adventures	Tourism Office and Outdoor Activities	we offered special trainings
Greece	INSETE	accommodation, food and beverage	Published study regarding staff shortages in the hotel sector
Greece	INSETE	accommodation, food and beverage	The Learning and Development pillar of INSETE organizes and delivers educational actions that enhance, develop, inform, and motivate the most important factor of the hospitality experience: People. Together with a constantly evolving and a dynamic team of collaborators, the Directorate of Learning and Development of INSETE, organizes seminars, conferences and establishes strategic partnerships, aimed at empowering and developing the skills, abilities and culture of the people in the tourism sector.
Greece	INSETE	accommodation, food and beverage	Developed BI tool with tourism data. Among the data, there are also graphs with staff shortages in the hotel sector
Greece	Kavos hotel and Suites	Accommodation	increasing salaries
Greece	Kritikakis Village Hotel	Accommodation	Significant Increase of Wages
Greece	Kritikakis Village Hotel	Accommodation	Extra Training of Unskilled Personnel
Greece	porta marina suites	Accommodation	flexible work and bonus
Greece	Ragousis Apartments	Accommodation	Salary increase of the employee
Greece	REGION OF ATTICA	SMEs	SMEs funding
Greece	Sivota Diamond Spa Resort	Accommodation, F&B etc	employment ads
Greece	Sivota Diamond Spa Resort	Accommodation, F&B etc	improvement of working conditions
Greece	Sivota Diamond Spa Resort	Accommodation, F&B etc	significant increase in wages and benefits
Greece	Travel me to Milos	TRAVEL AGENCY	Additional pension plan
Hungary	Danubius Hotel Zrt.	Accommodation	Strengthen HR
Hungary	Danubius Hotels Zrt.	Accommodation	Open days to introduce the hotel to employees.
Hungary	HR/DH	Mainly F&B, but all hotelier departments	Experience/orientation days for early stage students (e.g. 13-14 year-old) - before selecting study field, we invite them to see the "background" through gamification (smelling vegetables, touching mud, napkin folding)

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Hungary	HR/DH	Mainly F&B, but all hotelier departments	Open days for job searchers: have a look into the hotel, discussion with leaders
Ireland	Ballyvolane House	accommodation and food and beverage	Recruitment advertising on social media and in our local newspaper targeting retired/semi-retired people, also people who have left the hospitality sector and thinking of returning on a part time basis
Ireland	Ballyvolane House	Accommodation, food & beverage operations	Exploring applying for a work permit for non-EU citizens which experience. Looking at recruitment experienced management professionals from the Indian sub-continent and Asia.
Ireland	Failte Ireland	Tourism and hospitality	Employer Excellence Programme - a recognised award of excellence for tourism employers who embark on people management training and carrying our approved employment practices
Ireland	Failte Ireland	Tourism and hospitality	A new learning management system which provides modules which enable tourism professionals to develop professionally and incorporates dynamic digital progression pathways.
Ireland	Failte Ireland	tourism and hospitality	the promotional website tourismcareers.ie which promotes the careers, opportunities and stories of thriving tourism professionals to young people. the site also hosts a work placement portal which offers young people the opportunity to gain experience in local businesses and a taste for the career
Ireland	Radisson Hotel Group	Hospitality	New Way of Working - Hybrid Working Options where possible
Ireland	Restaurants Association of Ireland	Chef De Parti Apprenticeship Programme	Trainee Chefs working with an employer and gain a qualification from an accredited college through a structured training programme.
Italy	ADSI	Accommodation, F&B	Online training courses for owners and employees
Italy	Apro Formazione - Alba Accademia Alberghiera	Beverages	WSET courses level 1, 2, 2
Italy	Apro Formazione - Alba Accademia Alberghiera	Horeca	Training courses for professionals that work in Horeca sector (Alba Horeca Academy)
Italy	Apro Formazione - Alba Accademia Alberghiera	Food	Training course named "Cook technician" - 600h. For students and professionals that have a degree in Hospitality and Catering (EQF 4)

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Italy	ASSOCIAZIONE DAUNIA TUR APS	Territorial promotion	English training classes for tourism workers
Italy	ASSOCIAZIONE DAUNIA TUR APS	Territorial promotion	Job days: career days in collaboration with the Municipality of Mattinata, in the framework of a Regional Call for tenders (Punti Cardinali)
Italy	Cciaa Umbria	Public body	Statistic research about mismatch school/work and fill the gap
Italy	Cciaa Umbria	Public body	Job training
Italy	ENAIIP VENETO	TOURISM VOCATIONAL CENTRE	THREE-YEAR COURSE FOR YOUNG STUDENTS AND SPECIFIC TRAININGS AND WORK EXPERIENCES FOR ADULTS
Italy	EU Skills session during our Annual General Meeting	Tourism Governance	Peer discussion and sharing of good practices
Italy	FEDERTURISMO CONFINDUSTRIA	Whole tourism industry	Participation - through the NTG (Next Tourism Generation Alliance) and PANTOUR (Pact for Next Tourism Generation Skills) projects - in the Sector Skills Alliances financed by the Erasmus+ program as part of the Blueprint for Sectoral Cooperation on Skills in the tourism sector, with the task of analysing skills needs and addressing skills mismatches
Italy	FEDERTURISMO CONFINDUSTRIA	Whole tourism industry	Participation in NSG Italia (Italian national skills partnership for the tourism sector)
Italy	Ministry for Tourism	National administration	Strategic Plan for Tourism 2023-27 addressing the issue of staff shortages by providing guidelines on the importance of investing in new training careers and offering better job contracts.
Italy	Regione Liguria	Pact for Job in Tourism	Regione Liguria, with its Job Sector, has realized the Pact for Job in Tourism. It's a system created in 2018 to offer support to a strategic sector for the socio-economy of Liguria, favouring seasonal adjustment processes and the extension of the working period of seasonal workers. In agreement with workers' unions, private companies in the tourism sector can apply for employment bonuses for hires lasting at least 6 months a year. This Pact has produced good results and has become a best practice for other regions

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Italy	Regione Liguria	qualification of outdoor professionals	Regione Liguria, with its Tourism Sector, Training Sector, Alfa (Regional Agency for Employment, Training and Accreditation) and with the main associations of tourism professions, works for the qualification of outdoor professionals, as a necessary improvement of the reception in Liguria destination and a support to the increase of sustainable tourism. Professional figures related to the outdoor segment include GAE (Hiking Guide), Tourist Cycling Instructor, Off-road Cycling Mountain bike Instructor and Marine Naturalist Tour Guide.
Italy	Unioncamere	Chambers of commerce	We work with Vet providers on a third party certification scheme in dual learning. The training is for workers in both kitchen and reception.
Italy	Univrsity of Perugia and chamber of commerce of Perugia (member of Mirabilia network)	Hospitality and destination management	Master on hospitality and destination management based on Mirabilia business model
Netherlands	BUAs	Tourism	Leading the Pantour project (Pact for Next Tourism Skills) on researching current skills gaps and future skills needs.
Netherlands	BUAs/CELTH	leisure, tourism and hospitality	Taskforce Hospitality signed the Hospitality Pact; an initiative with a concrete document that serves as a compass for national cooperation, ambitions, goals and an action agenda.
Netherlands	BUAs/Reiswerk/Jaarbeurs Utrecht	Tourism	Organisation of Travel Talent Event, an event for final year tourism students to orientate on the labor market. They participate in the various sessions and find out what functions, fields and possibilities there are in the tourism industry.
Portugal	INSIGNARE	F&B	Open to the public initiatives that can bring more students to hospitality training courses.
Portugal	TAP Air Portugal	transportation, airline	increasing salaries more than economy average
Portugal	TAP Air Portugal	transportation, airline	Flexible work hours and work from home where possible
Portugal	TAP Air Portugal	transportation, airline	providing more training and development programs

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Portugal	Turismo de Portugal	Tourism	Turismo de Portugal has developed and launched specific trainings targeted at migrants. As an example, we identify the Check-IN Programme, specifically designed to train migrants who arrive in Portugal, preparing them quickly and in a short period of time to start working in the sector.
Portugal	Turismo de Portugal	Tourism	Turismo de Portugal developed the “Closer Training” Programme in partnership with local authorities namely, all 308 Portuguese municipalities, with a view to decentralizing training in tourism and adapting it to local needs, throughout the national territory. More details here (in PT): https://www.turismodeportugal.pt/pt/Turismo_Portugal/Estrategia/plano-acao-reativar-turismo/construir-futuro/Paginas/programa-formacao-mais-proxima.aspx
Romania	Asociatia Colinele Transilvaniei	destination management unit	Campaigns, specific trainings
Romania	Consiliul Judeţean Buzău	Local public administration	Recruitment competition organization to participate in the development program
Romania	Contractor cch srl	Accommodations and	Pay better salary
Romania	Copsamare Guesthouses	Accommodation	Personally train the staff and working side by side
Romania	Eurolines Romania Group	Hospitality	Training
Romania	Eurolines Romania Group	Hospitality	Cross jobs
Romania	Fundatia ADEPT Transilvania	accommodation, food and beverage	Through 2 of our projects, implemented in the Central and Southern part of Romania, we identified businesses willing to offer support in training of young pupils in the sector and conducted regular visits followed by career counselling sessions with each of the students
Romania	Fundatia ADEPT Transilvania	Food	Training of local farmers in marketing or food health and safety measures so that they can improve market access, leading to a better business model and development, which implies more staff
Romania	Fundatia ADEPT Transilvania (working as part of Colinele Transilvaniei)	accommodation, food and beverage	Created a local network of people and businesses that conduct activities related to tourism for information exchange, support and development of joint initiatives
Romania	Visit Mures Association, subordinated to Mures	Campaigns	Campaigns to present touristic attractions in the region

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
	County Council		
Slovenia	Ministry of the Economy, Tourism and Sport and the Slovenian Tourist Board	Hospitality and Tourism	A promotional campaign "Career in Tourism" and the portal https://www.karieravturizmu.si/sl
Slovenia	Public Fund for scholarships etc.	Professions in hospitality are among the beneficiaries.	scholarships for professions in deficit
Spain	ACECCAT	NON-PROFIT ASSOCIATION FOCUSED ON DIGITIZATION	Projects for the digitalization of the tourism sector that can be applied in public and private environments to increase sales and help the future of the sector.
Spain	AENA	Airports	Employer Branding Program
Spain	AETIB	Public	Work at Home
Spain	AR VISION 2049 S.L.	Tourtech	Increase salaries
Spain	AR VISION S.L.	Tourtech	To improve the balance between work and family life.
Spain	ASOFUER	Fuerteventura Tourism business association	Training and development: ASOFUER has worked closely with local training centers to offer training and professional development programs to existing workers and those seeking employment in the tourism industry. This includes language courses, hospitality management courses and specific skills training programs.
Spain	ASOFUER	Fuerteventura Tourism business association	Job Fairs: ASOFUER has organized job fairs and recruiting events to help companies find qualified workers. These events also provide an opportunity for job seekers to learn about available job opportunities and connect with potential employers.

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Spain	ASOFUER	Fuerteventura Tourism business association	Immigration programs: ASOFUER has worked with local and regional authorities to develop immigration programs that facilitate the hiring of foreign workers in the tourism industry. These programs offer support to workers in their relocation and can provide a solution to staffing shortages in specific areas.
Spain	ASOFUER	Fuerteventura Tourism business association	Improving working conditions: ASOFUER has worked to improve working conditions in the tourism industry in Fuerteventura, including increasing wages and improving benefits to attract and retain workers. This includes the implementation of measures such as flexible working hours and remote work programs to attract workers from other areas of the island or abroad.
Spain	ASOFUER	Fuerteventura Tourism business association	Promotion of the tourism industry: ASOFUER has worked to promote the tourism industry in Fuerteventura and attract qualified workers to the island. This includes promoting the island as an attractive tourist destination and collaborating with other tourism organizations to create a positive image of the tourism industry on the island.
Spain	Better salaries	X	X
Spain	CEHAT	Hospitality	A platform for talent research in the hospitality sector, which main basis are the skills that employees have regarding to digital, social and green skills.
Spain	Cerrucos de kanama	Food and Beverage	Recruitment
Spain	Federación de Servicios de CCO	Hospitality (accommodation, food and beverages)	Promotion of the resolution of short-term problems, which are resident in collective bargaining, and which have to do with the quality of employment, insufficient salaries and unattractive working conditions
Spain	Federación de Servicios de CCO	Hospitality (accommodation, food and beverages)	Proposals to address, within the framework of collective bargaining and social dialogue, other problems that are more structural and long-term, such as the lack of authentic qualification and requalification policies

Member State	Organisation / company name	Sector of activity	Description of the initiative taken to address staff shortages
Spain	Federación de Servicios de CCOO	Hospitality (accommodation, food and beverages)	Requirement for adequate housing policies, especially in seasonal tourism, where it is practically impossible for workers to go to places with sun and beaches to work if they do not have guaranteed access to rental housing or housing. at the company's own facilities
Spain	Junta de Andalucía	Tourism	Collaboration with education centers to have students in training with the FP Dual System
Spain	Junta de Andalucía	Tourism	Organize a meeting between students, companies and teachers from different education centers to create new collaborations between them
Spain	Museo de la Naturaleza Valle del Alberche	Culture	Training
Spain	Museo de la Naturaleza Valle del Alberche	Culture	Freedom of work organization
Spain	Museo de la Naturaleza Valle del Alberche	Culture	Work flexibility
Spain	Norteando	Tourist services DMC and events	Salary and housing. Flexibility. Pay according to worker's value
Spain	RocRoi	Touristic Activities	Specific training
Spain	RocRoi	Touristic Activities	Communication campaigns
Spain	SANANDER VIAJES	TRAVEL AGENCY	training new staff from other sectors
Spain	SANANDER VIAJES	TRAVEL AGENCY	adapt programs
Spain	SANANDER VIAJES	TRAVEL AGENCY	contacts with training schools
Spain	Todo sobre Mérida	Web de turismo	Work flexibility plans
Spain	TOSCA	business company	Aid for hiring people under 25 years of age
Sweden	Visita	Hospitality	Certification of hospitality educations with the purpose to increase the attractiveness for students.
Sweden	Visita	Hospitality	Visita offers our member companies trainings in working environment related issues.
Sweden	Visita	Hospitality	Members of Visita must be part the industries collective agreements (which include among other things occupational pension). We consider it one way to make our industry more attractive.

ANNEX 3: Actions taken by local/national/regional authorities

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
Austria	Federal Ministry of Labour and Economy	increase of the quota for labor force 3 party states
Austria	Federal Ministry of Labour and Economy	Campaign for working in tourism (teamtourism)
Austria	FH Salzburg / FH Kufstein / Standortagentur Tirol / Chiemgau Tourismus	"Attractiveness and image building of tourism as employer": INTERREG Austria-Bayern 2014-2020 Creation of a sustainable, cross-border network in order to advance employee and employer development by modern teaching methods. The aim is also to increase the attractiveness of tourism as employer and improve the image of working in tourism. https://www.attraktivertourismus.eu/
Austria	Qualifizierungsagentur Oststeiermark GmbH	Project "Excellent training companies in tourism": Winner of Austrian Tourism Innovation Award 2022; Jointly developed standards in training and education as well as regulated certification sustainably strengthen the quality of training and the young people's chances on the labour market. Through a clearly defined certification process, the established cooperation represents an award for the participating companies and thus supports young people and their opinion leaders in career orientation. https://www.qua.or.at/projekte/ausgezeichnete-lehrbetriebe-im-tourismus/
Austria	Tourismusverband Wilder Kaiser	"Personal Regional" (regional staff): Recognition certificate at the Austrian Tourism Innovation Award 2022: The aim of the project is to offer locals attractive local jobs and to make it easier for tourism businesses to find and retain employees. The project focuses on market research, regional bonus programmes and new working models. https://www.wilderkaiser.info/en/region/project-personal-regional.html
Austria	Zell am See-Kaprun Tourismus GmbH	"Team4U": 3rd Place at the Austrian Tourism Innovation Award 2022: Team4U is your information portal for living and working in Zell am See-Kaprun. Team4U offers a bonus card with discounts and benefits in the region, a knowledge portal for education and training and a job platform with attractive jobs in tourism. https://www.zellamsee-kaprun.com/team4u
Bulgaria	Ministry of Tourism	Consultative body to the Minister of Tourism on Human Resources in Tourism
Bulgaria	Ministry of Tourism	Regular meetings of the Minister of tourism with secondary school graduates to persuade them take the hospitality career path
Bulgaria	Ministry of Tourism	Round table and discussions mostly
Croatia	Ministry of the Interior	ESIDENCE AND WORK PERMITS
Croatia	Ministry of tourism and	Public call for scholarships in the sector of tourism and hospitality

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
	sports	
Finland	Government (Marin government 2019-2023) of Finland	Report on supply, shortage and Labour Market Roadmap project https://tem.fi/en/-/report-on-supply-shortage-and-matching-of-labour-sums-the-results-of-the-labour-market-roadmap-project
France	Anpe	Training, internships, hiring assistance, reduction in costs
France	Ministère du travail/ Pôle Emploi	Training of job seekers
France	Ministry of education	Training
France	Régions Auvergne Rhône Alpes	Improve recruitment through employer branding
France	Secrétariat d'Etat au Tourisme	Publishing a platform "Mon emploi dans le tourisme"
France, Italy	Alcotra	Biodiversità stellata
Germany	Baden-Württemberg	Qualified immigration law
Germany	Federal Ministry for Economic Affairs and Climate Action	The ministry initiated a national platform (Nationale Plattform Zukunft des Tourismus) to engage tourism professionals from different sectors within the industry in 4 working groups and one of the working groups focuses on creating initiatives and projects to counter staff shortages in the German tourism industry.
Germany	Federal Ministry for Economic Affairs and Climate Action / DIHK Service GmbH	Together we test sustainable structures for skilled labour immigration from third countries
Germany	German Government	Qualified immigration law (Fachkräfteeinwanderungsgesetz) legislation amendment to encourage qualified immigration
Germany	Ministry of Labor	During Covid, the government had the short-time work extended so that many businesses also small ones were able to keep their personnel employed despite being closed/shut down. That helped a lot and prevented even further lay-offs. But after Covid it ended and still those who didn't or couldn't make use of the short-term offer or those people, who have effectively left, are still gone. This shortage is still effective becoming slowly better.
Germany	see above	see above
Greece	Epirus Region	subsidized programs

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
Greece	National	Temporary Limited Allowance for work permit for employees outside the EU
Greece	National	significant increase in wages and benefits
Greece	South Aegean	Recruitment Initiatives
Ireland	Department of Enterprise	Increase in work permits for Non EU workers
Ireland	Department of Social Protection	EURES - helping businesses recruit from Europe
Ireland	Failte IReland	Employer Excellence programme
Ireland	Failte IReland	TY TRaining Programme
Ireland	Failte IReland	Employer excellent programmes
Italy	Le Marche	Online training courses
Italy	local authorities	advertising campaign for labour
Italy	Ministry for Tourism	Strategic Plan for Tourism 2023-27 addressing the issue of staff shortages by providing guidelines on the importance of investing in new training careers and offering better job contracts.
Italy	Ministry of education	Reform of VET schools to further connect links between SMEs and school curricula.
Italy	Pro Loco di Capua	Events on local history and culture
Italy	Promoturismo FVG regional authority	Training sessions
Italy	Regione Liguria	Regione Liguria, with its Job Sector, has realized the Pact for Job in Tourism. It's a system created in 2018 to offer support to a strategic sector for the socio-economy of Liguria, favouring seasonal adjustment processes and the extension of the working period of seasonal workers. In agreement with workers' unions, private companies in the tourism sector can apply for employment bonuses for hires lasting at least 6 months a year. This Pact has produced good results and has become a best practice for other regions.
Italy	Regione Liguria	Regione Liguria, with its Tourism Sector, Training Sector, Alfa (Regional Agency for Employment, Training and Accreditation) and with the main associations of tourism professions, works for the qualification of outdoor professionals, as a necessary improvement of the reception in Liguria destination and a support to the increase of sustainable tourism. Professional figures related to the outdoor segment include GAE (Hiking Guide), Tourist Cycling Instructor, Off-road Cycling Mountain bike Instructor and Marine Naturalist Tour Guide.
Italy	Regione Piemonte	Fondazione ITS
Italy	Regione Piemonte, Visit	"Il Piemonte sbarca in Sicilia" initiative

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
	Piemonte, Ente Turismo, Apro Formazione	
Italy	REGIONE PUGLIA - COMUNE DI MATTINATA	DAYS DEDICATED TO STAFF TRAINING AND RECRUITMENT
Italy	some regions	to catch internships people
Italy	Unioncamere	Excelsior - Forecasting of shortages indicated by SMEs
Italy	VERONA CHAMBER OF COMMERCE	RECRUITMENT MONTH AND CROSS-MATCH TOURISTIC COMPANIES AND EMPLOYEES
Latvia	Rzekne tourism agency, LIAA	https://rezekne.lv/2021/09/apmacibas-turisma-un-viesmilibas-joma/ In order to promote the improvement of the quality of services in the tourism sector in Rēzekne and the Latgale region as a whole, as well as to provide support to entrepreneurs in the field of staff training, the Rēzekne Tourism Development Center, in cooperation with the Latgale Tourism Association and the LIAA Tourism Department, organizes the training course "True Hospitality & Sales". The training seminars will be led by a high-level hospitality professional, Didzis Grāvītis, the founder of the company "Centurion Hospitality"
Montenegro	National board of Tourism Industry	allowing cross border employees from other countries.
Montenegro	National employment registry	specific trainings.
Portugal	Government	flexible work hours
Portugal	Government	Tourism Jobs Agenda
Portugal	Government	welcoming of no EU national
Portugal	Turismo de Portugal	Turismo de Portugal (national tourism authority) developed and launched specific trainings targeted at migrants.
Portugal	Turismo de Portugal	Tourism Job Agenda We launched the Agenda for the Valorisation of Tourism Professionals, a strategic plan with 20 measures, grouped into 4 pillars, which seeks to stimulate concrete projects to promote, valorise, qualify and attract talent to the Tourism sector. https://www.turismodeportugal.pt/pt/Noticias/Paginas/agenda-valorizacao-profissionais-turismo.aspx

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
Portugal	Turismo de Portugal	Turismo de Portugal developed the “Closer Training” Programme in partnership with local authorities, with a view to decentralizing training in tourism and adapting it to local needs, throughout the national territory. More details here (in PT): https://www.turismodeportugal.pt/pt/Turismo_Portugal/Estrategia/plano-acao-reativar-turismo/construir-futuro/Paginas/programa-formacao-mais-proxima.aspx
Romania	AJOFM Suceava	Training courses
Romania	Consiliul Județean Buzău	Recruitment contests organisation and participating in training programs
Romania	Consiliul Județean Cluj	Specific training courses
Romania	Consiliul Județean Suceava	Creation of a tourism association
Romania	Iasi County Council	set up a regional destination management organisation
Romania	Ministry of Tourism and Entrepreneurship	Various funding programmes aimed at training people and developing new businesses or supporting the ones affected by COVID
Romania	National authority	Vacation vouchers to workers in the public sector
Slovenia	Chamber of crafts of Slovenia	Vizionar - TV show (presented best entrepreneurship practices)
Slovenia	Tourism - hospitality Chamber of Commerce	negotiation with Ministry of Labour,
Spain	Acción legislativa del Parlamento, transformando en Ley un acuerdo previo de los interlocutores sociales con el Gobierno	Royal Decree Law 32/2021, of 28 December, on urgent measures for labor reform. It has supposed more and better employment, especially in the most precarious sectors, as in the case of the hostel. This fact has been relieved by the social interlocutors, for example, in the text of the V Acuerdo por el Empleo y la Negociación Colectiva (V AENC) signed by unions and business associations on May 10, 2023
Spain	Cantabria region	Training program in close cooperation of industry and public sector
Spain	Catalonia	Specific formation at cost zero for many sectors
Spain	CENTRAL GOBERNMENT	CONCILIATION POLICIES.
Spain	CENTRAL GOBERNMENT	BENEFITS FOR FIRST HIRES AND HIRING OF YOUNG PEOPLE
Spain	Generalitat	Communication campaigns
Spain	GOBIERNO DE CANARIAS, CABILDO INSULAR DE	Training programs: training programs have been established to improve the qualification of local workers and increase employment in the tourism sector. These programs include language courses, specific skills training and professional certifications.

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
	FUERTEVENTURA, AYUNTAMIENTO LOCAL	
Spain	GOBIERNO DE CANARIAS, CABILDO INSULAR DE FUERTEVENTURA, AYUNTAMIENTO LOCAL	Promotion of sustainable tourism: they have promoted sustainable tourism and the preservation of the island's cultural and natural heritage as a way of attracting tourists who seek authentic and respectful experiences with the environment. This can help diversify the tourist offer and attract workers who seek employment in a more sustainable sector.
Spain	GOBIERNO DE CANARIAS, CABILDO INSULAR DE FUERTEVENTURA, AYUNTAMIENTO LOCAL	Collaboration with the private sector: I have worked in collaboration with the private sector to develop strategies to attract and retain workers in the tourism industry. This includes collaboration with business organizations and promotion of initiatives to improve labour conditions in the sector.
Spain	GOBIERNO DE CANARIAS, CABILDO INSULAR DE FUERTEVENTURA, AYUNTAMIENTO LOCAL	Promotion and attraction campaigns: they have promoted the island of Fuerteventura as an attractive tourist destination and have worked to attract workers from other regions and countries to the island. This includes participation in international tourism fairs and promoting the island in the media and social networks.
Spain	GOBIERNO DE CANARIAS, CABILDO INSULAR DE FUERTEVENTURA, AYUNTAMIENTO LOCAL	Entrepreneurship promotion: They have established entrepreneurship promotion programs to encourage local residents to create their own businesses in the tourism industry. These programs offer advice and financial support for the development of new businesses.
Spain	Gobierno de España	allow flexibility in management work
Spain	Govern Illes Balears	Learning programs
Spain	INEM	Small course, I think is around 3 months
Spain	Local government and national and also associations	Specific training s
Spain	SPANISH GOVERNMENT	To improve the balance between work and family life.
Sweden	Ministry of education	Vocational training and higher vocational education
Sweden	National	Temporarily reduced the general payroll tax for young employees (15 - 23) starting from the pandemic and ending 2023.

Member state	National/local/regional authority responsible	Description of the initiative taken to address staff shortages
Sweden	National	The Swedish Employment agency has a number of activities (för example; payroll subventions the first 6 months of employment) in order to match and make people go from unemployment to work.
Sweden	Swedish Agency for Economic and Regional Growth	Initiatives to tackle the shortage of competence - in the hospitality industry but also in other sectors.
The Netherlands	Ministry of Economics is involved - not responsible for the Hospitality Pact	Labor market campaign, initiated by a collaboration of associations, the ministry of economics and educational institutions in tourism, leisure and hospitality. For example in The Netherlands: https://bemyguest.nu/ a platform with stories, vacancies and an overview of all tourism/leisure/hospitality schools in The Netherlands. The 'Be My Guest' website primarily aims to inspire and facilitate young people in the possibilities of the hospitality sector. This campaign strengthens the campaigns of the individual branches. In this starting phase, partners start encouraging talent within VET This will then be expanded to include talents in HE.

ANNEX 4: Actions taken by private entities

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Austria	Biohotel Daberer GmbH	Accommodation, gastronomy	"daberer.team.antrieb": Recognition certificate at the Austrian Tourism Innovation Award 2022; The "daberer.team.antrieb" initiative is a programme for the "daberer.employees" and includes professional training, activities, etc. to strengthen the feeling of togetherness and to grow as individuals. See: https://www.biohotel-daberer.at/de/teamantrieb
Austria	Dachsteinkönig Hotel GmbH	Gastronomy, accommodation	"Mitarbeiterphilosophie 2.0": Winner of the Rolling Pin Award "Employer of the Year" 2018 and 3rd place at the Austrian Tourism Innovation Award 2022 with the initiative "Employee Philosophy 2.0". Innovative employee management by promoting internal and external training and further education, health, childcare and other benefits in addition to fair salaries and future provisions. See: https://familux.family/family.html
Austria	Verein für Mitarbeiterqualifizierung im Tourismus	Accommodation, gastronomy, destination management organization	"WORK FOR US im Tourismus": = Association of 25 member businesses in the greater Zell am See area, with the aim of creating liveable jobs with the opportunity for personal and professional development. https://www.workforus.at/
Belgium	Government	Hospitality and beyond	Flexi jobs - pensioners and certain employees can earn some money by performing certain work activities, while employers can flexibly and inexpensively employ extra staff at peak times.
Bulgaria	Hotel Investment Forum	Hospitality	Master classes for hotel managers
Bulgaria	Sun Spree Academy	hospitality and travel agencies	Trainings
Bulgaria	Zangador	Accommodation	short training courses to reskills and upskill owners and managers of guest houses and family hotels

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Croatia	Bluesun	Tourism	Bluesun academy for in service trainings
Croatia	CROATIAN EMPLOYERS' ASSOCIATION	Accommodation	Education
Estonia	Estonian Hotel and Restaurant Association	Accommodation and restaurants	The Estonian Hotel and Restaurant Association initiated the opening of the new undergraduate program (Hotel and restaurant business) in the high institution (Estonian Entrepreneurship University of Applied Sciences) to ensure there will be more professionals with high education in the sector. Link: https://www.eek.ee/eriala/hotelli__ja_restoraniettevoitus
Estonia	Estonian Hotel and Restaurant Association	Accommodation and restaurants	In connection to the previous initiative, the Estonian Hotel and Restaurant Association will provide a scholarship 2000 euros to one student.
Estonia	Estonian Hotel and Restaurant Association	Restaurants	The Estonian Hotel and Restaurant Association made short films for basic restaurant skills: https://ehrl.ee/restoraniteenindus/
France	CCI Vendée	Tourism/Accommodation	Called "Ma saison en Vendée" (My season in the Vendée), it will eventually become a virtual one-stop shop for recruitment between local professionals and seasonal workers. In addition to job offers, the site provides recruiters with information on the terms and conditions of employment and housing assistance.
France	VTF	Holiday club	Pre-season training to recruit staff
France-Italy-Portugal-Greece	Club Med	Holiday villages	Training and mobility in the Europe Africa zone

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Germany	asr and 22 other associations	all sectors in tourism industry	Tourismus Deine Zukunft - recruitment program for graduates and lateral recruits
Germany	companies	accommodation, food and beverage	Recruitment of staff in other countries
Germany	DRV	all sectors in tourism industry	easyboarding - Specialized recruitment portal for tourism sector
Germany	IHK Trier	https://www.working-family.de/	We are an association of family-run companies from the hotel and catering industry who - for the most part for generations - have the well-being of their guests and the well-being of their employees particularly close to their hearts. And it is the employees on whom we would like to focus our special attention here.
Germany	Ruby Hotels	Accommodation	The hotel offers to pay for a German language course and for a room within the hotel for a limited amount of time for international staff to help them settle in the city where the hotel is located, they emphasize that everyone is welcome, no matter what they look like (visible tattoos, colourful hair etc.)
Germany	several	whole hospitality sector	Several businesses try to improve the attractiveness of work in tourism sector (hotels, restaurants)
Germany	VDFU/German Federal Ministry for Economic Affairs	tourism (attractions)	Sharing best practices and opportunities through a White Paper, after conducting a future study which received financial support from the German Federal Ministry for Economic Affairs
Greece	AKMI	Training for all sectors	https://drive.google.com/file/d/1A_9r_hxCwIxfVRX5cngLBoHrMQDARqfJ/view?usp=share_link
Greece	N/A	All these sectors individually	Allowing a large proportion of foreign employees (outside the EU), to come and work in the sector to cover the needs for staff.
Hungary	both	All industries	Easier intake of employees from third countries (e.g. Ukraine, Vietnam, Indonesia, etc)
Hungary	no	All hotel departments	Change in the vocational training law / more salary and state aid for students, practice days combined with school timetable
Hungary	no	All hotel departments (as well as other professions, e.g. welding)	More marketing on vocational trainings, more focus on these schools instead of general secondary studies

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Ireland	Irish Hotels Federation	Hospitality	Skillnet- digital training modules made available to employees in the sector
Ireland	Shannon Chamber of Commerce	Open to all	Training
Italy	Cciaa Umbria	Accommodation	Training
Italy	Corsorzio Turistico Langhe Experience, Associazione Commercianti Albese	Raising the bar of quality in hospitality	Langhe Experience Style
Italy	Hotel chains, resorts, tour operators, cruise companies	All tourism sub-sectors	Private business academies
Italy	Hotels association	F&B reception.	campaign
Italy	Mirabilia	Hospitality and cultural heritage management	Some lines of activity have created a masters program with the University of Perugia or with other local Vet schools to address new skills to be introduced in curricula.
Italy	Region	Accommodation	Training
Italy	various private companies	various tourism jobs	free training courses aimed at hiring
Latvia	ATVIAN HOTEL AND RESTAURANT ASSOCIATION	accommodation, food	Courses, seminars
Lithuania	Public Employment service	IT sector, health and social services sector, beauty sector, business sector	The Employment Service provides opportunities for unemployed and employed (working) people to learn and acquire the desired profession according to formal or informal vocational training programs. The Employment Service provides this opportunity by funding learning.

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Montenegro	Private hotels	Accommodation, food and beverages	specific training and allowing cross boarder employees from other countries.
Portugal	Bolsa de Empregabilidade, by Fórum Turismo	Tourism and Hospitality (all subsectors)	Forum turismo, which is a private business association, developed an Employability Exchange that in 2023 already took place in 4 cities in the country to promote a face-to-face meeting between companies and job seekers, creating new forms of recruitment, in a more direct, inclusive way and with several associated benefits. https://bolsadeempregabilidade.pt/
Portugal	Grupo Barraqueiro	transport	recruiting non EU nationals
Portugal	Imagens de Marca	Tourism and Hospitality (especially focused on the most undervalued areas, such as table service, room service, and the various support functions)	This is a online marketing Program, that as a specific youtube channel, to promote the tourism professionals https://www.imagensdemarca.pt/artigo/mudar-para-melhor-nova-temporada-destaca-as-profissoes-do-turismo/
Portugal	Pestana Hotels Group	Hotel sector	Increased minimum salary paid to its workers (1000eur/month - including salary plus meals' subsidy) above the national minimum salary (760eur/month). This commitment to raising wages has been adopted by other national hotel groups as a strategy to attract and retain staff.
Romania	Consiliul Judetean Suceava	Tourism	Creation of a tourism association
Romania	Operatori economici interesați, unități de învățământ și unități administrativ-teritoriale	Different branches of the economy	Dual education

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Spain	Any	Accommodation	Housing
Spain	CHEAT, CEOE, ITH, FEHT,CCE, CAMARA, ASOFUER, CONFUER	All sectors	Increase in labor supply: some companies have increased the labor supply on the island, offering part-time jobs, seasonal jobs and temporary hiring during periods of greatest tourist demand.
Spain	CHEAT, CEOE, ITH, FEHT,CCE, CAMARA, ASOFUER, CONFUER	All sectors	Work flexibility: many companies have adopted work flexibility policies, offering flexible work schedules, the possibility of working from home and adapting to the needs of workers to retain their staff.
Spain	CHEAT, CEOE, ITH, FEHT,CCE, CAMARA, ASOFUER, CONFUER	All sectors	Improving working conditions: Some companies have improved the working conditions of their workers, offering more competitive salaries, social benefits, training and professional development programs, and promotion opportunities.
Spain	CHEAT, CEOE, ITH, FEHT,CCE, CAMARA, ASOFUER, CONFUER	All sectors	Collaboration with the public sector: several companies have collaborated with the Cabildo and other public institutions in the development of programs and strategies to attract and retain workers in the tourism industry.
Spain	CHEAT, CEOE, ITH, FEHT,CCE, CAMARA, ASOFUER, CONFUER	All sectors	Promotion of sustainable tourism: some companies have opted for the promotion of sustainable tourism, promoting responsible tourism practices and contributing to the preservation of the island's cultural and natural heritage. This can attract workers seeking employment in socially responsible companies committed to sustainability.
Spain	Gremi hostaleria	food sector.	Professionals updating skills and new professionals
Spain	Norteando	DMC	Job flexibility and salary

Member State	Private entity responsible	Sector of activity	Description of the initiative taken to address staff shortages
Spain	Palladium Hotel Group	Accommodation, food and beverage, et	Recruitment day for different job positions in their hotel brands
Spain	SECARTYS / SINERGIA	Tourism	sme accelerator office for rural environments
Sweden	loka brunn	Restaurant	high school apprentice in the workplace
Sweden	Several companies	Hospitality	Several companies organize their own chef trainings due to lack of chefs.
Sweden	Visita	accommodation, food and beverage	campaigns, funding and recruitment initiatives
The Netherlands	Reiswerk - the labor market fund for the travel sector	Tourism	Travel College & Travel College Students: Travel College Students is part of Travel College, the online learning platform for the travel sector. It is a unique collaboration between education and business and responds to current (learning) needs & changes in the travel industry. Travel College Students has more than 600 courses, both professional (travel industry specific) and courses focused on personal development. They create focus for teachers and students through specially designed learning paths.

