



EMPLOYMENT BEST PRACTICES IN AIRPORT AREAS





Erasmus+



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INTRODUCTION

When the DREAAM project started, in 2018, air traffic was growing at an unprecedented pace, airports throughout Europe and beyond were continuing to expand and develop, and so did the surrounded areas. At the same time, many airports were struggling to respond to the needs that the numerous companies on their platforms had. In particular, they were dealing with an ever-increasing skill gap problem, as well as an issue in attracting employees to the airport area.

It is clear that employment in airport areas was and will continue to be in the future a source of growth, development and economic impact. European airports were creating and facilitating more than 12 million jobs in 2015 and some 700 billion euros in GDP per year, just over 4% of the entire European economy.

Therefore, in 2018, a group of regional public authorities, airports and, economic and development agencies started the Development of Regional Employment and Airport Areas Manpower (DREAAM) project. Supported by Erasmus+, the objective, over two years of activity has been to exchange good practices mainly on vocational education, training in airport areas, branding and recruitment.

The project partners were: lead partner Paris CDG Alliance (France), communication partner Airport Regions Council (Belgium), Aviato (Belgium), Economic Development Agency Dahme-Spreewald (Germany), El Prat de Llobregat Town Council (Spain), Regional Authority FrankfurtRheinMain (Germany), Municipality of Beek (The Netherlands) and Orly International (France).

The main activities of the project partners revolved around:

- Perception and promotion of jobs in airport areas: considering the perception of jobs in those areas, are the existing promotion tools efficient? How to duplicate them in other territories? What are the remaining gaps?
- Matching workforce qualifications with the companies' requirements: is there really a shortage between the needs of employers and existing staff qualifications? What are the good practices to reduce this gap?
- Anticipation of future work patterns: will anticipating the future needs of companies allow for the development of relevant skills before they become a gap? What are the best practices in this respect?
- Synthesis of the findings, implications for the attractiveness of airport areas: considering the project's analysis, which solutions can be developed to promote these jobs?

At the end of all our transnational meetings, the answers to all the above mentioned questions were collected in order to design a small guide which includes the best practices which were identified among all consortium partners during the implementation of the project. It can be split into nine categories and covers all information from branding any airport region up to the development of well-working partnerships within the airport area.



1. AIRPORT AREAS: CONTEXTS AND MAIN CHALLENGES

1.1. Paris CDG Airport Area (Paris Region)

1.1.1. Identity Card

Name of the Airports: Paris Charles-de-Gaulle (CDG) and Paris-Le Bourget (LBG)

Name of the Airports' operator: Groupe ADP

Key Figures:

76,150,007 (CDG) passengers in 2019
(Rank 2nd in Europe)

54, 656 (LBG) passengers in 2019 (Business)

2,102 (CDG) million of tons of cargo in 2019

706,300 inhabitants in Paris CDG Airport Area

50 municipalities

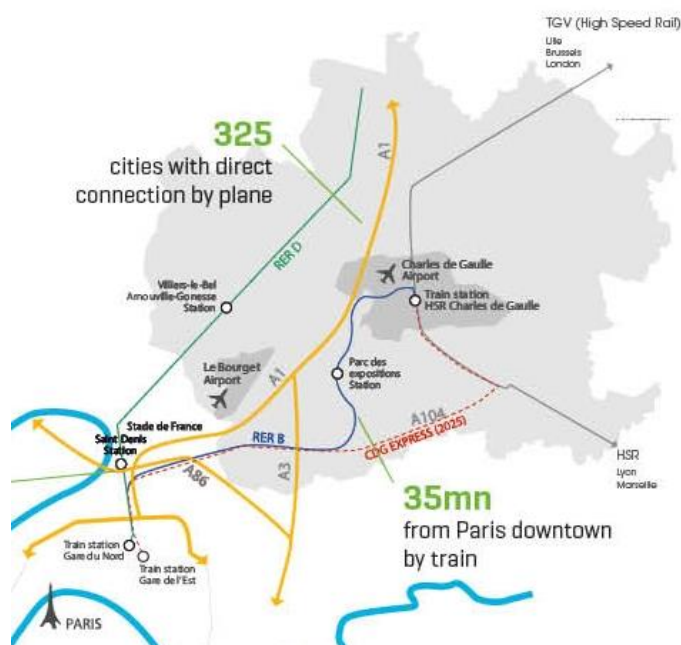
18% unemployment rate in 2018

Main economic fields:

- Airports and Aeronautics;
- Logistics and Transport;
- Tourism;
- Retail, Wholesale and E-Commerce;
- Industry.

Main challenges:

- Adapt the training offer and create new training centres to train the inhabitants to the trades induced by the building of the Terminal 4 (by 2028) in order to reduce the unemployment rate.
- Work on upskilling the inhabitants' competencies to create new career paths inside the airport area and to adapt the training to the companies' needs.
- Implement new international companies in order to participate to the sustainable growth and development of the airport area.



1.1.2. Regional Context

There are 706,300 inhabitants in Paris CDG Airport Area. The development of the territory is highly dependent on the dynamic of two airports (Paris CDG & Le Bourget), as 47% of the population work in Paris CDG & Le Bourget areas.

The main industries and sectors of the area are airports & aeronautics, logistics, tourism, retail & wholesale. 6,800 companies were created on the territory in 2016, therefore the business creation rate is higher in the area than in the whole Paris region (19% in Paris CDG area compared to 16% for the region). The area remains attractive for international companies, as 40 additional international companies were set up between 2015-2017. They benefit from a dynamic ecosystem: 1,700

international companies, mainly from Europe, North America and Asia, invest in the area and foster sustainable development of the territory.

The main challenges are:

- Paris CDG Airport Area faces strong social inequalities, due to the social and economic development history: the Southern area is mainly urban and bound to the past industrial development, whereas the Northern area is still rural and not as much concerned by Paris' dynamic;
- Unemployment rate remains high (18%);
- A young population (1 inhabitant out of 3 is less than 20). However, 40% do not have a secondary school diploma, so that 66% of employers think that recruiting is difficult. They are expecting people with a diploma and soft skills.

1.1.3. Airport Context

Paris CDG Airport Area has two international airports, operated by Groupe ADP, a public limited company.

Paris Charles de Gaulle Airport (also known as Roissy Airport) started being built in 1965 with a first opening in 1974. It is located about 25 kms north-east of central Paris. Paris CDG is the largest of the 3 Paris airports in terms of surface area (32,4 km²), passenger traffic (76 million in 2019), cargo traffic (2,1 million tons in 2019), and number of jobs (about 90,000).

It is Europe's second busiest airport in terms of both passenger traffic (after London Heathrow) and of cargo traffic (after Frankfurt Airport).

It serves as the global hub for Air France. It has four runways and three terminals.

A new Terminal 4 is expected to start being built from 2028 onwards, with the capacity to serve 30-40 million passengers a year. By 2037 the number of passengers in CDG Airport is expected to grow to reach 107 to 126 million pax. A study has been undertaken by Paris CDG Alliance to anticipate the trade needs.

Paris-Le Bourget Airport is dedicated to business aviation and air shows, most notably the Paris Air Show. It is Europe's busiest business airport, covering 800 destinations mainly in Europe. It is 11 kms north-east of central Paris.

1.1.4. Interactions between the airport and its local area

Keeping airports' local residents informed is part of Groupe ADP Corporate Mission Statement. Groupe ADP has also cultivated trust-based relationships with local and regional authorities, associations and residents. Airports' regional delegations drive forward initiatives intended to benefit local residents and their elected representatives. ADP Groupe also participates in Environmental Advisory Committees (CCEs), working groups on noise and Advisory Committees for Assistance to Local Residents (CCAR).

- *Relations with the National education system*

Teams of Groupe ADP visit schools to talk about what they do and the jobs they can offer.

For pupils in their final year of middle school (aged 14-15) there is the "professional discovery" option to find out more about careers within the airport services, and for pupils in their final two years of school (aged 16-18), Groupe ADP organizes programs of visits with the support of businesses and the teaching staff of middle and high schools.

Paris CDG Airport Trades and Qualifications Campus combines basic and vocational training packages, particularly those with an international component, within the region's priority sectors. It is a Centre of Excellence linked to the aeronautic sector.

- *Planet'Airport* ¹

Planèt'Airport is a 4 services system:

- Planèt'Airport Training;
- Planèt'Airport integration through economic activity;
- Planèt'Airport Low-income housing;
- Planèt'AirportTransport (implementation of Papa Charlie).

- *Relationships with Paris CDG Alliance*

Missions:

- To promote the area under a unique brand to attract companies and investors (especially international ones);
- To boost the attractiveness of the region for inhabitants, employees and visitors;
- To help inhabitants to have access to employment, help businesses to recruit, and provide training in the required skills in the region's key growth fields.

1.1.5. Labour Market Context

In 2016, CDG and Le Bourget Airport maintained 413,120 jobs and created 22,5 Md€ GDP. A study was commissioned by ADP Groupe in order to explain the impact of direct, indirect, induced and catalytic jobs of the airport inside the area:

- Direct jobs: 93,680;
- Indirect jobs (subcontractors): 89,080;
- Induced job impact (induced by household consumption and public taxes & administrations): 67,190;
- Catalytic job impacts (related to tourist consumption): 163,470.

- **Main labour constraints** : Low skill level among many residents that explains the high rates of unemployment; highest rates of youth unemployment and the lowest incomes in the Paris Region ; most of the jobs are in staggered hours so that employees need to take their car to be able to reach their work on time.

- **Recruitment tools** (airport / subcontractors) : ENVOL PRO & CCA Aero are two mobility programs to improve the English level of unemployed people who want to continue their career inside the airport services jobs; Forums and fairs on different employment fields to increase the attractiveness of jobs inside the airport area ; HR meetings in different employment fields to find a solution for the lack of candidates.

- **Education level of airport employees**: in Paris CDG Airport Area, 40% of the population do not have a diploma, 22% have a Professional Training Certificate, 18% have a high school diploma and 20% have a graduate degree.

- **Main education / skills initiatives**: creation of the Cité des Métiers & the Trades and Qualifications Campus on Aeronautic jobs to orient people toward their career paths; creation of a Learning Lab that fosters the use of new technologies in the teaching & learning tools of the initial and continuing education.

¹ In 2020, some Planèt'Airport activities were withdrawn

1.2. Paris Orly Airport Area (Paris Region)

1.2.1. Identity Card

Name of the Airport: Paris-Orly (ORY)

Name of the Airport operator: Groupe ADP

Key Figures:

31,853,049 passengers in 2019

(Rank 13th in Europe, 2nd in France)

86,204 tons of cargo in 2018

166,000 inhabitants in the area

8 municipalities

11,7% unemployment rate

Expanded employment area

(including main area):

1,224,000 inhabitants in the area

61 municipalities

12,5% unemployment rate



Main economic fields:

- Airports and Aeronautics;
- Logistics and Transport;
- Tourism;
- Retail, Wholesale and E-Commerce;
- Industry.

Main challenges:

- Contribute to the economic development of the Paris-Orly perimeter and to attract international companies inside the economic areas.
- Analyse and anticipate the employment needs and skills of the Paris-Orly perimeter, to contribute to inform and orientate the inhabitants towards the regional professions.
- Adapt the training schemes to the needs of companies and to the profiles of the inhabitants of the Paris-Orly perimeter: training on English language, focus on behaviour (quality of service and hospitality).

1.2.2. Regional Context

In the whole Paris Region, there are 11,8 million people which represents 19% of the total French population. Among them, 166,000 people are living in Orly area (8 municipalities) and a total of 360,000 people in the vicinity of Orly Airport.

To have in mind general figures, the total employment rate in Paris Region is 66,6% (the activity rate was 76,3% in 2016 - INSEE data) whereas the unemployment rate in the region is 7,6%.

The main industries/occupation areas are engineering, motorists, business areas, aeronautics, printing, electronics, agribusiness, hotels, restaurants etc. but also trade; repair of automobiles and motorcycles which represent 21,442 companies with a workforce of 703,961 employees. But also scientific and technical activities; administrative services and support with 297,277 companies and 92,147 employees.

As far as the labour market is concerned, tertiary activities are mainly represented with finance, insurance, communication, business consulting or R & D.

The agglomeration is well known for its 3 particular assets: the Rungis National Interest Market, the Scientific cluster of Paris-Saclay and Paris-Orly Airport.

The Main challenge for the agglomeration is now to keep on being at rank n°2 for Paris Region.

1.2.3. Airport Context

Paris-Orly Airport was built in 1918 for the air base, but the airport, in its present configuration, was built in 1947, with an opening in 1948. In 2019, there were nearly 31,9 million passengers (increase of 3,4%).

The “Yellow Jackets crisis” had an impact on the flow of passengers with a decrease in week-end breaks at the beginning of the year 2019 and track works resulted in more than 4,600 cancellations of flights. Aigle Azur’s bankrupt has also to be kept in mind.

Paris-Orly Airport serves 156 cities with 229,000 flows and 86,204 tons for air freight (figures for 2018).

The airport was firstly popular for domestic flights and for a while also has international traffic to Africa, Mediterranean countries, Asia, U.S.A and West Indies.

Nowadays and since 2019, it has 4 different areas (Orly 1, 2, 3 and 4 previously respectively West Orly and South Orly).

Paris-Orly has surely many assets to meet the needs of companies and passengers: it is located less than 15 minutes from Paris and is served by dense networks of road links and public transport (RER B and C, Orlyval, OrlyBus, Tram giving access to the metro, Air France Buses, access to TGV Massy station ...).

Paris-Orly is particularly attractive for passengers because of its easy access, its range of destinations, its human size and its proximity to Paris. The traffic of the Paris-Orly platform is mainly origin/destination traffic. However, connecting passengers account for approximately 6,8% of departing traffic, or nearly 1,1 million passengers in 2017. Over the last 7 years, the traffic evolution at Paris-Orly airport has been marked by steady growth in passenger traffic and historical traffic records since 2013. There is also a structural change with strong growth for international traffic. There is a decrease in domestic traffic though since TGV has a big impact on domestic flights, the South West TGV Line while being operating since July 2017. This development has been accompanied by an increase of nearly 22.8% in the number of passengers by air since 2009 with an average load of 140 passengers in 2017 compared to 114 passengers in 2009.

Some development plans for the future are being implemented since 2017 with numerous investments, such as the renovation of the Runway n°3 (completed last year) or major equipment projects such as "Coeur d'Orly" Programme which is an international business district comprising office buildings, hotels, a congress and exhibition centre. Real living space, it also offers shops, services, a village of brands and recreational areas. TGV station, Grand Paris Express (public transport network project consisting of 4 automatic metro lines around Paris and the extension of two existing lines that will connect Orly to Paris in 2020), Cité de la Gastronomie Française (French cultural facilities with a tourist vocation whose activities are dedicated to Gastronomy), 5* Hotels, ...

1.2.4. Interaction between the airport and its local area

Some socio-economic actions are being implemented with the organisation of forums and actions of knowledge airport trades/administrator of the inter-enterprise crèche. Participation in the construction of

the Grand Orly and in the governance of the Orly Paris® territorial pact is performed as well as participation in the Plato Network (support of heads of businesses in the development of their skills), sharing of know-how in the Orly Business Club, providing financial support for associative networks for business development. The Rendez-vous of Entrepreneurship are being co-organized together with Orly International (1 per year).

Orly Airport is investing in young people who will be in the job market tomorrow: a zoom on the jobs of the image with schools of cinema and the relevant employment agency is being made with a presentation for the schoolboys, high school students and residents (once a year). The PRE (Program of Educational Success) aims at the individualized care of young people in "fragility": workshops are being organized with small groups of pupils located in the priority neighbourhoods around a thematic stemming from the program of national education (2/3 times a year). In addition, a work of observation of Orly-Airport is done together with an artist and the students of college: this collaboration gave rise to an Exhibition of screen-printing works.

Orly Airport also took part in several orientation/information forums in neighbouring municipalities as well as in regular dialogue with riverlands and elected officials in order to discuss these issues and find out solutions.

The Environment and Sustainable Development House is located near Paris-Orly Airport and is dedicated to meet neighbourhood, to organize visits of airport for school and neighbours and to provide support to help sound-insulation of houses.

Paris-Orly Airport is contributing to:

1. The co-construction of the territorial structuring projects of the Paris-Orly perimeter;
2. The construction of the employment area: contribution to the debates around the territorial project with all the actors and to the implementation of the territorial project through Orly International (OI) partnership tool;
3. The economic development of the Paris-Orly perimeter: contribute to strengthening of territorial attractiveness, attracting international projects and companies, supporting the endogenous and international development of companies/project leaders in the Paris-Orly perimeter;
4. Promoting the access of the populations of the Paris-Orly perimeter: helping to analyze and anticipate the employment needs and skills of the Paris-Orly perimeter, contribution to informing and orienting the inhabitants towards the regional professions, and adapting the training schemes to the needs of companies and to the profiles of the inhabitants of the Paris-Orly perimeter;
5. Integration of the neighbourhood population who are far from employment: contribute to the creation and implementation of a globalised system on topics training, integration, housing, mobility (4 major meetings with experts, a conclusion by the Minister of Transport), contribution to the deployment of targeted actions to populations living in the priority neighbourhoods of the city's policy;
6. Encouraging economic and social actors to adhere to ADP projects: contribute and monitor for the economic and social part, the public consultation procedures for major ADP Group investments, contribute to inform the institutional and private actors of the Orly-Paris perimeter of the positive externalities of the ADP projects in the economic and social domains, to ensure a follow-up / monitoring of the actors / stakeholders, to associate the institutional and private actors of the perimeter of Paris-Orly to build shared benefits in the economic and social fields;
7. The international competitiveness and visibility of ADP: being an internal resource and in cooperation with Orly International, the elected representatives of the territory and their counterparts abroad are being mobilized to facilitate the contacts of ADP International and for general prospection.

1.2.5. Labour Market Context

In 2016, Paris - Orly Airport supported 157,440 jobs in France, including 28,360 direct jobs, which represents 18% of the total jobs generated by the platform. Indirect jobs created by subcontractors represented 26.970. 17% of jobs are supported in the French supply chain. Spin-offs from household

consumption and the taxation of direct and indirect enterprises account for 13% of jobs supported. Finally, the effects of the catalyst effect represent 52% of total employment spin-offs. The main labour constraints are the schedules, fluency in the English language, the behaviour (quality of service, hospitality), having a driving license and of course no criminal record.

Recruitment tools (airport/subcontractors): the human resources department (Groupe ADP) has established numerous partnerships with the best French schools and organizes forums. For all companies: agencies of temporary jobs, National employment Agency, Training Center (Camas, etc.), Orly Paris, etc.

Challenges in the near / mid-term future:

1. Improving the quality of service: Groupe ADP with Orly International and Paris CDG Alliance are working with Groupe ADP's Business Department in order to involve all the Human Resources Directors of the stores present in airports (Orly and CDG);
2. Finding expert maintenance personnel (Groupe ADP but also Air France have been looking for some staff for more than a year).

In addition, Groupe ADP devotes about 6% of its budget to training which remains a very good investment compared to other French companies.

Support to:

- Planèt'AIrport in the specific training part for unemployed people and Papa Charlie rental car;
- Professional Inclusion Policy (« Charte Entreprises et Quartiers ») ;
- Orly International Association: founded, among others, by Groupe ADP whose objective is to support the improvement of skills and competencies of the inhabitants in order to help them to find a job in the airport area.

1.3. Maastricht Airport Area (Municipality of Beek)

1.3.1. Identity Card

Name of the Airport: Maastricht Aachen Airport (MST)

Name of the Airport operator: Provincie Limburg

Key Figures:

445,000 passengers in 2019

143,000 tons of cargo in 2019

600,000 inhabitants in South Limburg

16 municipalities

3,4% unemployment rate in 2019

Main economic fields:

- Logistic Excellence;
- Airport Village and MRO;
- Smart Innovation (Med-Tech and High-Tech);
- Sustainability – Building and construction sector.

Main challenges:

- Increasingly ageing population.
- Branding of the Area and promoting unity and cooperation inside the business area of the Aviation Valley.
- Shortage of logistic and technical workforce and mismatch between supply and demand in the labour market.



1.3.2. Regional Context

One has to have in mind that the population of South Limburg is rather young with 50% of the population who is younger than 50 years old, 30% between 50 and 70 years old and the remaining 20% is for the ones older than 70 years old. The GDP is €20 bln.

The working population represents 299,000 people and the potential working population is 455,000 people with an average level of education of the potential working population is medium with 42% (25% is having high level).

There remain some vacancies especially in the retail trade, business services, hotel/catering, health and industry sectors.

1.3.3. Airport Context

Maastricht Aachen Airport is a small regional airport dedicated to passengers' traffic but also cargo traffic. The airport was founded in 1945 and it is fully owned by the Provincie Limburg. It is located 13 kms away from Maastricht city centre and 40 kms away from Aachen in Germany. For international traffic, it mainly offers flights to Southern Europe.

During the last few years, the traffic increased both for passengers and cargo, its ambition is to reach 700,000 passengers by 2026 whereas for the cargo the ambition is to reach 250,000 tons Cargo by 2026. This airport is currently the 2nd largest cargo hub in the Netherlands. It is known as the preferred import station for flowers.

In 2018, 220 people were working at the airport (full-time basis).

1.3.4. Interaction between the airport and its local area

The total area Aviation Valley is one of the main places in the region of South Limburg. However, the present economic potential of this business plot is not sufficiently plated. The relationship between the MAA airport and surrounding businesses and other business plots in the region should be improved.

A joint strategic vision for the airport MAA and its surroundings (business) has been formulated in 2018. The business plot including the Airport as Aviation Valley is economically strong with approximately 190 businesses that employ around 5400 people.

Logistic excellence, Airport Village, MRO, Smart Innovation, Employment Market and Education and Sustainability are the major areas which are represented in the local area. Altogether, they provide the unique and distinctive character of this region.

It makes sense that the area should be branded, promoting unity and cooperation in the business plot (between companies), mismatching supply and demand in the labour market.

1.3.5. Labour Market Context

In 2016, the employment at Aviation Valley was centralized on the following sectors: Transport and Logistics (8%), Maintenance (13%), Med-Tech/High-Tech (9%), Building/construction sector (20%) Business/Legal Service (7%) and Airport-related businesses (traffic guidance, airport, customs etc. for 23%).

The recruitment is being performed by labour and employment agencies.

1.4. Brussels Airport Area

1.4.1. Identity Card

Name of the Airport : Brussels Airport (BRU)

Name of the Airport operator: Brussels Airport Company

Key Figures:

26 million passengers in 2019 (Rank 24th in Europe)

500,000 tons of cargo in 2018 (Rank 21st in Europe)

11,492,641 inhabitants

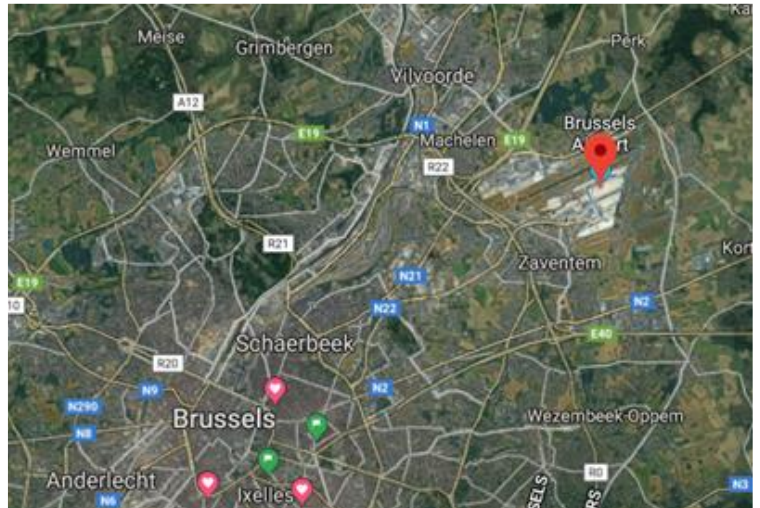
581 municipalities

unemployment rate in December 2019:

5,4% in Belgium

3,3% in Flanders

12,6% in Brussels Capital Region



Main economic fields:

- Financial Services;
- IT;
- Services

Main challenges:

- Growth of the Airport that expects to have 40 million passengers and 800.000 tons of cargo for 2040.
- Increasing traffic jams creating a need to find new mobility solutions.
- Attract a growing number of profiles that fit with companies' expectations.
- Conceive and organize training programs for job seekers in order to prepare them to the Airport Jobs.

1.4.2. Regional Context

Brussels Airport is located in the Flemish Region of Belgium, with only a few kms away from the Brussels Capital Region. The airport is located in the centre of the country and in a rather densely populated area (approximately 1200 habitants per km²).

The unemployment rate depends on the region. In Flanders the unemployment rate is relatively low (around 5%) whereas in the Brussels Capital Region it is around 16%.

Besides the Airport Area, there are several service industries in the region: financial services, IT services etc..., this is mainly due to the location.

The Brussels region has a very attractive labour market, due to the central location and several companies. Candidates can be offered different kind of positions within the region. Other attractiveness points are from a financial point of view: better paid jobs in the centre of the country. A challenge is the increasing traffic jams, most employees are facing to get to their workplace. There is a need for further investment in new mobility solutions.

1.4.3. Airport Context

Brussels Airport, as the National Airport of Belgium is the n°1 in the country. It has welcome more than 25 million passengers in 2018 and handled around 500.000 tons of cargo. In 2018, it was n°21 on the list of European Airports.

Due to its good infrastructure and airport management, Brussels Airport has been able to grow significantly during the last years, which resulted in new routes and additional investments in the airport infrastructure. Due to its central location as the heart of Europe, it is popular with both business and leisure passengers.

The economic impact of Brussels Airport is substantial for Belgium, as it contributes to more than 2% of its GDP.

Brussels Airport presented its masterplans towards the public in 2017 with its 2040 vision with new challenges. Indeed, the Airport wants to grow to 40 million passengers in 2040 and 800.000 tons of cargo.

Brussels Airport want to achieve this target, by sustainable development and close interaction with all the involved stakeholders: the government, the industry, the citizens.

The airports want to increase its position as an intermodal hub and increase the significance of its business hub.

Brussels Airport Public Affairs Department is responsible for conducting the relationships with all the different stakeholders: Federal Government, the Regions, the Province of Vlaams-Brabant, the Communes etc,...

The staff is in contact on a regular basis with all the involved stakeholders in order to align the interests of the sustainable growth plans of Brussels Airport, with the local partners and inhabitants.

After the presentations of its strategy plan "Brussels Airport 2040", Brussels Airport has created the "forum 2040" in order to have all the different involved parties, to discuss about the impact of the airport growth plans. Several sessions have been organized, on a thematic basis.

Experts gave more insights and time for debate within the working groups is also planned. All the different debates resulted in a list of conclusions, which was presented to the government.

To align a sustainable growth of Brussels Airport and to protect the interests of the citizens in the Airport areas, Brussels Airport needs a new legislation, an airport law, which would give clarity about flight routes and the development of the Airport. The Belgian Federal Government has the responsibility to work on it.

1.4.4. Labour Market Context

Aviato is very keen to have objective and scientific insights on the labour market, therefore a collaboration with the University of Leuven (KUL) was set up in order to come up with precise information about the local labour market.

The most recent study (report available in Dutch and French) can be found on: <https://www.aviato.be/fr/nouvelles/brussels-airport-employeurs-attractant>

Accordance to the figures of 2017, there were around 23.836 employees, spread about over 317 companies, resulting in an average of 400 vacancies on a constant basis.

Most Airport companies have a HR Department, but Aviato plays a central role, as the public recruitment agency at Brussels Airport, offering HR services towards the different airport companies.

Brussels Airport faces a huge challenge, that become more and more difficult to attract profiles, due to the shortage of the labour market and the gap between the expectations of the companies and the qualifications of candidates. Aviato wants to close this gap while organizing with different public

stakeholders and airport companies, training programs for job seekers, in order to prepare them for a job at Brussels Airport.

In the last two years, several training programs have been organized, for the position of Airport Security Agent, Loader-Sorter, Import-Export specialists etc...

1.5 Barcelona Airport Area (Municipality of El Prat de Llobregat)

1.5.1. Identity Card

Name of the Airport: Josep Tarradellas Barcelona-El Prat (BCN)

Name of the Airport operator: Aena

Key Figures:

52,686,314 passengers in 2019 (Rank 6th in Europe)

177,271 tons of cargo in 2018

3,291,654 inhabitants of Metropolitan Area Barcelona

36 municipalities

10,8% Unemployment rate

Focus will be made on El Prat de Llobregat
Municipality: 64,674 inhabitants

Main economic fields:

- Wholesale and retail trade;
- Logistic Platform;
- Industrial technology sectors and knowledge-based services;
- Industry and Productive activities.

Main challenges:

- Reduce involuntary part-time work associated with low wages for the low-skilled jobs, that especially affect women and younger population.
- Continue to attract FDI thanks to the situation of an airport and a port in the same area that creates an important logistics centre for the Euro-Mediterranean area.
- Dialogue between public authorities and airport authorities to collaborate in the development of the workforce in the sector and anticipate employment needs and skills.
- Maintain the level of excellence in teaching of Vocational Training.



1.5.2. Regional Context

The city of El Prat de Llobregat is located in the region of Catalonia. The population of Catalonia is 7,600,065 million. Population in vicinity of airport is 3,260,268 (Metropolitan Area of Barcelona) that includes 36 municipalities among other El Prat with 64,674 inhabitants.

The number of people who work in El Prat de Llobregat has reached a record high of 27,843 and an employment rate is estimated at 89.6%.

With 16 economic activity areas, el Prat is an example of a diversified economy: industrial and tertiary sectors with a diverse business structure, small, medium and large companies that employ 45,600 people. Also it is home to highly diversified and internationalised companies. The main economic activities located in El Prat de Llobregat in terms of occupation are transport and storage (34.2% of the total), commercial sector (23.2%) and industry (9.2%). On the other hand, the percentage of employees in technological sectors and knowledge-based services is 41%.

The economic recovery since 2014 has led to a downward trend in the unemployment rate and a considerable improvement in the employment and economic activity indicators. However, some aspects that mark the current labour market have accentuated since the economic crisis: a large proportion of

low-skilled jobs, increased involuntary part-time work and high contract time, all of them factors associated with low wages. From a gender perspective, these indicators have affected women more than men. Another group that is most affected is the younger population.

These factors highlight the growing weight of some more precarious forms of occupation that have a negative impact on improving productivity or reducing the risk of poverty at work, so it is necessary to ensure an assessment of the economic reality that allows an effective design of public policies.

In relation to the area where El Prat de Llobregat is located, the metropolitan area of Barcelona is home to 42.9% of Catalonia's total population. The territory occupies 636 km², making it Europe's second region in highest population density. The area concentrates 50.9% of GDP (second European economic region) and workers in Catalonia. This area is one of Southern Europe's chief economic engines. With over 5,000 ha of industrial field (it also includes logistics uses), 485 ha devoted to the tertiary sector and 3,500 ha to large-scale infrastructure. Moreover, it has easy access to the common market of the EU and even to the 43 countries that make up the Mediterranean Union. In the field of economic access infrastructures, the metropolitan area of Barcelona, offers an international airport, the port, Fira of Barcelona, the Zona Franca and a logistic platform, a set of great potential as a logistics centre of the Mediterranean. The area continues to lead the exporting ranking Spanish's State, with a fifth (19.8%) of total foreign sales and 25.1% of exporting companies. In conclusion the metropolitan area of Barcelona is a centre of social and cultural exchange, a place that fosters knowledge, creativity and innovation.

The city of El Prat de Llobregat is located in the middle of the logistics platform of Llobregat Delta. It is the most important logistics centre of the Metropolitan Area. El Prat is the only city in Europe that concentrates in its territory an international airport and part of the port of Barcelona (Terminal Best Moll), the most technologically advanced container terminal in the Mediterranean and a hub in freight traffic.

This characteristic offers enormous opportunities in the municipality in terms of capacity to attract economic activity in the logistics sector and other economic sectors of added value. In this sense, according to information in the publication "FDI Intelligence", El Prat has been the city of the Iberian Peninsula, with between 50,000 and 150,000 inhabitants, where more foreign investment has been attracted during the last four years (2016 data). The IDF concludes with respect to Prat that "this performance is based on its strength as a centre for air, rail and maritime transport." Also, the Prat occupies the fifth place in the transport sector of the entire peninsula.

The city occupies the 8th position among the Catalan cities of more than 50,000 inhabitants in Gross Domestic Product: 3,593.9 million Euros. It holds the 1st place in the ranking of GDP per head, with a total of 65.4 thousands of Euros. Transport, Information and Communication is the most important economic activity with 47.7% of the total.

The socioeconomic reality of El Prat de Llobregat has unique features in the metropolitan context, a consequence, among others, of the following factors: Its geographical location, which has been used to deploy logistics and productive economy activities and it has helped to attract industrial and logistics investment projects, high connectivity with Barcelona and with the metropolitan market as a whole, but also with national and international; an important investment, at the same time innovation, in the development of social policies; it is near to the coastline, and has the potential to attract hotel investment projects and an economically solvent town hall, with a strong capacity for economic and social impact, as a consequence of the logistics and productive activity of the municipality.

This economic dynamism coexists with a residential area, with the environment of recreational spaces and with the natural spaces of great landscape, environmental and ecological value.

Among the main challenges of the metropolitan area of Barcelona stand out:

- To promote economic activity and stable and quality employment, with new professional profiles that respond to the economy of digitalization, talent retention, in search of innovation and the promotion of the new green and social economy;
- To promote reindustrialisation in the metropolitan area by strengthening strategic sectors that generate employment and create synergies within the territory;

- The climatic emergency, in all its derivatives such as the necessary sustainable mobility, the management of materials - circular economy - the responsible use of water and the energy transition in a territory with a strong impact of these vectors.

1.5.3. Airport Context

The Josep Tarradellas Barcelona-El Prat is an international airport. It is connected to 219 destinations including 145 European destinations and has 87 airlines. It is the national airport with the biggest number of European connections and its transcontinental routes have more than doubled in just a decade. The airport is at the 6th rank in the EU in terms of volume of passengers.

The airport had in June 2019 5,105,755 passengers, which represent a 6.2% increase compared to June 2018. Of the total commercial passengers (5,102,003), 3,789,244 correspond to international flight passengers, which grow by 6.3%, and 1,312,759 to domestic flight passengers, 6% more. Until last June 2019, the Barcelona airport reached 24,820,957 users, 5.5% more than in the same period of 2018. In the operations section, 32,077 aircraft movements were carried out in June 2019, 2.4% more than in the same month of 2018. From January to June 2019 there were 165,667 flights operated by the Josep Tarradellas Barcelona-El Prat airport, 3.5% more than during the same months of 2018.

There was a small increase in national movements nearly 3% in a year nearly 4% for international flights and an increase in cargo of 3% as well.

The Josep Tarradellas Barcelona-El Prat airport has established itself as a strategic reference enclave for the Euro-Mediterranean area.

Completed the ~~modernization~~modernisation of the current facilities, the Barcelona-El Prat airport has quality services for passengers and a flight field tailored to a first level airport adapted to be used by large commercial airplanes. Terminal T1, conceived as a large ~~center~~centre of logistics and services operations, has a capacity for 33 million users per year and meant an investment of 1,258 million Euros. This great work was followed by the remodelling of the T2 terminal, as well as the expansion and remodelling of the commercial areas of both terminals with new stores, new concepts and new brands in order to adjust the offer to passengers who use the airport facilities.

Among the advantages of the airport is its proximity to the city of Barcelona. Barcelona is the capital of Catalonia, a reference city in terms of tourism and business, with numerous congresses and fairs throughout the year.

Barcelona El Prat Airport is accessible by metro, train and bus from Barcelona city centre with permanent taxi service and is also connected to the rest of the provinces by long-distance bus lines.

The airport is the most important economic activity of the city. In fact it has marked the urban and socioeconomic evolution of El Prat and is a fundamental part of the economy of the city, the metropolitan area and Catalonia.

The future plans for the airport are specified in the Master Plan of the Barcelona-El Prat Airport 2017-2026. The project includes four development areas:

- A large logistics park;
- A cargo area for both the airport and e-commerce activities;
- An area reserved for Industry 4.0 and aeronautical activities;
- An office space and business centre for entrepreneurs.

1.5.4. Labour Market Context

About 35,000 people work at the airport, including handling personnel, airlines, security forces and commercial premises personnel, that is, all the activity associated with the airport. If we talk about indirect jobs, there would be more than 150,000 people.

Among the main labour limitations is the lack of public-private collaboration. Aena has its own staff recruitment base (www.aena.es/es/corporativa/empleo) in relation to technical and administrative profiles (www.empleo.aena.es/ocupaciones/Lists/General/Attachments/2/Catalogo.pdf). Subcontracting is also used. Some of the companies installed at the airport use the job vacancy service of the City Council of Prat to meet their needs for labour personnel.

To respond from the territory to the needs of companies linked to airport activity, it is necessary to maintain the level of excellence in the teaching of Vocational Training and aeronautical engineering, air navigation, space, industrial, telecommunications, etc. ., promoting the interest of young people in these specialties.

There are no data on the level of training of people who work at the airport. The diversification of activities implies the existence of very diverse profiles (research and education, transport, commerce, industry, defense, security, environment, etc.), from the highly qualified to those who develop elementary occupations

There is a clear trend towards the demand for professionals with high levels of training, both in university education and in previous experiences in similar jobs. It is also necessary for professionals to have knowledge that covers the growing business need for scientific profiles. Especially noteworthy are engineering related to development and research, both in applications and processes.

The Catalan university system leads the offer of aeronautical studies in Spain. The Polytechnic University (UPC) offers, on the Castelldefels campus, Aerospace Systems Engineering, in addition to two double degrees related to this degree, while Terrassa teaches Aerospace Technology Engineering and Aerospace Vehicle Engineering. Two more universities, the Autonomous University (UAB) and the Rovira i Virgili (URV), program studies related to the sector.

In El Prat de Llobregat, the Illa dels Banyols Institute offers two higher-level training cycles, avionics maintenance, aeromechanical maintenance and a medium-grade cycle, piston-powered airplanes.

From Catalonia, a bet is being made, both in the field of aeronautics, developing modern infrastructures that expand the capacity to receive tickets and services associated with the air industry, as well as in the space field, with missions that continue to expand, mainly with projects of development of new applications and satellite services.

Also from Barcelona Activa, the local development agency of the Barcelona City Council, and from the Polytechnic University of Catalonia (UPC), a few years ago they have seen this spatial trend and both have been involved, so far, in the ESA Business Incubation Center (BIC) Barcelona, the first incubator established by the European Space Agency in the Spanish State.

The objective of this incubator is to facilitate the creation of companies that base their business with the use of space systems or technologies for terrestrial applications. In this way, the benefit of the entrepreneurial and business ecosystem is sought, to support local talent, to value the scientific and technical knowledge of the territory and to generate new opportunities for both companies and universities.

ESA BIC Barcelona joins the network formed by eight other spaces distributed in different European countries, such as Holland, United Kingdom, France, Germany, Belgium or Italy. These spaces currently host about 90 companies a year and, so far, have facilitated the creation of more than 250 technology start-ups in Europe. This initiative is part of ESA's technology transfer program and offers new entrepreneurs economic support and technical and commercial advice. The Baix Llobregat Campus will become an attraction pole for entrepreneurial talent and a benchmark in the application of space technology.

1.6. Berlin Airport Area (District Dahme-Spreewald)

1.6.1. Identity card

Name of the Airport: Berlin Brandenburg „Willy Brandt“¹ (BER) and Berlin-Schönefeld (SFX)

Name of the Airports' operator: Flughafen Berlin Brandenburg GmbH

Key Figures:

34 million* passengers in 2019
(Rank 12th in Europe)

50,000 tons of cargo in 2019

169,067 inhabitants in Metropolitan
(District Dahme-Spreewald)

1 municipality

3,7 % unemployment rate in 2019

Main economic fields:

- Aerospace;
- Logistics;
- Tourism.



Main challenges:

- The airport has been a strong driver for the regional labour market for years and measurably leads to more employment both at the airport and in the region;
- The planned opening of BER in autumn 2020 is expected to provide strong impulses for the job market with 40.000 direct and indirect jobs at the moment, going up to app. 70.000 in the next 15 years;
- With workforce resources already low in the airport region, this will result in exhausted local and regional labour markets;
- Businesses will have to shape up their recruiting for supraregional source markets;
- Advance training programs to educate and integrate potential staff from diverse backgrounds (i.e. migrants, long-term-unemployed, commuters).

1.6.2. Regional Context

The airport area includes parts of both Berlin and Brandenburg.

One has to have in mind that there are low workforce resources in the region.

The district has a distinct north-south-division for the economic power, the north bordering Berlin with the airport as job motor, whereas the south is notably more rural in its structure and the main businesses concern tourism and the nutrition industry.

Local businesses also compete for professionals with the biggest and more diverse labour market in Berlin, as the infrastructure allows easy commuting and that wage levels are higher in Berlin.

On the other hand, the district offers very high-quality living conditions and a good framework of schools and day care facilities.

1.6.3. Airport Context

There are currently 2 Airports for the Metropolitan Area Berlin - Brandenburg, TXL and SXF. Together, they handle 34 million passengers per year and 40.000 tons Cargo.

It is the 3rd German Airport behind Frankfurt and Munich.

In October 2020, BER will be the new airport for the Metropolitan Area Berlin instead of Tegel which is closing. Located 27 kms away from the city centre, BER will be a Midfield Airport. The new terminal building is located between two parallel runways, which can be operated independently of each other due to the lateral distance of 1,900 meters. The associated gate positions and parking spaces are also compact between the runways. A large part of the ground noise thus remains within the airport fence. The technical capacity of BER in its full stage of expansion will be around 50 to 60 million passengers per year.

The airport has a very important economic impact on the region, with aerospace and logistics sectors being strongly represented.

The airport is responsible for conducting the relationships with all the different stakeholders: federal governments, municipalities, public and private partners etc. They have regular panels and contacts with all relevant partners to align the interests of the sustainable growth of the airport with the interests of the region and the population.

The airport operator Flughafen Berlin Brandenburg GmbH even has an extra department for regional affairs which is very active in the airport area and take over social and corporate responsibility to counterbalance the airport's effects on population in the airport area (noise exposure and environmental issues i.e.). Their team deals with Sponsorships & donations, Corporate Volunteering (staff is released at work to partake in social projects), Airport Campus (lecture series to give insights on the running of an airport), Trainee Day, National Read-Out-Day and similar events, newspaper for the neighbours in the region, regional affairs representative, "Dialogforum" – panel for discussion and exchange on developments in the airport region, Internal & external communications and Youth support and lasting partnerships.

1.6.4. Labour Market Context

Both airports of Schönefeld and Tegel have been strong drivers for the regional labour market for years and measurably lead to more employment both at the airports and in the region. The planned opening of BER in autumn 2020 is expected to be accompanied by strong relocations from Tegel to the Schönefeld region. In addition, it can be assumed that the opening of BER will again provide strong impulses for the job market in the Schönefeld region.

Currently a new work site survey is executed, numbers round up at approximately:

- 23.000 people direct employment;
- 85.000 people indirect employment;
- 40.000 people population influx in the airport region in the next years.

Successful regional businesses and planned investments are causing a constantly rising demand for skilled staff. With workforce resources already low in the airport region, the opening of BER airport in 2020 will result in exhausted local and regional labour markets. Businesses will have to shape up their recruiting for supraregional source markets and still, there will be constant competition for the local professionals. Training institutes will have to advance their programs and numbers and try to educate and integrate potential staff from diverse backgrounds (i.e. migrants, long-term-unemployed, commuters).

Only a joint approach of companies and public partners such as the employment agency, chamber of commerce or the WFG Ltd. Can face the upcoming challenges and support the regional economic growth.

1.7. Frankfurt am Main Airport Area (Metropolitan Region Frankfurt Rhein Mein)

1.7.1. Identity Card

Name of the Airport: Frankfurt am Main

Name of the Airport operator: Fraport AG

Key Figures:

70,556,072 passengers in 2019
(Rank 4th in Europe)

2,21 million of tons of cargo in 2018

5,8 million inhabitants in Metropolitan Region FrankfurtRheinMain

463 municipalities

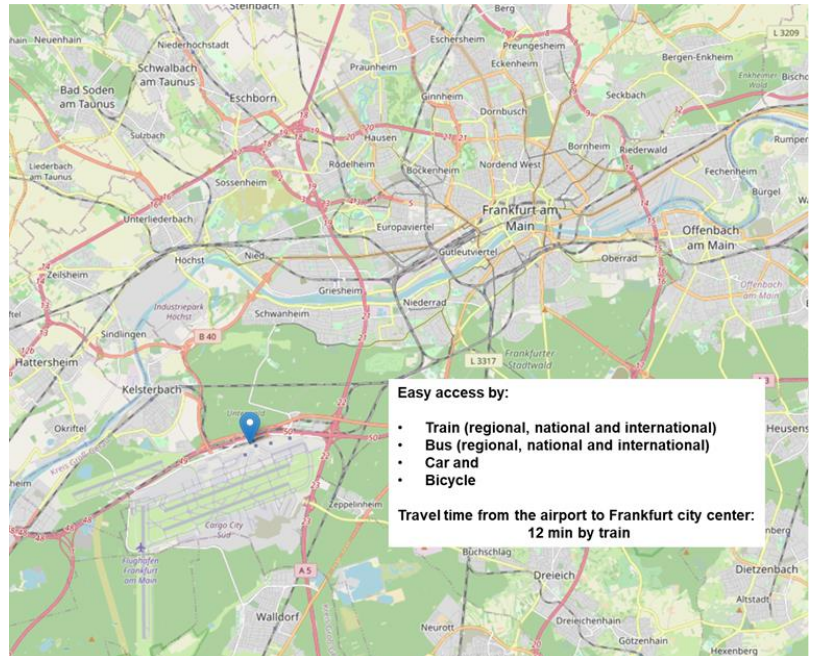
4,5 % unemployment rate

Main economic fields:

- Finance and Consulting;
- Logistic and Transport;
- Pharma, Chemistry and Life Science;
- Aviation and Aeronautics;
- Automotive and Automation;
- Tourism.

Main challenges:

- Demographic change: Need of international and qualified workers;
- Growth of the airport with a new Terminal that could welcomes up to 25 million passengers at its final stage;
- Lack of affordable housing.



1.7.2. Regional Context

The Metropolitan Region FrankfurtRheinMain (FRM) covers an area of 14,800 square kms in 3 federal states (Hesse, Bavaria, Rhineland Palatinate). The region consists of 7 independent urban districts and 18 rural districts ("Landkreise"), including 463 towns and cities with 5.8 million inhabitants. One of FRM's main characteristics is that the region is a polycentric one. With a population of 760,000 people, Frankfurt am Main is the largest city in FRM. There are also the 2 state capitals of Mainz (Rheinland-Pfalz) and Wiesbaden (Hessen). Other important cities include Darmstadt, Offenbach, Worms and Aschaffenburg.

FRM is very international, people from 180 countries live together in harmony. No other region in Germany has more residents with a foreign passport. This is especially due to the large number of foreign companies in FRM.

Thanks to the Frankfurt Stock Exchange, the European Central Bank and many other major financial institutions FRM is Germany's leading financial centre. FRM is one of Europe's leading trade fair locations, hosting more than 60 fairs and exhibitions each year. Beside Finance and Consulting FRM's main industries are Logistics and Distribution, Pharma and Life Science, Chemicals and Materials, Automotive and Suppliers, Information and Cloud Connectivity and Automation and Robotics. FRM hosts 42 different universities with nearly 250,000 students and 19 research facilities.

Within a radius of 200 km around Frankfurt, 35 million people can be reached. Frankfurt am Main International Airport is the largest cargo airport on the European mainland. Frankfurt Central Station is the busiest railway station in Germany. The two busiest German motorways meet at the Frankfurter Kreuz junction. And the two rivers Rhine and Main form the most important inland waterways connecting whole Europe.

Main challenges for the region are a lack of affordable housing, in a nutshell, GDP is € 43,800 per capita (2015) (Comparison with Hesse: € 42,100/whole Germany: € 37,300)

1.7.3. Airport Context

In 2018 Frankfurt Airport (FRA) welcomed more than 69.5 million passengers and handled some 2.21 million metric tons of cargo (airfreight and airmail). FRA is a leading hub in the global air transportation system and plays an important economic role for the Frankfurt/Rhine-Main region, the state of Hesse and Germany as a whole. On average, some 1,300 aircraft depart from or land at FRA daily. That lead to 512,115 movements in 2018. For the current summer timetable, FRA is served by 94 passenger airlines flying to 306 destinations in 98 countries worldwide. A total of 137 intercontinental destinations are served from FRA in the 2019 summer schedule.

Shareholders of the airport operator Fraport AG are presently (as of January 11, 2019) the State of Hesse (31.31 percent), Stadtwerke Frankfurt am Main Holding GmbH (20.03 percent), Deutsche Lufthansa AG (8.44 percent), Lazard Asset Management (5.02 percent) and BlackRock Inc. (3.11 percent). 32.09 percent of the shares are held in private portfolios.

About 81,000 employees at some 450 companies and organisations – of which about 21.000 alone work for Fraport AG and its local subsidiaries and affiliated companies – make Frankfurt Airport Germany's biggest employment complex at a single location.

In cooperation with its partners, Fraport AG is investing in the expansion of Frankfurt Airport City, which covers an area of some 26 square kms. At present the construction of Terminal 3 is in progress. After completion up to 21 million passengers will depart or arrive. At a final stage 25 million passengers could be handled. In a first step Pier G will be finalized in 2021, facilitating a capacity of 4 to 5 million passengers.

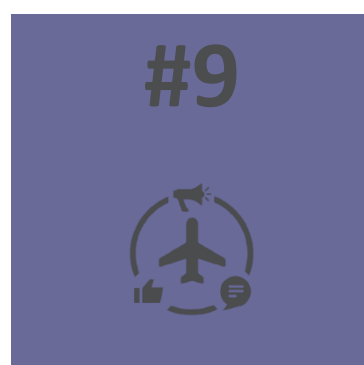
1.7.4. Labour Market Context

Within FrankfurtRheinMain Metropolitan Region, there are 2.4 million gainfully employed persons. Most of them (more than 75%) work in the services industry (many financial institutions are located there) and the remaining part dedicated to the manufacturing industry.

There is a shortage of skilled workers therefore, the Region developed a strategy in order to attract more professionals. The Region is putting its hopes into foreigners as the place is considered as the most International one in Germany with 16% people who have a foreign passport. As a consequence, FrankfurtRheinMain wants to attract international professionals on a long-term basis.

2. BEST PRACTICES

The best practices on training and employment in airport areas can be split into 9 categories since they are dealing with the main issues which have to be kept in mind in order to innovate and implement some tools about employment and manpower in airport areas. The proposed best practices can also be transferred to other airport areas and local communities. You can get detailed information about them here below.



Best practice #1

FIND NEW GOVERNANCE MODEL BETWEEN PUBLIC AND PRIVATE ENTITIES TO DEVELOP WORKFORCE AND TO FACE SOCIAL CHALLENGES

WHY?

Airport areas are often characterized by a fragmentation of actors and a lack of coordination between the different stakeholders. However, these areas are at the core of the economic growth of the Region, with the implementation of major projects generating specific workforce needs. Coordination between the different institutions in charge of setting up policies, as well as between public and private actors, is the key to find innovative solutions to face social challenges.



2.1. Best Practice #1: Find new governance model between public and private entities to develop workforce and to face social challenges

2.1.1. Gathering public and private partners of different economic fields to promote jobs in the airport area

Paris CDG Alliance leads working groups composed of different actors:

- For the airport sector: Employment centre, accredited collecting funds for training (OPCA), companies in the airport sector, training organizations and employment support structures in Paris CDG Airport employment area. This working group is co-facilitated by Planet Airport, a training organization in the sector;
- For the hotel and catering sector: Employment centre, accredited collecting funds for training (OPCA), companies in the airport sector, training organizations and employment support structures in Paris CDG Airport employment area.
- **Observation**

Both Airport and Hotel/Catering sectors are experiencing a significant increase of recruitment in professions:

- For the airport sector: cabin crew, stop-over agents, ramp agents, aircraft mechanics, reception agents, security agents, security assistants at the Border Police, maintenance agents and duty-free salesmen.
- For the hotel/catering sector: receptionist, barman, waiter, housekeeper, F&B agent, technician...

Specific working groups have been set up to bring together the main players: one in the airport sector and the other one made of HR Managers (called HR Club) in order to deal with:

- The co-construction of operational actions;
- The implementation of an annual action plan for territorial animation;
- The promotion of the professions in the sector: discovery of professions, airport/hotel visits, visits of training organizations, information on the training offer, etc.

The action plan defined in the working group responds to needs or issues expressed by companies, training organizations and prescribers.

- **Problems encountered**

The major difficulty encountered in achieving the objectives of the working group is linked to the recurrent solicitation of partners, particularly companies, to mobilize on the various actions.

- **Main results**

- ✓ Both Airport and Hotel & Catering sectors working group succeeded in:
 - Professionalizing actors in their corresponding fields (airport operations and aeronautics/hotel and catering);
 - Raising awareness on companies' needs (prerequisites related to job offers);
 - Optimizing available means and resources to create new partnership projects;
 - Enhancing the visibility of the partners' service offers to companies;
 - Creating a continuous update/monitoring of information on employment opportunities in each sector.

- **Development of the approach**

This approach of creating working group on employment in the airport sector, in order to implement various actions is intended to continue in the long term. Recurring actions take place every year, such as the recruitment forum for airport security companies and the Border Police.

- **Possible Limitations**

The main negative effect induced by the approach is the difficulty to set up operational partnership actions due to the lack of availability of partners and companies. The difficulty of their mobilization leans on the high number of actions organizations are asked to undertake.

It is recommended to work in coordination with all the actors of the territory who are also setting up actions on their own, in order not to multiply actions over the same period.

- **Effects of the Best Practice**

Several actions were implemented in 2019, including recruitment actions with companies in each sector.

Main results of the actions in the first half of 2019 were the following ones:

For the Airport sector:

-The First Airport Security and Border Police Job Fair brought together 5 airport security companies and the Border Police. The forum received 240 visitors and made it possible to recruit 56 airport security officers and 17 security assistants from the Border Police.

-The job dating of the sales professions in duty free with the SDA company received 214 participants and made it possible to recruit 18 sales advisors.

-The event to promote English language skills among the public and specifiers brought together 22 partners (companies, specifiers, training organizations, etc.) and was attended by 114 participants. The objective of this day was also to popularize airport jobs characteristics inside the airport platform, thanks to meetings between the public and professionals of the sector.

-The Envol Pro program, which allows young job seekers to go on internships abroad to improve their level of English and then be recruited to become cabin crew, stopover agents or ramp agents, has made it possible to send young people on the move. Young people were recruited following their mobility thanks to partnerships established with companies in the airport sector. This program is financed by the European Commission.

The recruitment events organized and coordinated by Paris CDG Alliance as part of the airport sector's activities mobilize all the employment structures of the wider employment area of Paris CDG Airport Area in order to work on the sourcing of candidates.

The recurring problem for companies concerns the recruitment of "good" profiles with all the prerequisites for the jobs required. In order to respond to this problem, one of the solutions is to raise awareness and inform prescribers about the reality of the professions and the necessary prerequisites.

Several communication actions are thus organized prior to the job fair:

- Creation of a candidate kit sent to all prescribers including: a personalized invitation with the prerequisites and skills expected for the jobs, job descriptions and information on mobility solutions for candidates without a driving licence or a car;
- Organization of meetings between prescribers and companies to present professions and recruiters' expectations;
- Organization of airport visits for prescribers and meetings with professionals at their workplace;
- Organization of visits to training centres.

For the Hotel/Catering sector:

Main results of the actions since 2017:

- The 5 Airport Hotel & catering Job Fairs brought together 30 airport hotels and 10 training organizations on average. The forums received around 200 visitors on average;
- 4 Eductours (visit of hotels) brought together around 20 job seekers or prescribers (job seeker agencies) in order to present them the sector opportunities and specificities;
- The event to promote English language skills among the public and specifiers brought together 22 partners (companies, specifiers, training organizations, etc.) and was attended by 114 participants. The objective of this day was also to promote Hotel & catering jobs characteristics on the airport platform, thanks to meetings between the public and professionals of the sector;
- The specific Envol Pro program (cf. corresponding Best Practice Description), which allows young job seekers to go on internships abroad to improve their level of English and then be recruited by hotels in reception and restaurant, has made it possible to send young people on the move. Young people were recruited following their mobility thanks to partnerships established with companies in the airport area;
- The recruitment events organized and coordinated by Paris CDG Alliance as part of the airport sector's activities mobilize all the employment structures of the wider employment area of Paris CDG Airport Area in order to work on the sourcing of candidates.

The recurring problem for companies concerns the recruitment of "good" profiles with all the prerequisites for the jobs required. In order to respond to this problem, one of the solutions is to raise awareness and inform prescribers about the reality of the professions and the necessary prerequisites.

Several communication actions are thus organized prior to the job fair (same as the ones for the airport sector, with of course the organisation of specific visits of hotels for prescribers and job seekers, and meetings with professionals at their workplace.

- **Return on Investment**

The costs of implementing the actions are mainly in the form of meal costs/catering for each event, but also in the form of equipment costs such as the rental of digital tablets.

There is not any financial benefit to be mentioned.

- **Transferability**

The animation of both airport sector and hotel & catering sector is geographically defined on the territory of the Paris CDG airport employment area. This area is at the interface of three departments: Val d'Oise, Seine-Saint-Denis, Seine et Marne, as well as two urban communities: EPT Paris Terres d'Envol and CA Roissy Pays de France.

The actions carried out in both sectors could also be extended to all partners in the three departments. That means beyond the 50 municipalities of the employment area, depending on the relevance of the projects.

The animation of the airport sector as well as the hotel and catering sector can easily be transposed to other airport territories through the creation of an operational working group bringing together the concerned stakeholders.

2.1.2. Creation of a Trades and Qualifications Campus

Paris CDG Airport Trades and Qualifications Campus (namely Campus des Métiers et des Qualifications) leads working groups on 5 keys economic sectors of the territory, as well as on transferable skills and learning innovations. These working groups handle a "training path" approach of students, going from before the A'Levels up to the Master Degree.

Paris CDG Airport Trades and Qualifications Campus operates actions in Education that are complementary to the other trainings, learning and employment actions of the area.

Context: Major projects are implemented in Paris CDG Airport Area (T4, trade and logistics Centres,...) generating huge needs of professionals. The workforce qualified by the vocational route is not enough to meet the manpower needs, especially as there is a huge concurrence between economic hubs.

Solutions: The action of the Trades and Qualifications Campus aims to:

- Share means between the different vocational centres;
- Improve the visibility of trades that need to recruit and promote those jobs;
- Co-construct and reinforce the vocational training offer;
- Increase the promotion of language learning and the different ways to learn a language;
- Develop the values of hospitality and service in an international context.

- **Possible Limitations**

The main problem is to succeed in organizing a coherent vocational training offer in the area, that carries on a “training path” approach. As the Trades and Qualifications Campus is above all a strategic institutional network implemented to foster the vocational route in a territory, one of the main difficulties is to embody this strategic approach and to undertake concrete actions.

- **Effects of the Best Practice**

- 484 students benefit from 20 different actions in different work fields (reception, logistic, security...);
- 18 actions were carried out in the secondary schools, as well as in the high schools of the 3 departments of Paris CDG Airport Area;
- 2 innovative events have been developed (Logistic Olympiad, “Shake your English”) to promote another way to learn English and new reasons to choose the Logistics career.

- **Return on Investment**

Paris Region gave the label « Trades and Qualifications Campus » and a grant that includes a full-time position to lead the project. Other financial solutions will be found to enable the Managing Director to lead more operational actions in the area.

- **Transferability**

The Trades and Qualifications Campus actions are led according to the specific context of the airport area on professional integration issues.

The population aged between 18 and 64 years old is affected by a high unemployment rate of 17.4%, i.e. 5 points higher than the regional average. The level of education is also significantly lower. 42% of the inhabitants from the area who are considered as out-of-school, do not have an A'Level, compared to 28% of the inhabitants of the Ile-de-France region. The Airport Area suffers also from a lack of higher education qualifications, since Paris Region residents have twice as many higher education qualifications as the airport area's residents.

The problems which are being observed can probably be shared by other airports.

The Trades and Qualifications Campus could then be a great solution to gather education and vocational training stakeholders together, in order to find solutions for professional integration of the inhabitants.

2.1.3. Creation of a Vocational Training Council

The City Council of El Prat has designed a strategy linked to training, employment, and economic development, taking into account the uniqueness of its location and environment. In this sense, in 2018 the Vocational Training Council is constituted, a public unit that generates a space for private public consultation. The Council is configured as a stable platform for the different educational, social and economic agents operating in the local environment, with the main objective of promoting vocational training, the adaptation of professional profiles to the needs of the business environment and full labour and professional insertion of people.

Its origins in the city are transferred to the year 2012 with the creation of the FP Table. During six years, the FP Table was configured as a work space in charge of analysing the training offer and the needs of the companies in the area, designing actions to establish relationships and collaborations to promote training, so that people could aim for an improvement in their employment and a greater connection with business. During this period, the need to have a closer relationship with the airport area was shown. In this sense several meetings were held with AENA (Spanish national airport operator), which resulted in 2016 in the presentation by the training centres and the City Council of a collaboration proposal between AENA and the centres for internship and Dual FP. The work of these six years culminated with the creation of the FP Council, giving this platform a greater possibility of decision and correlation with official units, thus having greater strength when negotiating and designing training activities according to the needs detected.

The creation of this FP Council generated a space of governance, reflection and commitment whose purpose is to improve initial and occupational vocational training to adapt it to the demands of the nearest labour market, making training a tool of employability and improvement of the economic fabric of the territory.

During the first year of work of the Council, progress has been made in specific and strategic lines of work for obtaining these results, such as the creation of specific work commissions around the orientation and prospecting of the business fabric, innovation in the sector and communication between all the agents that compose it. These commissions have made progress in adapting the training to the needs of the local environment (resulting in modifications of the training offer such as the new Training Cycle Guide, information and tourist assistance adapted to the cabin crew), the dissemination and improvement of the prestige of the training offer, the creation of guidance tools and the promotion of new collaboration agreements in practices and in Dual FP between training centres and companies in the area.

The Council values the specific training related to the uniqueness of the local environment that takes place in the city. In this sense, El Prat de Llobregat has two specific vocational training centres and the Economic Promotion Centre. The three centres are characterized by having a training offer aimed at the uniqueness of the local environment that allows more and more to adapt professional profiles in the economic activity that surrounds us. In this sense, the training centre Illa dels Banyols is characterized by having training aimed at industrial profiles (electro mechanics, robotics, etc.) and in particular in the world of aeronautics (maintenance of avionics and aeronautics and Guide, information and tourist assistance). Les Salines training centre has a transversal training offer with special emphasis on international trade and logistics training.

Finally, the Economic Promotion Centre, managed from the Economic Development Area, has a generic training offer (both administrative profiles and cross-disciplinary training) with the uniqueness of offering a course that takes place in simulation of enterprises with an educational purpose.

- **Possible Limitations**

The promotion of vocational training must become a priority for action, since it directly affects the training of people, the definition of future professionals and means an element of quality and competitiveness for companies that incorporate these skilled workers.

To improve its effectiveness, the policies for the promotion of Vocational Training require broad consensus among the actors involved: the competent administrations, the political, social and economic agents and the educational world. To reach this consensus in order to be able to make modifications and adjust the training offer, the demand must pass to elaborate and negotiate a proactive part to the competent administrations, which makes it difficult to make these adaptations as quickly as the needs of businesses change.

To respond to this problem, on the one hand, companies should announce their employment needs through some type of common platform. Meanwhile, local administrations must also work to create a reference brand that helps build an effective narrative and attractive environment to the opportunities generated by being part of an airport region.

Another difficulty identified in the constitution of the Council is the institutionalization of the working body, which on the one hand became necessary to have greater capacity for representation and decision, but on the other it has meant an extension in time to achieve this space.

- **Effects of the Best Practice**

People graduated in vocational training in El Prat de Llobregat have a lower unemployment rate (10.3%) than the average youth unemployment rate (between 16 and 24 years old), 15.3%.

In fact, the FP has higher insertion rates than other studies, and quality indexes in terms of the type of contract and the type of salary; and at the same time serve to reduce the pay gap and respond to the needs of the productive tissue

At the local level, there are no data related to the insertion linked to vocational education. There is data at the level of the whole of Catalonia that can give us an idea of the employment situation of the graduates according to professional families.

The data for the year 2018 in vocational training teaching after nine months of graduation, the labour insertion achieved is 56.1% (sum of those who work and those who study and work), of which 38.24 % work exclusively, and 17.88% combine studies and work. Labour insertion has increased from 55.0% to 56.1% and continuing education from 52.4% to 53.3%, compared to the same period of the previous year.

As for the professional families linked to the occupational profiles demanded at the airport, in the case of Transport and Maintenance of Vehicles, the insertion is 58.0%, the trade and marketing is 53.1% and the of hospitality and tourism is 61.1%.

- **Return on Investment**

The economic expenses associated with the FP Council are relatively small. Yes, there is an associated cost of technical personnel to carry out the actions emanating from this council. The benefits can be considered well above the economic expense.

However, there is no quantification of the economic benefit that reports the application of this good practice. The benefits, such as the reduction of unemployment and the professional qualification of the population, are of a qualitative nature and are part of the objectives of the Economic Development Area when it comes to promoting economic policy and local development to promote the improvement of the quality of life of the citizens of El Prat de Llobregat.

- **Transferability**

El Prat de Llobregat has a number of singularities, as the city is located in the centre of the logistics platform in the Llobregat Delta, which is the most important logistics centre in the Metropolitan Area. El Prat is the only city in Europe that concentrates in its territory an international airport and that is part of the port of Barcelona (Terminal Best Moll), the most technologically advanced container terminal in the Mediterranean and a hub for freight traffic.

The economic activity has generated a wealth in the economy of the Prat in 2018 of 4,146.2 million Euros and the city ranks first in the ranking of GDP by captain of the Catalan cities with more than

50,000 inhabitants, with a total of 65, 2 thousand euro. Transport, information and communication are the most important economic activity with 36.2% of the total.

This economic dynamism coexists with a residential area, with the environment of recreational spaces and with natural spaces of great landscape, environmental and ecological value.

Apart from these singularities of the Prat, this is a practice that can be replicated in other territories that work both to meet economic and social demands, as well as to promote competitiveness, mobility, sustainable growth, the environment and, in final, the quality of life of its citizenship.

2.1.4. Creation of an airport community

Aviato created an attractive & dynamic airport community which is unique in informing, inspiring and connecting talent & organisations. It is performed together with public & private partners since Aviato is an interregional collaboration body.

- **Observation**

Aviato is taking the lead in 5 domains, promoting the experience of working at Brussels Airport and the diverse offer of jobs as Unique Selling Propositions:

- Employment : 10 people (in contact with the companies) working with the unemployment agencies and using their job seekers database in order to close the gap;
- Training & learning;
- Education: airport academy with a link with schools too;
- Communication: a digital portal with all jobs opportunities, information about working at the airport;
- Mobility.

- **Main results**

- The training platform that develops talents in a unique way and connects the available competencies to the needs of the organizations, today and tomorrow;
- The marketplace for employment at and around the airport, known for its user experience and qualitative service;
- The knowledge center for data and information related to employment, training & learning, and mobility at and around the airport;
- A progressive community & experience center in an attractive environment inspired by what 'working at the airport' means now and in the future.

- **Possible Limitations**

Aviato needs to closely link with the employers at and around Brussels Airport in order to achieve its goals and objectives. Aviato needs the support and finance from the regional and public partners.

Best practice#2

OBSERVE AND ANTICIPATE THE FUTURE NEEDS
OF THE LABOUR MARKET

WHY?

Knowledge of the main economic characteristics of a territory and of its future projects allows to have an accurate vision of future workforce needs and then establish innovative solutions to adapt training programs, to contribute to upgrade inhabitants' skills and to give local residents a tailored career guidance.



2.2. Best Practice #2: Observe and anticipate the future needs of the labour market

2.2.1. Observatory and Prospective Study

Knowledge of the main economic characteristics of the territory, and of expected projects that will be implemented in the area is a major challenge to have a more accurate vision of the needs and then establish innovative solutions:

- Companies need to find a competent workforce;
- Inhabitants want to find a job or a training in a growth sector;
- Local authorities must guarantee a good match between the territorial training offer and the job needs.

The Observatory of Paris CDG Alliance was set up to address those challenges by implementing two main projects:

- A territorial diagnosis of employment and training: The Observatory brings together all local data experts (State, Region, Local authorities, companies, employment organisation...) in order to share a common comprehension of the territory. Thanks to these data, the Observatory edited two main documents:
 - => “Key figures Paris CDG & Le Bourget area”, a small support including one map and few data figures.
 - => “Paris CDG Airport Area portraits », with a large analysis and interview of business executives about the main economic and employment challenges.
- Prospective studies: The objective is to know the future employment needs of the area, related to main development projects. The Observatory worked on a major project: the Terminal 4 of Paris CDG Airport.
- **Method**
 - A benchmark with similar projects to have quantitative data;
 - Quantitative study taking 4 main components into account: evolution of passenger numbers, evolution of the surface area of the Terminal, evolution of air fleets, evolution of jobs (related to new practices, technological development);
 - Qualitative study with interviews of companies and experts to be able to envision job evolutions.

To be efficient and have a real impact on the employment of job seekers of the territory, the trades patterns must be put in perspective with the territorial training offer. This enable us to:

- Know if it will be possible to find enough skilled persons to fill in the different positions;
- Analyse if the training program is adapted to future skills expected by companies.

That qualitative prospective study can indicate the numbers of people who will be required for each kind of trades and in which field the labour market may face strangulation if training programs do not evolve.

- **Possible Limitations**

It was sometimes difficult to collect data from our partners, because they remain confidential.

Prospective studies only concerned two large projects. In order to have a better vision of future jobs, an accurate knowledge of all territorial projects may be needed. Therefore, we advise organization which would like to work on prospective studies to gather local actors to define all major projects.

Furthermore, it seems essential to develop an easy-to-use tool to share these analyses. To make the studies' results be understandable, they should be presented in a clear and efficient way. For instance,

a virtual map of the airport with the different data of future jobs' patterns' needs will be more appealing than a graphic. Therefore, the Observatory wants to develop a digital platform that embrace two different public needs:

- One for the general public, to have a general vision of jobs;
- Another one for professionals and experts with accurate data and methodology inputs.

This digital project should not be in concurrence with other similar websites of our partners, so that Paris CDG Alliance should be vigilant while writing the requirements specification.

- **Effects of the Best Practice**

Paris CDG Alliance disseminate 300 portraits and more 500 key figures since January 2019.

Furthermore, prospective studies were presented to training actors and some companies of the airport area. Paris CDG Alliance continues to present the different figures by organizing conferences opened to professionals' branches.

Paris CDG Alliance is working on a tool to communicate the study as well as the data to the general public.

- **Return on Investment**

One person works full time on the Observatory.

This work allows to have a long-term vision and is shared to all Paris CDG Alliance staff to build common solutions with territorial partners.

For the moment there is no financial benefit.

- **Transferability**

The diagnosis is limited on Paris CDG Airport Area.

However, some of the results can be quite similar with other European airport areas and our methodology can be shared with other Airport Area organizations, if they want to make such a diagnosis.

2.2.2. Approximation of professional profiles

The study *Approximation of professional profiles of the Prat-Josep Tarradellas Airport Platform's* main objective is to detect the training needs of the airport area, that is, of the companies that carry out their activity in a way linked to the airport. This diagnosis originates in the need to know the typology of professional profiles employed in the airport area as well as the need to bring the supply and demand of the labour market in this sector closer through training and improving employability.

This study is the first step to establish effective and operational mechanisms to take advantage of training spaces and create new ones to respond to the training needs of a highly specialized sector with a high strategic value. This sector often finds it difficult to find certain professionals linked to training needs and very specific skills. Undoubtedly, these difficulties, given the rapid and intense evolution of the sector, will increase, so that a planning of training and competence content associated with the professions of the Airport seems to be evidenced as something necessary, both to ensure the competitiveness of these companies, as well as to improve the insertion of young people in a labour market with high potentials and opportunities. This study focuses mainly on professional profiles related to Vocational Education and Training (VET) due to the current demand growth context of this type of professional training.

On the other hand, the following elements must be taken into account to contextualize this study:

- Currently, VET is experiencing a strong boost from the different Public Administrations since it is being placed as a resource to train highly qualified professionals in diverse sectors, in addition, VET studies have experienced a very significant increase in students and also offer available during the last years.
- The consolidation of the Dual VET or Alternation Training modality is being promoted by public administrations and different institutions. This modality allows companies to train young apprentices in productive areas and very specific activities, which adapts to the specificities of airport activities and their different strategic sectors, in addition, this training modality usually has a high strength labour insertion.

The study is the result of the collaboration between two public institutions such as the City Council of Prat de Llobregat and the BMA, promoters of the realization of this study commissioned to the BCN FP Foundation.

The study describes airport activity and its main future trends, which directly impact the needs and demand for talent and technical skills of airport templates. This description makes it possible to understand the magnitude of the airport's activity strategically for the territory, for the industry around it and for the citizens. Managing the airport reality requires generating the necessary and sufficient talent.

In the case of the El Prat-Josep Tarradellas Airport, there is the difficulty of approaching the businesses located in the economic zone due to the bureaucratization of the airport management entity (AENA), which hinders its position as a project partner.

In order to detect and manage this need, a prospective study methodology is planned to identify and develop the most relevant, and difficult to cover, professional profiles linked to the airport sector. This methodology is developed with a constant appeal to businesses based on quantitative and qualitative techniques, through direct surveys of companies and entities located in the airport area considered as strategic both for their activity and for their uniqueness. Through this survey, specific sector indicators, main characteristics of the companies and their templates will be detected, addressing four blocks of content: data on the activity of the company, information related to its human resources, valuation of the VET and Dual VET. From the distribution of activities obtained from the survey, 3 to 5 sector working groups will be generated to detail professional profiles and detect coverage difficulties.

- **Main results**

The results of this methodology are:

- A state of the sector issue in terms of national and international trends;
- A descriptive analysis of the economic fabric linked to the sector;
- Identification and description of the main professional profiles of the sector;
- Identification of professional profiles of difficult coverage.

- **Possible Limitations**

There is a difficulty in obtaining data from the airport economic sector, since much of this information is confidential.

The need to have a forecast of long-term jobs may involve the creation of a dynamic of public-private collaboration in charge of carrying out both this projection and the constantly evolving adaptation between supply and demand in the labour market.

- **Effects of the Best Practice**

The presentation and dissemination of the results of the study must be carried out by the actors involved, both companies and institutions. For this reason, they do not have any data that allows us to measure the impact of this good practice.

In any case, we expect beneficial results in the order of occupation in the airport area.

- **Return on Investment**

This is a good practice that is in the process of implementation, and for the moment there is no data to showcase the return on investment.

We believe that the benefits will exceed the costs once this good practice is implemented.

- **Transferability**

The results of the study can be limited to the Prat-Josep Tarradellas airport platform, although some of the results and indicators may be similar to those of the rest of the airport areas.

The methodology to carry out the study can be shared and extrapolated to other organizations to make their own diagnosis.

2.2.3. Observatory Coordination

Aviato is in charge of coordinating an Observatory of the Brussels Airport area whose aim is to give a clear vision of the labour market at the airport and to carry out prospective studies. While making good use of the knowledge centre for data and information relating to employment, training and mobility at and around the airport.

- **Development of the approach**

- Collect different data about economic and employment in the area working with a Research Institute specialized in Work and Society (HIVA - KU Leuven);
- Analyze the role of the Airport entity as an employer in the Region;
- Conduct a quantitative study on Labour market (Direct and indirect jobs): gender, places of residence (Walloon and Flemish Region, Brussels-Capital Region), full-time jobs versus part-time jobs, key sectors...;
- Share a common understanding of the main challenges of the area (Employment engine with upside potential – 400 vacant positions) with the stakeholders.

- **Main results**

- Publication of the results and discussion with the stakeholders;
- A targeted policy on new recruitments in order to further develop Brussels Airport as an attractive and dynamic Airport community;
- Aviato ensured its place as a centre of knowledge and skills in the field of work, training and mobility around the airport;
- opportunity for all job seekers and specifically those from the Brussels-Capital Region and the Walloon Region, where there is a supply surplus. A way to connect these job seekers with employment opportunities at and around the airport.

- **Possible Limitations**

There should be enough communication of the study and proposals for concrete actions to meet current and future needs.

Best practice #3

FOSTER SOCIAL INCLUSION INSIDE AIRPORT AREAS' LABOUR MARKET

WHY?

Nature of work is changing and our societies fail simultaneously to integrate everyone into the workforce. A remaining part of airport areas' inhabitants cannot access to the labour market without any specific support. Public institutions, as well as companies which want to integrate fair and social approaches of employment, can set up programs to make easier for job seekers to join or re-join the workforce.



2.3. Best Practice #3: Foster social inclusion inside airport areas' labour market

2.3.1. Social Inclusion Clause

- **Original problem and context**

Social inclusion clause is a legal provision written in a procurement contract, that allows working hours to be dedicated to people who are far from employment. Groupe ADP recently included social inclusion clauses in its construction markets. In order to be sure that these clauses will be observed, public bodies and employment structures would like to be informed about the outset of the publication of the public market and to be involved in the implementation of these clauses. The objective of a concerted approach is to be aware of the future recruitment needs and support job seekers to apply to such positions.

Groupe ADP is willing to be an example in matter of sustainable development of airports and airport areas. Groupe ADP wants to handle a fair and social approach of employment for the building and the operation of its new Terminals. From the end of 2019, social integration clauses will be included in two "construction contracts" and one "operation contract" (cleaning contract).

Willing to provide a close and an accurate monitoring of the social integration clauses project, partners have decided to set up different workgroups: a **steering committee** follows all the stages of the process, whereas three workgroups provide technical recommendations.

- **Inclusion of social inclusion clauses into procurement contracts:** to share good practices in ways to include social inclusion clauses in legal contracts to the airport authority (Group ADP);
- **Follow-up of the social inclusion clauses:** to make sure that positions are fully filled and monitor employment needs;
- **Sourcing and mobilisation of the public:** communicate to the publics about positions that are opened to them and prepare publics to access to the jobs

Coordination of the project:

- Paris CDG Alliance: involvement of an "Inclusion Referent" who is the main discussion partner for Groupe ADP. The referent leads working groups and follows quantitative and qualitative results of the clauses.
- Departments and intercommunalities name social inclusion clauses' facilitators to participate to workgroups, so that they can:
 - Write the clauses in the procurement contracts;
 - Source the candidates thanks to the involvement of the employment agencies of their areas;
 - Follow their candidates by visits on site.
- **Problems encountered**

Coordinating multi-stakeholders and succeeding in matching different working practices are the two main challenges to manage a territorial partnership on social inclusion clauses.

- **Main results**

This piloting action is in its early stages. The actual main results at this stage are:

- Creation of a work methodology approved by the stakeholders;
- Identification of 3 piloting procurement contracts;
- Drafting of a partnership agreement between Groupe ADP & Paris CDG Alliance.

- **Development of the approach**

The implementation of these 3 piloting social inclusion clauses will be assessed, so that the clauses could then be spread inside all the public contract for the construction and operation of the Terminal 4.

- **Effects of the Best Practice**

The total amount of social inclusion working hours on two of the procurement contracts is estimated to 16,250 hours. The provisional number of social inclusion work time on the third procurement contract has not yet been estimated.

At least 3 companies will be beneficiaries of the action, as each piloting procurement contracts with social inclusion clauses will be concluded with a different contracting party. However, chosen businesses will be able to subcontract part of their activities, so that the number of beneficiaries could raise.

- **Return on Investment**

Considering the worktime invested by the partners, a specific grant from the airport group is under review.

- **Transferability**

Other areas can applicate this methodology and approach for different construction and operation projects. Areas which want to innovate in that field should be careful to include all the different stakeholders of a territory, particularly when huge projects are in-between different zones of intervention (different employment and recruitment loops). A coordination by a neutral stakeholder such as Paris CDG Alliance could be the solution.

2.3.2. Participation Act and Wage value measurement

Dutch inhabitants with limited or insufficient income can be supported with financial support aid. The Participation Act indicates how and on what basis can financial support be provided.

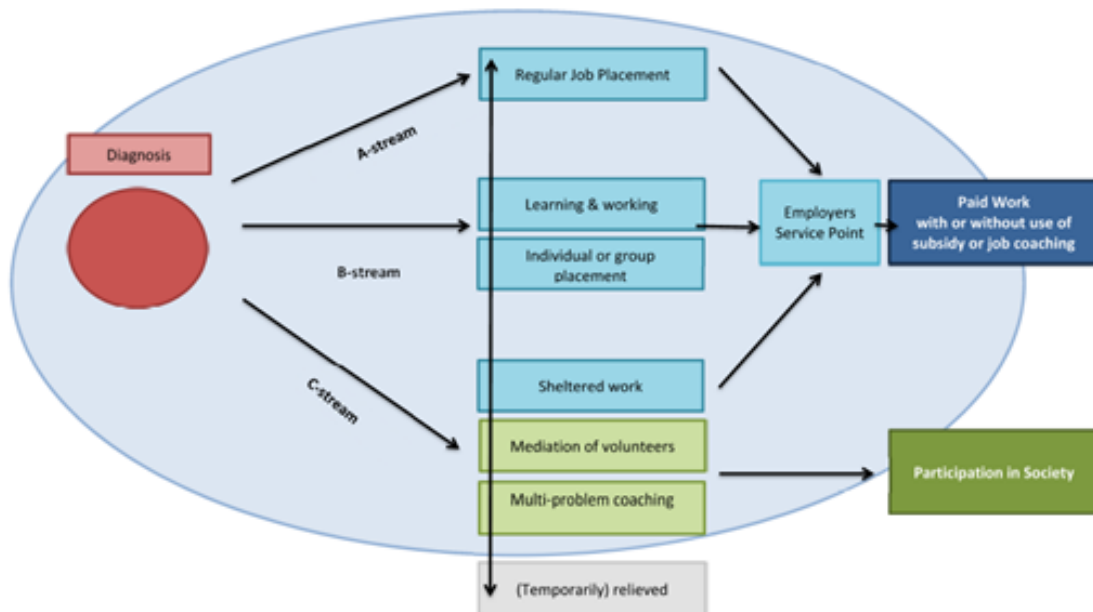
The Participation Act ensures that more people, with or without labour limitations find a regular job. For people with labour limitations, there are not enough suitable jobs provided by companies and businesses. The Dutch Participation Act underlines the need for participation for all Dutch employees, also those with labour limitations.

Many job seekers do not have sufficient employee skills and competencies in order to hold on in the regular labour market. For these persons, a development trajectory is offered in an internal work setting, provided by PWM.

- Deployment of vocational training and certification;
- Professional language.

The municipality provides (carried out by PWM) wage value measurement for employers to accommodate labour costs, when they hire employees who cannot earn the minimum wage. The amount of the labour subsidy is determined, based on wage value measurement, as well as the need of support of a candidate.

The program is offered by PWM and is based on the Dutch Participation Act (see earlier explanation). The process is explained in the continuous Client line, as visualized in the next picture.



- **Possible Limitations**

This practice is based on the Dutch Participation Act. Implementation in other airport areas might be limited if government (financial) contribution is not available.

- **Effects of the Best Practice**

Generally, in the PWM- area more than 700 people with labour limitations have jobs, with financial support based on the Dutch Participation Act.

- **Return on Investment**

These data are not available.

In many cases, people with labour limitations would not be able to work at all. Adding them to the workforce is in itself the ROI of this practice.

- **Transferability**

There are no restrictions to a specific area/region. This practice is based on the Dutch Participation Act. Implementation in other airport area's might be limited if government (financial) contribution is not available.

2.3.3. Inclusive Job Design

- **Observation and context**

For people with labour limitations, there are not enough suitable jobs, provided by companies and businesses. The Dutch Participation Act underlines the need for participation for all Dutch employees, also those with labour limitations. Therefore, inclusive Job Design is needed to redesign tasks within a company, focusing on people with labour limitations.

By means of using inclusive job design, standard procedures and activities in companies are analysed and parts of the activities that can be carried out by people with labour limitations, are identified. Combining the identified activities creates new and inclusive jobs for people with labour limitations. For

employees without labour limitation more time is left for carrying out their main activities and therefore more added value can be created.

By means of using inclusive job design many people with labour limitations are able to work in regular companies, but it must be underlined that not all companies and all activities are suitable for inclusive job design. For this kind of job creation, for the long-term future there are many possibilities.

- **Possible Limitations**

The basic element of inclusive job design is the acceptance of companies to provide jobs for people with labour limitations. This involves the redesign of standard procedures and activities, which some companies may find burdensome.

- **Return on Investment**

Generally, job creation provides new jobs (and created added value) for people with labour limitations. For employees without labour limitation more time is provided for carrying out their main activities and therefore more added value can be created.

- **Transferability**

There are no restrictions in exploiting inclusive job design in any specific area/ region for any local reasons. But it must be underlined that not all companies and all activities are suitable for inclusive job design.

Best practice #4

ENHANCE THE EMPLOYABILITY OF YOUNG PEOPLE BY DEVELOPING THE LANGUAGE AND INTERCULTURAL SKILLS

WHY?

Despite the presence of job positions to fill and a rich pool of job seekers in the airport area, HR Managers experiment real difficulties in recruiting people to fill the vacant positions. A crucial identified lacking skill is linguistic competence, especially in English. In order to increase the employability of young people, airport areas set up different kinds of programs.



2.4. Best Practice #4: Enhance the employability of young people by developing the language and intercultural skills

2.4.1. ENVOL PRO

ENVOL PRO is a project which gives the opportunity to jobseekers from Paris CDG Airport Area to do an internship in a company abroad for a period of 3 to 4 months. Jobseekers selected in the program also have 60 hours training of English classes in addition to cultural preparation courses in the form of a MOOC before doing their internship abroad. After their internship, jobseekers are helped with their integration in the professional world through different activities such as job dating with recruiters, professional coaching, skills development ...

- **Observation**

The project was conceived after an ascertainment from the different professionals working in the Paris CDG airport area: despite the presence of job positions to fill and a rich pool of job seekers in the airport area, they had real difficulties in recruiting people to fill the vacant positions. The specificity of the area being one focussed on airport activities, a crucial skill identified as lacking in jobseekers' skills was linguistic competence.

In this context, the project was created to meet employers' expectations, particularly in terms of the English language proficiency of jobseekers in the Paris CDG airport area.

- **Method**

The ENVOL PRO project follows the Paris CDG Alliance rationale to conduct partnerships and innovative projects for the benefit of the companies and inhabitants of Paris CDG airport area by:

- Tailoring professional training to the needs of recruiters and jobseekers of the Paris CDG airport area;
- Meeting the recruitment needs of companies.

In a nutshell, this project:

- Allows job seekers aged between 18 and 30 years old who have a serious professional project in the main sectors of the Paris CDG airport area, to improve their linguistic and professional skills;
- Allows language learning via European mobility;
- Facilitates the entry into training/co-op /or the labour market of jobseekers;
- Develop jobseekers' knowledge (professional posture, adaptability, open-mindedness...).

- **Possible Limitations**

One of the unintended effects linked to ENVOL PRO's implantation is that some jobseekers decide to stay in their host country at the end of their mobility. On one hand this unintended effect is positive because jobseekers are no longer searching for a job but are employed by their host companies or find a job elsewhere in the host country, on the other hand it prevents companies in Paris CDG airport area to have access to the jobseekers after they have improved their English skill.

To limit/solve this issue we have created a new program which is very similar to ENVOL PRO which is called CCAERO. CCAERO allows companies which have found potential new recruits who have an insufficient level of English, to fly to an English-speaking country for 3 months. When they are back from their trip the recruits are hired by the company if their level in English has improved.

(NB : CCAERO does not offer Spanish contrary to ENVOL PRO)

With this program, jobseekers are guaranteed to have a contract after their mobility which encourages them to:

- Go back to France once their mobility is performed;
- Complete the term of their mobility.

Indeed, another negative/unintended effect of the implementation of our program is that some jobseekers do not complete the entire three months of their mobility. Although this can be explained by various reasons, a preeminent one is the lack of soft skills of some jobseekers.

ENVOL PRO aims to develop jobseekers' linguistic skill (English or Spanish) as well as their soft skills. Although this only represents a small proportion of the selected jobseekers, some jobseekers find it hard to acquire the necessary soft skills to adapt to the culture of their host families. This can cause difficulties in the workplace (with the manager) and over time a lack of motivation from the jobseeker.

To limit this difficulty of cultural adaptation, jobseekers must follow before their departure 5 hours of online cultural preparation courses developed by our partner Tourism Academy.

Hence, we strongly recommend to other airport areas dealing with this issue to include a 'cultural preparation courses' component to their program.

- **Effects of the Best Practice**

Since its inception in 2016 until today, 189 jobseekers were able to travel in order to develop their linguistic skill (English or Spanish) and soft skills in:

- 4 countries (England, Ireland, Malta and Spain);
- 8 to 9 destinations (Manchester, Eastbourne, Brighton, Cork, Newcastle, Leeds, Galway, La Valletta, Sevilla);
- With upcoming new destinations (following Brexit).

Current status of jobseekers since their return:

- 61% employed;
- 31% in training ;
- 7 % back to a job agency;
- 3%staying abroad.

- **Transferability**

This program can easily be duplicated in another airport area where there is a mismatched between the level of unemployment and the skills of jobseekers in the area. In our case, we chose to focus on linguistic and soft skills because they are the most problematic in our area. Another airport area might want to focus on another set of skills.

In any case, it is crucial to work in partnership with all the local stakeholders in the airport area (jobseeker agencies, companies, jobseekers) for the program to be a success. It requires all partners to be involved in the implementation of the program as well as its conception.

2.4.2. Creation of a MOOC (Massive Open Online Courses)

Tourism Academy, together with Atout France, France Fr, Groupe ADP, Pôle Emploi and Paris CDG Alliance launched a MOOC named "France welcomes the world" which goal is to boost the skills of people who will welcome tourists in Paris Airports.

- **Method**

- Launch of a MOOC oriented on Intercultural skills and ways to welcome people coming from China, India, Great-Britain, Germany, The Netherlands, Belgium, Spain and Italy;
- By focusing on the practices and cultural behaviours of the different clients of an airport;
- Users learn how to improve their way to welcome people of different nationalities and to ensure the customer satisfaction.

- **Main results**

- 1st edition “Paris CDG Airport”: 443 learners;
- 2nd edition “Paris Airports” oriented: 594 learners;
- 3rd edition: 1100 learners (target).

- **Possible Limitations**

This new way to operate “online and in a network” training solutions for job seekers need a heavy involvement from all the stakeholders of such a project. Special training solutions were operated for Pôle Emploi staff, the national French agency, but also those who works in job associations operating at a territorial level or “traditional” training companies.

Best practice #5

BRING INSIDE ONE PLACE IN THE AIRPORT
AREA ALL THE RESOURCES TO BUILD ONE'S
PROFESSIONAL DEVELOPMENT

WHY?

Information on airport jobs is often spread by diverse stakeholders and it remains hard for the public to have a plain and complete view of all the opportunities they could embrace with their curricula. By creating a single place to promote airport jobs, or by renewing the type of place to communicate on it, airport areas are giving additional values to the jobs.



2.5. Best Practice #5: Bring inside one place in the airport area all the resources to build one's professional development

2.5.1. Find new places to make airport jobs offers more visible

- **Observation**

As there was no visibility of Orly airport job offers, neither for unemployed people nor for employment counsellor and sectors that are experiencing manpower shortages, it was decided for Orly International to set up a collaborative agreement with the governmental Job Centre (Pôle emploi) in order to create a special airport Job Centre office (called Airport office). This Airport office is located inside Orly International offices so that it would ease the pooling of resources and the co-organization of actions. This airport office is dedicated to Companies: to anticipate and help recruitment, to organize recruitment sessions and to centralize job offers.

- **Method**

In order to improve visibility:

- A special newsletter dedicated to employment was developed;
- Interactive terminals to advertise job offers;
- Creation of a web platform to facilitate job meetings.

- **Main results**

- Weekly Airport job offers Newsletter: Flash Emplois

The "Flash Emplois" is a weekly newsletter initiated at the end of 2017. The practice was conceived to give visibility to Orly airport Job offers. Each week, Orly International includes in a specific newsletter, all the job offers collected from the companies which are dealing with the Airport office. The newsletter is sent to Orly Paris® Ecosystem that represents around 1200 partners. The same information is also dispatched on Orly International Website as well as on Paris Orly Airport Website (page work at the airport) and interested candidate can directly apply. The partners receive in their email box a regular and updated information on available and real job offers which means for sure better visibility to airport job offers. The application to the jobs is being eased and the cycle between the need of the recruitment and the application of people is being shortened. The received applications are carried out, according to the will of the recruiter, by himself or by the Airport office. Until now, the satisfaction of companies that receive directly CVs is not valued.

- Interactive terminals to advertise job offers in the Paris Orly Airport: 2 interactive terminals were installed end of September 2019 in order to advertise job offers inside the airport. Their location was chosen by Groupe ADP and they are located where there is a steady flow of passengers. Passengers, accompanying persons, airport temporary staff, etc. can apply without CV by answering to 5 questions concerning the job offer they chose. These 5 questions summarize the necessary requirements given by the recruiter. Their answers give a percentage of adequation to the needs of recruiters. The terminals are used in a context of a job meeting and will be regularly tested for new job offers in and around the airport.
- A platform to organize jobs meeting without CV: it is dedicated to partners who received unemployed people. During job meetings, this platform allows partners to schedule a meeting with a recruiter without sending a CV.

- **Possible Limitations**

For the Flash Emplois, the organisation of the collect of job offers should be improved in order to be more exhaustive because not all airport Job offers are collected by the Airport office. Other National Job

centre agencies (Pole emploi) collect airport job offers from companies which are settled on their territory. The challenge is to reorganize the way job offers are collected and move from a geographical organization (vicinity between the Pole Emploi agency and the company) to a thematic one. In a longer term the aim is to create a shared platform with other airports.

For the existing platform, an adverse effect is the “no show” of candidates, nearly 50%. It can be linked to the digital process. The platform sends email to candidates: not all email are received and some are received in spam; candidates approve the meeting through email but do not feel involved and do not come for their interview on the D Day.

- **Effects of the Best Practice**

Some indicators are being followed up:

For the Weekly Airport job offers Newsletter: Flash Emplois

- Opening of the Newsletter;
- Number of CVs;
- The most applied job offers;
- The variety of job offers.

For the interactive terminals to advertise job offers

- Number of applications;
- Quality of applications (in comparison to the need of companies);
- The most applied job offers;
- The variety of job offers.

For the platform to organize jobs meeting without CV

- Number of meeting planned;
- Number of meeting realised;
- Numbers of candidates corresponding to the requirements.

Qualitative data about for instance the company satisfaction have to be followed up and other indicators have to be developed.

- **Return on Investment**

No financial benefits are planned by now

- **Transferability**

All can be easily replicated with the agreement of airport and depend on the way job offers are already collected and advertised in each airport/country

2.5.2. Creation of an Economic Promotion Centre as a meeting point between people and businesses for local development

The Economic Promotion Centre of El Prat de Llobregat is the reference space in the development local area of the municipality. It was born in 1988, when democratically elected local governments adopted a proactive strategy, despite not having competences (nor too many means), in order to promote local development, incorporating into their functions the design and/or execution of long term policies to solve local problems that were dragging.

Since its start-up, initially without too many resources and offering basic services, its objectives have been the promotion, in a sustainable and continuous way, of economic growth, the creation of occupation and the improvement of the quality of life and social well-being of the local population, taking advantage of the area's own resources to configure a plural and inclusive economic ecosystem.

The Economic Promotion Centre is characterized by the proximity and accessibility of its services. Its uniqueness lies in the fact that it is a meeting point between companies and people, who are looking for work, want to upgrade their career or start a business, forming a key triangle in economic development: companies-local government-people and, with a global and transversal vision in order to revitalize the economy of the territory and look for solutions to its problems. Gathering the companies and people in the same space has allowed us to connect, more effectively, expectations and needs, and adapt our services and resources to the social and economic context of the moment.

Also, the Economic Promotion Centre carries out an agreement policy based on the mobilization, participation and cooperation of all actors, public and private, of the territory that also includes supramunicipal agents.

Over the years, Economic Promotion services have been consolidated and expanded to become a gateway for the business community and the active population of the city. Currently, a large number of actions, policies and strategies are being developed in the Economic Promotion Centre in order to promote economic activity guided at resolve the needs of citizens, with a perspective of wealth distribution, gender and environmental sustainability, at the same time which hosts different economic practices and activity sectors.

The Economic Promotion Centre focuses its activity on:

1. **Occupation promotion:** through this line of action, Economic Promotion Centre strengthens active employment policies by means of training and labour programs, according to the new challenges of the labour market, as guarantee in order to progress, innovation and quality occupation in the city:
 - **Labour orientation:** services and programs to accompany and adapt people's abilities with the objective the improvement the occupation and labour insertion;
 - **Professional qualification:** training for the unemployed, active workers, students, etc. with a strategic approach to the needs of the business fabric;
 - **Support to groups at risk of social exclusion:** develop tools and resources that promote social inclusion and improve the occupation in order to the insertion and / or return to the labour market of people in vulnerable situations;
 - **Labour intermediation:** set of actions that aim to provide workers an occupation appropriate to their abilities and provide companies with the most appropriate profiles to their requirements and needs.
2. **Support economic activity:** through this line of action, the Economic Promotion centre supports the strengthening and business competitiveness, also social and cooperative economy entities with the aim of promoting the creation of wealth and quality employment in the city:
 - **Support to the enterprise:** services and programs to encourage and promote the entrepreneurial initiative and make easier to the entrepreneurs to move from the business idea to the creation of a company;
 - **Support to the business fabric:** line of action aimed at strengthening, consolidation and business competitiveness, the generation of innovative companies and the diversification of economic activity through new strategic sectors (circular economy, tourism economy, creative economy, etc.) and the promotion of the social and cooperative economy:
 - The start-up of the company service office allows for companies to be accompanied throughout their lives;
 - **Promotion of local trade and quality local products:** services and actions destined at achieving a more competitive and consolidated local commercial model in the urban area, which responds to the needs of services and consumption of citizens, as well as to promote local food products.

It has been ISO 9001 certified since 2002. This quality certification indicates the involvement of the area in betting on quality as a management strategy in order to provide a quality service to the citizenship and to companies.

- **Possible Limitations**

The practice itself has no negative effect.

However, we must have in mind a determining series of conditions linked to the development of many of the actions carried out at the Centre:

- The implementation by local government of economic development policies is a decision that can be executed or not executed because they have not competence. This lack of municipal competences causes an excessive dependence on external financing, independent of the internal revenue can contribute;
- A public policy that wants to obtain results in the field of economic development requires the participation of all agents, public and private, linked to the generation of activity and the occupation creation and it is not always easy to find this cooper.

- **Effects of the Best Practice**

The Economic Promotion Centre has been driving the economic growth of the city for more than 30 years and it has become a reference point in relation to encourage occupation and business promotion.

Over the years, the offer of services and resources has been adapted to the needs of the moment, until it has a catalogue of more than 50 services and programs.

These are the annual figures of the Economic Promotion Centre:

- Provides services to more than 3,800 participants after a year through different programs and services;
- More than 1,500 people receive job guidance;
- 366 people have participated in training activities to promote the occupation, 25.7% of them linked to a certificate of professionalism;
- More than 500 people 19% were recruited through the services and programs offered by the Centre.
- 323 entrepreneurs have been assisted and 178 new business projects have been intensively accompanied, also of collective and social impact entrepreneurship;
- 192 entrepreneurs have participated in training activities in the process of analyzing business projects and to present the creation of a company. There have also been 80 companies with a total of 100 new jobs and 51 entrepreneurs have received aid to start an economy activity;
- It has maintained a relationship with more than 1,700 companies, both from the field of employment promotion and from the impulse to economic activity;
- 343 companies have collaborated in someone program or service: student internships, stable recruitment aids, job intermediation, etc. 276 companies have received technical advice on consolidation and 263 have participated in some training action;
- New strategic programs have been promoted in favor of commercial sector, among which EI Prat quality commerce, and in emerging sectors, such as the creative economy, eco-industry, energy saving or circular economy.

- **Return on Investment**

The benefits are the impulse of the economic activity and the local development to promote the improvement of the quality of life of the citizens of the Prat de Llobregat by means of the promotion of

the employment, the impulse of the entrepreneurship and the support to the companies, responding to the different needs of people and from the perspective of the plural economy, which includes the cooperative, social and solidarity, in order to achieve a fair model of economic development, creation, maintenance and distribution of employment and cohesion Social.

In this sense there is no numerical quantification of the return on investment.

In relation to the budget managed in 2019, it was 6,512,374.89 Euros and 60% from the municipal budget of the City Council of Prat.

- **Transferability**

The role of local councils in Catalonia and, in general, in Spain, in the field of economic and social development policy, is extremely important. If we look at a comparative framework at European level, the councils have (or can have) a much more important role than their counterparts in most European countries. This is due to the delay in developing legislation on the local government in the early years of the democratic period, which opened a window of opportunity for local administration to interpret its responsibilities extensively, adopting local development policies.

However, in Europe there are very diverse forms of organization for local development and economic promotion of territories, either from the public level or through public-private development agencies, so we consider the practice of meeting under the same place, the promotion of employment (people) and the promotion of economic activity (companies) can be easily replicated.

2.5.3. Creation of a Cité des Métiers

A Cité des Métiers is a place managed in partnership by different stakeholders' organizations, opens to anyone willing to have information to build one's professional future, according to principles of open access, free of charge and anonymous use. The Cité des Métiers offers in one place all the resources which are needed to build one's professional project and to assist someone in one's transitions throughout life.

The concept of Cité des Métiers was born in the Cité des Sciences et de l'Industrie of Paris (National Science and Industry Museum). The first Cité des Métiers was created in 1993 in its premises of La Villette.

In the Cité des Métiers of Paris CDG Airport Area, one has access to the following services:

- Interviews with professionals belonging to competent institutions in the fields of counselling and professional life;
- Free access documentation in on employment, careers and vocational training;
- IT resources Centres and multimedia areas;
- One-day information sessions, symposia and meetings organized by all the partners or produced in cooperation with external partners.

Video concept : <https://youtu.be/vJ-B0c0dza4>

CDM International network map : <http://www.reseaucitesdesmetiers.com/eng/maps.php>

Specificities of the Cité des Métiers of Paris CDG Airport Area: The Cité des Métiers will be a "third place" between work and home. It will be a unifying place for our employment, training and attractiveness partners.

In addition to the Cité des Métiers, there will be a blended service offering:

- A coffee shop that will be run by an NGO of people in social inclusion;
- A territorial showroom to present the projects of the area and the expected job opportunities and competencies (new Terminal 4 of Paris-CDG airport for instance);

- An airport learning lab based on soft skills, in order to create new ways of learning and to improve the training modules;
- A co-working place for our partners, who will be able to use the meeting rooms, coffee area, the learning lab and a creativity room.

- **Possible Limitations**

Our place is not opened to the public yet, so there are no unintended effects for the time being.

To create a Cité des Métiers, you should discuss the service offer with your partners and especially the guidance counselors. They are the ones that will make the Cité des Métiers becomes a living place with different services and events. However, in a context of budget cuts within public structures, it is difficult to mobilize these actors.

- **Effects of the Best Practice**

n/a for the time being.

- **Return on Investment**

A Cité des Métiers results from the encounter of actors working in the same territory and sharing the same values. After a shared diagnosis, they decide to work together to pool their resources together (reception, guidance and relevant tools) in order to support the professional development of the inhabitants. That allows partners to spread their resources and share the different tools they create.

Within the team, the multi-partnership framework of a Cité des Métiers allows to focus on interpersonal relationship. The openness and cooperation between people from different institutions are the main objective, particularly through the setting up of working groups. This multi-partnership framework is able to provide a sustainable financial model.

- **Transferability**

- **Get the label Cité des Métiers:**

The label Cité des Métiers is a protected trademark, belonging to Universcience – Cité des Sciences et de l'Industrie, which manages it as a free franchise.

It can be granted as soon as the outline of the future Cité des Métiers is well-defined:

- Territory concerned by the label;
- Principle commitment by the main partners;
- Suitable place to receive the main site located;
- Service offer defined, according to a diagnosis of the territory shared by the partners and meeting the needs of the inhabitants;
- Expected opening date and reverse planning.

The Label is confirmed one year after the opening upon submission to the Label Committee of a file including an activity report. Except in special cases, the label is then automatically renewed upon submission of the yearly activity dashboard.

- **Create your own Cité des Métiers:**

Even if all the Cités des Métiers are designed according to a common pattern and abide by the same Charter, they possess distinctive features reflecting the characteristics of the territory where they are located.

In fact the choice of the supporting structure of a Cité des Métiers as well as its design depend on local partnerships, organized according to a specific context : the project leaders are generally public bodies such as the regional authority, but in some cases the project may be carried by other structures, such as Chambers of Trade and Commerce or of Agriculture, a Jobcenter or a vocational training organization.

To accomplish its mission of welcoming all types of users, each Cité des Métiers relies on a staff who carries out complementary functions: reception staff and counsellors are in face-to-face contact with the user, back office staff takes charge of logistics or development of partnerships.

A guidebook for Cité des Métiers is available online and will help the project leader to create his/her Cité des Métiers : <http://reseaucitesdesmetiers.com/eng/37-guides.php>

2.5.4. Creation of an Information Centre on employment, training and attractiveness

Aviato is dealing with the provision of information on employment, training and attractiveness of Brussels airport to (un) employed people, airport companies as well as employment counselor and sectors through the creation of an information centre.

- **Method**

- Setting up a collaborative agreement with the regional employment offices;
- Creating a special airport Job Centre office in the passengers terminal (the proximity facilitates the networking with airport companies and gives the job seeker an impression of the unique environment);
- Supporting companies in recruitment by organizing jobdays;
- Design of a website with all information about working at the airport, job offers, trainings, events.

- **Main results**

- An average of 400 job offers constantly available;
- >100 companies used the Aviato-platform to place their vacancies;
- 2 airport jobfairs;
- Promotion of working at the airport and focusing on the 400 job offers by the Aviato team at 26 jobevents and 20 events for employment agents;
- 100 job seekers followed a training and got a job at Brussels airport;
- 775 people were recruited through the services offered by Aviato.

- **Possible Limitations**

A multi-partnership framework has to be maintained in order to provide a sustainable financial model.

Best practice #6

SET UP NEW WAYS OF LEARNING AND
TRAINING THANKS TO JOB SIMULATIONS
AND COLLABORATIVE WORK

WHY?

Traditional teaching technics and pedagogical approaches are not always successful to capture students' attention, especially when most of the job seekers of one's territory choose to leave school before graduating. However, practical approaches and new ways to stimulate the interest of the learners could help people to be trained to various work situations and to upgrade their skills. Airport areas set up different approaches of learning, focusing on the different situations job seekers will meet in airport jobs.



2.6. Best Practice #6: Set up new ways of learning and training thanks to job simulations and collaborative work

2.6.1. Learning Lab

The Paris CDG Airport Learning Lab (LLab) is an innovative place on new learning and collaborative working forms.

It has two strategic targets:

- Let the public away from the classic training scheme get used with learning;
- Prepare candidates to 3 key soft skills needed by the employers of the airport area: customer relationship, intercultural postural communication, and languages.

- **Observations & Context**

- Traditional teaching technics / pedagogical approaches are not always successful to capture students' attention;
- Jobs are evolving depending on new technologies invention;
- One of the major factors preventing businesses to employ is linked to soft skills.

In order to succeed on those axes, the LLab will:

- **Develop innovative tools and practices** considering the partners' needs and the efficiency of the tool compare to the strategic targets;
- **Help and foster training experimentations** which include new ways of learning, innovating forms and contents.

The allocated means are:

- **A place** where people can meet, work together and use the cocreated tools. This place must be physical and virtual to permit a large accessibility;
- **A community** of actors from the territory, linked to training concerns: companies, training organization, National Education System, Universities, local government organizations, ...

Main challenges:

- Make competition change into cooperation, making competitors work together;
- Get the organizations and trainers to adopt new practices;
- Spread the new culture among both the organisations and the learners.

- **Main results**

- Cooperation is leading to a concrete result in finding solutions to common problems;
- Getting the actors to imagine new practices through using new tools.

Public (based in the area):

- Private companies having a learning center;
- Public organizations,
- Training organizations,
- National Education System,
- Local government organizations,

Its goal for the future is to become a real community in order to get a national brand, an “**innovative learning area**”, make the trainings attractive and to be a springboard for projects between partners.

- **Possible Limitations**

People or organisations wanted to join the project without bringing any value to the group and/or without getting benefits from their participation for their professional practice. The risk would be for the project to be drowned and not to bring concrete result. Another risk is not to answer companies' needs, even though they are the initial target.

Communication and involvement around the project were difficult, because the scope was left purposely open for a co-building. We organised individual interviews and sessions to communicate on the project and we took time to explain it, in order to be sure that all stakeholders were on the same level of information.

It was difficult to convince the structures to come, because they have little availability or are already implementing innovative tools. We took time to understand interests and challenges of each organisation. Our two lines of argument were: why this project can be beneficial for them and why it's worth spending time on sharing skills and knowledge.

- **Effects of the Best Practice**

The goals of the Llab project are:

Make the trainings more attractive and concrete:

- Transform the pedagogical approaches and practices;
- Get to know and use innovative tools;
- Attract and commit learners.

Give a boost to professional courses / to careers:

- Reveal skills thanks to new methods;
- Work on professional attitudes in different circumstances.

Participate in a pedagogical innovation club:

- Benefit from accompaniment in projects;
- Increase new training format expertise;
- Have a collective answer to a common need;
- Access to a modular space adaptable to uses.

- **Main results**

- About 20 structures joined the project, and others continue to come. The organisations are companies or training organisations, from different economic sectors;
- The first experimentation group began with 10 trainers and professors on a Virtual reality tool. They work with the Virtual Reality supplier in order to build a customized tool to answer their needs and fit with their practices. They set up methods and shared practices in order to produce scenarii and a good practices book for a Virtual Reality Trainer;
- People have volunteered to start other experimentation groups on other tools;
- We can have an idea of the main tools the learning lab should develop in the future, thanks to preliminary interviews. Real needs are identified and can have a quick response from the Llab;
- Meetings have led to a first project between partners. This training project using Virtual Reality is the proof the Llab can be a springboard to new ideas.

- **Return on Investment**

The project has just begun, it is difficult to measure the ROI. A co-building business model is one of the main tasks the Llab strategic committee will have to carry out.

- **Transferability**

The model is not specific, but not very common. Our benchmark shows us only one lab in France is attached to a territory.

There are 3 essential conditions for making a "Territory Lab":

- Analysis: it is required to have a very good knowledge of the territory and its issues, main themes, economic problems, etc. We could have this analysis thanks to our territorial observatory;
- Stakeholders: identifying every stakeholder on the territory, and their role, needs, links to other players, is necessary to begin a territorial innovative approach. For years, Paris CDG Alliance has carried out company analyses and advised them on their development;
- Network: working on changing the culture of competition to a culture of sharing and partnership begins with small projects. It takes time. A lab can only start with an effective network. For years, Paris CDG Alliance has been the territory coordinator for employment, trainings and career advice. This expertise is now the base to the project.

2.6.2. SEFED trainings (Simulation of enterprises with an educational purpose)

The practice was conceived as a sample of how we train people in order to improve their professional profile in order to search for a job in the administrative field and also in the field of logistics.

The SEFED training (Simulation of enterprises with an educational purpose) is a Professional Qualification Programme. The methodology used is learning by doing that is to say that we use more practice-based learning and teaching. We reproduce a Practice Enterprise that operates like a real company in its form, organisation and function: products, services and management. In this learning environment the students become the employees, the teacher becomes the manager or director and the classroom becomes the office of the practice enterprise.

2.6.2.1. SEFED for Cargo Prat Staff in Spain

- **Observation & Context**

The students are unemployed citizens who are seeking a job. There is no cost for the student because the programme receives funding from the European Social Fund, El Prat de Llobregat Local Council and the regional government of Catalonia.

There is no actual transfer of real goods and money but the trade transactions and financial exchanges take place for real: orders are made, invoices issued and payments transferred, financial records maintained, including information about creditors, debtors, stock holders, etc.

Each company engages in business activities, both nationally and internationally, with other companies within the Practice Enterprise network, following standard commercial business procedures and frameworks.

Because Practice Enterprises simulate real-life commerce, trading makes use of software and online tools for accounting, banking, taxes, shipping and excise. As a result, trainees become familiar with the use of technology for business activities and simultaneously develop their IT (digital) skills. Besides we develop hard skills like, Administration Skills, Accounting & Finance Social & Digital Media, Human Resource Management, Marketing & Sales, Purchasing & Negotiating, Business Planning & Communications, International Commerce.

On the other hand, soft skills are being promoted: autonomy, self-esteem, Communication, Flexibility, Motivation, Patience, Problem solving abilities, Teamwork and time management.

The company is called CARGO PRAT, it exports packaging products and also offers the service of national and international transport: road, air and sea.

The company belongs to EUROOPEN-PEN International network. It administers a worldwide network of over 7,000 Practice Enterprises (PEs) in schools, universities, vocational training institutions, companies and training centres in more than 40 countries around the world. Over 200,000 trainees train in PEs each year. There are Central Offices in each country that administer the national Practice Enterprises.

- **Effects of the Best Practice**

The program is well-known among the companies of the territory, the stability of this program (celebration of the 30th anniversary) facilitates mutual collaboration over time.

Through the internship agreements, we collaborated with almost 158 companies. 556 students completed their internships and 19% were recruited in the months after finishing their internship. About 12% of the students were hired in companies in the logistic sector.

Students who have continued their careers regularly contact us and recommend to their HR departments as a source of recruitment and internship.

In the last 5 years, 160 training positions have been offered, of which 80% have been certified. The level of recruitment of participants is 80% during this year, and in the administrative specialty, 70% of people have been employed.

During this period, 46 companies have collaborated with the program in welcoming students in internships and 40% remain over time. This sustained collaboration brings us insights into the valued profiles and competencies and increases the number of contracts on the students presented.

- **Return on Investment**

The benefits are the decrease of unemployment and the improvement of the professional profiles of our trainers. Although there is currently an interest in quantifying these types of qualitative and social benefits, we do not have a quantification of return on investment.

The international dimension of the project, which also promotes student internships in EU countries, is part of the student's benefits and increases its employability.

They are part of the Economic Development Area's objectives in promoting economic policy and local development to promote the improvement of the quality of life of the citizens of El Prat de Llobregat.

- **Transferability**

Business Simulation is a training methodology that involves the networking of all simulated companies currently operating in the world. And they are organized internationally through [European-Pen International](#). The INFORM Foundation, of which the City Council of El Prat de Llobregat is a founding partner, promotes and coordinates the project at the level of Catalonia and Spain.

In Prat de Llobregat the methodology in administrative management training is applied and it contemplates a part of Commerce and international transport.

It is an open, flexible, applicable methodology for very diverse sectors and groups.

2.6.2.2. SEFED for the Airlines Industry Staff in the Netherlands

- **Observation & Context**

Corendon Airlines is stationed at Schiphol Airport. From this location they train their employees for all the Air Safety training courses. Last year, they expanded their flights to Maastricht Aachen Airport and have been recruiting their staff locally. Therefore, this new staff needs to be trained for the Air Safety training courses.

However, it is too expensive to train these people at Schiphol Airport, due to travelling costs among other things.

By using the innovative and high-tech mobile Flight Safety Truck at the customer's own location, Maastricht Aachen Airport, the customer can save travel costs / travel hours for their staff. This truck can simulate the real emergency situations (with real fire!)

The customer can schedule these training sessions, which usually last 4 hours before or after a flight. As a result, the hours of absent are also limited.

- **Effects of the Best Practice**

Acaleph is providing these trainings on location of the customer for more than 15 airlines, spread over 6 airports. This improves the local employability because Acaleph trains people in their own region (people do not have to travel much, which makes the job more attractive).

- **Possible Limitations**

This project went smoothly, and no problems occurred as far as the structure was an experienced one with training on location of the customer itself.

- **Transferability**

This solution can be implemented in any other airport in Europe.

2.6.3. Safety Agents dedicated Program

- **Observation & Context**

Safety agent is not a codified job in France. It is though included in the Security Agent job description even if the skills are not similar. Safety Agent recovers a diversity of jobs, each one requiring different specific skills. An official training takes care of technical, legal and risk aspects. Few hours are dedicated to professional English. The trainees obtain a professional qualification certificate that allow them to get the red badge.

In the context of a growing demand, the lack of workforce appeared more significant during the last years and it remained difficult to ensure that trainees will pass the exam and take the job. Based on the result of the trainings which were prepared in 2017-2018, only a short part of the trained people start working or remaining effectively at work. 2 possible problems were pointed out:

- The gap between the end of the training and the beginning of the work contract due to the delay in getting the access badge (around 2 months);
- The job is not really known by candidates who have stereotypes about it and discover what is a Safety Agent once on the job;
- The possible lack of attractivity of the job as such.

A survey was carried out by Orly International in 2017 in order to describe, the reality of the work done at the workplace, and the tasks which are implemented by the Safety Agents. It was pointed out that soft skills and client relations are crucial skills. Many employees in the Safety Agent field lack these skills

and in general they were not taken into account for training nor in the selection of candidates neither in the training.

- **Method**

The practice was conceived and developed to add to the official training a new bloc of training including soft skills, immersion in the workplace and more English. This additional block lasts 2 weeks. It was conceived to work on stereotypes by allowing immersion, to work on client relationship to highlight soft skills by using theatre in particular in work situations and how we can rely on them, and improving English.

Acting out possible situations in a theatre setting allowed them to point out what are soft skills, transversal skills and to work on them.

- **Main results**

- 3 groups (31 trainees) ended the training in 2019;
- 87% success = 100% success in training and employment on the 2 first groups;
- 4 people did not succeed in the exam in the third group.

Hypothesis: the new block will also allow detecting people with potential requirement for the job.

Added expected result: to increase the duration of the training and decrease the time between training and work; to increase the attractiveness of the job.

For the company the expected result is to benefit from people trained to the client relationship, in order to improve both client experience and satisfaction

- **Possible Limitations**

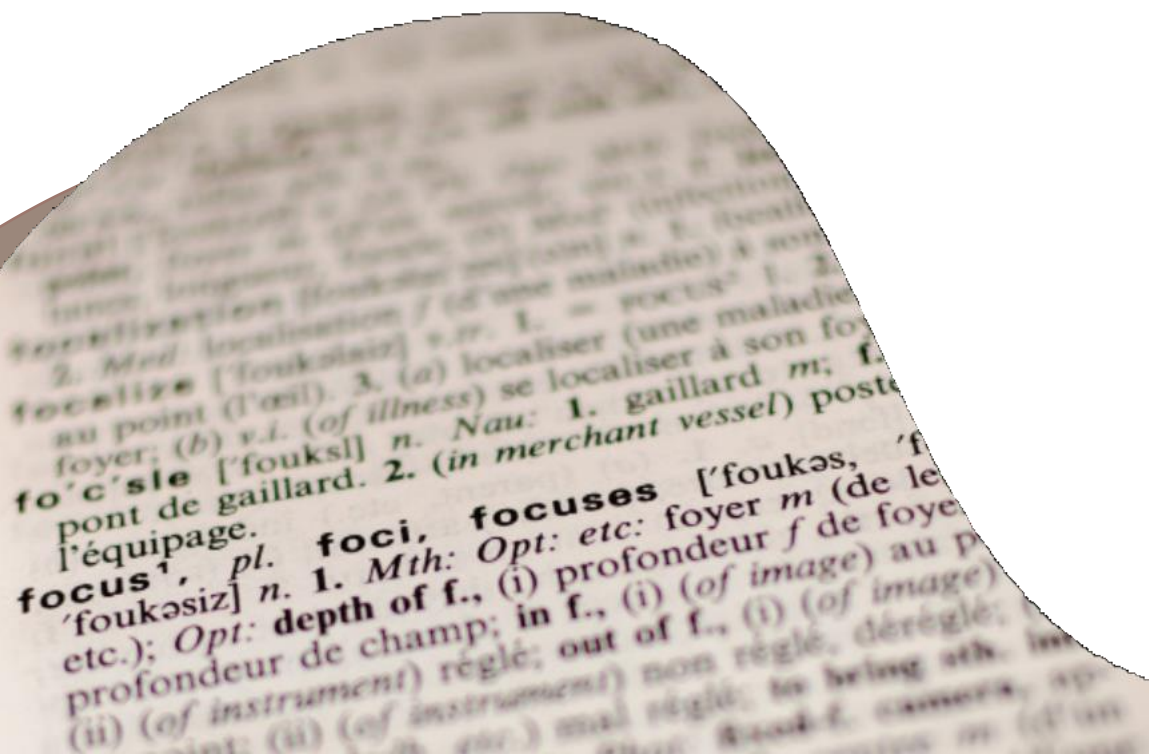
Developing training programs which include immersion modules in different languages is mandatory.

Best practice #7

CREATE TRAINING PROGRAMS BY
FOCUSSING ON SPECIAL NEEDS OF
THE COMPANIES

WHY?

European countries develop different legal provisions to make vocational training paths be more attractive and to train more skilled professionals. Public and private sectors collaborate increasingly in the implementation of joint degrees that enable future workers to have the good certifications to work in specific industries. Technical as well as soft skills are particularly and increasingly important and are included in more and more hiring policies.



2.7. Best Practice #7: Create training programs by focusing on special needs of the companies

2.7.1. PROACTIVE Training to anticipate companies' needs in customer relationship

- **Observation**

On one hand, recruiters and airport area companies' HR experience that job seekers willing to candidate to positions, show a lack of professional curiosity and motivation to join a company.

On the other hand, training organisations suffer from an increasing drop-out rate and do not succeed in making the trainees meet the requirement of the companies or in developing the competencies of their trainees inside workplace.

- **Solution**

Planet Airport and AFPA Gonesse Training centre are two training organizations of Paris CDG Airport Area which work together on an experimentation for Operational Preparation for Collective Employment (POEC).

They asked Proactive Academy to develop its approach ("The Proactive Pedagogy") among a group of job seekers who have a professional project in customer relations.

This training program, financed within the framework of the Operational Preparation for Collective Employment (POEC), consists of helping people to meet the immediate needs of companies, using a methodology of innovative and immersive support, known as "ProActive".

In this experimental phase, Opcalia (the Accredited Collecting Fund for Training) and its partners have chosen to apply this method to the customer relations business.

The program consists of 400 hours of training which include 70 hours of internship.

- **Objectives**

- Improve corporate relations practices by integrating the anticipation of companies' imminent needs into them;
- Improve the quality and speed of transformation of the jobseekers' posture;
- Improve the quality and speed of their skills acquisition;
- Improve the quality and speed of their integration into the workplace;
- To master the basic skills of the customer relations professions in line with the imminent needs of host companies.

- **Possible Limitations**

1/ Working on "customer relationship" means having to embrace too many work patterns to allow the cohort of trainees to share the same objectives.

Moreover, the selection of the trainees should be well carried out: half of the trainees had personal problems that did not put them in a learning condition. They had many peripheric brakes that prevented them from coming to the trainings.

2/ The English level of the participant should be well evaluated before the beginning the training. The companies that had to host trainees in internship did not want to continue the experiment because of the low level of English of some trainees.

Airport areas which would want to implement this experimentation should work carefully on the selection of the trainees and their preparation.

- **Effects of the Best Practice**

Targeted companies: Hotel-restaurant / Airport Services / Sales / Tourism / Hospitality

Balance sheet at 12 months

- Number of trainees in training: 56;
- Trainees who have completed the training: 37;
- Interns having found a job at the end of the training: 22;
- Number of drop-out: 11;
- No news during training: 7.

Among the 22 persons who found a job following the training, 19 are still active in the same company.

- This encouraging result allows us to consider a new training through the POEC and the use of the PROACTIVE method.

Trainees think the program has helped them to develop:

- Their self-confidence;
- Their awareness that working in an airport is possible;
- Their way to describe their motivations and their attitude;
- Their knowledge of jobs and work patterns to better talk about them in interviews;
- Their comprehension of business needs.

- **Return on Investment**

This experimentation is funded by the training centres, the National Employment Agency (Pole Emploi), and an Accredited Collecting Fund for Training (Opcalia).

The co-funding allowed the program to accommodate more trainees than originally planned.

- **Transferability**

This experimentation could be implemented in France, thanks to the Operational Preparation for Collective Employment (POEC) device. The replication of this good practice and training program is restricted to the countries that foster learning in the workplace and that support the creation of specific training program to prepare people to the recruitment needs.

The POEC is used by companies which want to train persons in a specific way before recruiting.

POEC method allows:

- To better analyse recruitment needs and skills;
- To train an employee in one's everyday actions;
- To recruit all year long, including through apprenticeship or vocational route;
- To integrate new employees with success;
- To improve management practices

2.7.2. Training Programs for Job Seekers

The Training Programs for Job Seekers started in 2018. We have noticed that the companies active at Brussels Airport, were struggling more and more to attract the necessary staff. We noticed as well that there was a growing gap between the demands of the airport companies and the competencies of the jobseekers.

We decided to create a taskforce, composed by representatives of the airport companies and the different public employment partners.

It resulted in the creation of training programs for jobseekers, whereby jobseekers are ongoing language and technical training, provided by the public employment partners.

The engagement of the airport companies was to be active in the selection process, to give advice about the technical training and to offer a contract, to the candidates who successfully completed the training.

The partnership was a PPP and we are still continuing with this practice.

- **Effects of the practice**

Since January 2018, Aviato managed to place 1000 people in different positions at Brussels Airport.

Our training programs for job seekers resulted in the following figures:

- 50 Airport Bus Drivers were hired;
- 150 Airport Security Agents;
- 50 Loaders-Sorters.

- **Possible limitations**

The project can only succeed if the different stakeholders are fully aligned on its goals and the respective responsibilities. So, there is a lot of stakeholder management involved and this to be carefully monitored. One there is a change of a stakeholder's representative, we saw that some of them were less enthusiastic about the project, so we had to invest time to keep them on board.

- **Return on investment**

No research on the financial benefits was performed therefore it's difficult to give a clear return on investment. The gap between demand and offer was closed down resulting in less recruitment efforts for the companies, which saved them time and money.

- **Transferability**

This project can be repeated within other regions, taking into account their specificities and legal framework.

2.7.3. New Vocational Diploma to train skilled professionals

The RIFT2C was a four-year collaboration between VISTA college and VDL Nedcar and the government of the Netherlands. VDL Nedcar restarted and was looking for well-trained staff/workers. These employees had to be sustainable employable for VDL Nedcar, but also for the region. The VISTA college has developed an educational model that made workplace learning possible. At the same time, a digital learning environment was created. The intensive supervision for student employees by VDL Nedcar and VISTA college were the keys to success.

- **Objective:** to train skilled professionals in a faster and effective manner and to make them employable for VDL Nedcar, with an officially recognized diploma senior vocational education/post-secondary college (MBO diploma).
- **Problems:** The world of education and business speak a different language and have a different culture. In the initial phase of the RIF, we had to spend a lot of time clarifying each other's language and culture. Ultimately we developed a good quality educational products that can be applied within the VDL Nedcar practice and help us to close the mutual gap. In this collaboration we have applied the process of continuous improvement, so that we can implement improvements in the program quickly and effectively. The "voorschakeltraject" is a good example of this.

Direct and current knowledge can be used again in education and VDL Nedcar has pedagogical and didactic knowledge in the workplace.

Long term: with the start in 2015, the foundation has been laid for the VDL Nedcar Manufacturing College. By continuously collaborating with learning and training, we have worked on a permanent learning culture within VDL Nedcar. Vista teachers and VDL Nedcar practical trainers support the participants in obtaining their diploma.

- **Possible limitations**

The RIF Tech2Create has given the boost to the start-up of the VDL Nedcar manufacturing college and the necessary educational development. This was necessary in order to make training courses that connect with the business community at the start-up of VDL Nedcar.

It takes some time for these developments to get started and we have noticed that at the end of the Tech2Create project there were still some wishes left, such as digitization, serious gaming and training of practice assistants. These developments must stop after completion of the RIF Tech2Create.

It would be better if a RIF gradually phased out, instead of a hard deadline. Cooperation in the RIF gives a boost, at the end of the RIF you run the risk that the project will stop. Gradual reduction in RIF is desirable.

- **Effects of the Best Practice**

In 2015, 100 employees have started their education via the VDL Nedcar Manufacturing College. In 2019, we have 300 employees in our school, from vocational education level 1 (basics) to level 4 (specialists). More than 200 employees have received their official Dutch diploma via VDL Nedcar.

With our 'Voorschakelprogramma' (introduction programme) of 6 weeks school, testing employees on their skills and competences, we let them have a 'Loopbaanadviesgesprek' with a professional coach. People who finish this introduction programme are highly motivated and are likely to complete their official education. 100 employees start in this programme, 65 will start their official education and are very motivated. The remaining 35 will either start later, will not start or are not motivated to start. This programme has been created by/for VDL Nedcar and has got the benefits of:

- Having uniform classes with motivated students;
- Reduction in people who fail to complete their official education (from 35% to 15%). We all benefit from this in lower costs for all, less effort and higher quality.

- **Return on Investment**

VDL Nedcar wants to be a good employer, wants to retain its employees, attract potential new employees, train its skilled workers itself and raise the level of education.

We have contributed financially to In-kind time for the development of teaching materials, making location available, unlocking guidance, making testing grounds available, supporting the digital network (WiFi, PCs) and supporting staff, setting up premises and digitization.

We were able to hire the training specialists (Vista and Tech2Create), so that we could focus on our task: building high-quality and high-quality cars.

- **Transferability**

A strong triple helix organisation is an important condition for the success of such a project. People will have to be prepared to leave the beaten/the usual track. They must be willing to search for creative solutions and new connections together. Everyone must be prepared to establish cooperative relationships as opposed to customer-supplier relationships.

In the province of South Limburg there is a relatively larger group with a lower level of education and a there is a higher unemployment rate compared to the rest of the Netherlands. As a result, there were many opportunities to train people and at the same time train them sustainably with an senior vocational

education diploma (MBO diploma). Being prepared to give opportunities to employees without education and encourage them when needed.

Just get started! Choose a pragmatic and decisive approach. Start even though not everything has been thought through. Start with concepts and find out what works or what does not work by trial and error. Adjust immediately, implement the result of “on-the-fly” evaluations immediately. This requires an agile and innovative basic attitude.

2.7.4. Creation of new pedagogical excellence trainings

The INS Illa dels Banyols in Catalonia is having contacts with some companies dealing with aeromechanical maintenance. It was detected a collateral need in the cabin crew profile sector because a regulated degree does not exist. Since the Institute is near the port, it appeared as well that within the port sector (cruise ships) the same lack is being detected. Despite not having direct contact with the railway sector, a survey is carried out and it is concluded that no regulated training is available either.

The idea of creating studies through the SSTT of Education begins to be transferred and, in parallel, a work with the Prat de Llobregat City Council through its areas of Economic Development and Education (Council of the FP) was performed in order to design a linked joint strategy to training, employment and economic development taking into account the uniqueness of its location and environment.

A proposal of professional profile adapted to the needs of the environment and oriented to cabin crew is made, this last point should respond to a labour insertion in the air field since without training recognized by EASA could not be inserted in this sector. The training to work as a cabin crew so far is private, with the adaptation of this training cycle it is possible to take it to the public sphere and, therefore, to socialize, a type of training and professional profile that until now could only be access privately.

Finally, in 2018 the DGFPiERE dismisses the possibility of generating a profile and accepts the proposal to orient a CFGS of the Hotel and Tourism family (Guide and information on Tourist Assistance-HTF0-) and in September 2019 the first course begins.

Acronyms:

- HTF0: Guide and information on tourist assistance;
- EASA: European Union Aviation Safety Agency;
- DGFPiERE: Directorate-General Of Vocational Training and Special Regime Education.

- **Possible Limitations**

The adaptation of the curricular of a regulated professional training supposes an investment of time and of work of prospecting and previous justification that does that adaptation of the professional profile to the labour market is expensive when on time.

- **Effects of the Best Practice**

The first year of this undergraduate training cycle has started in 2019-20, so at the moment we have no data on the application to reality. Until the end of the first promotion of the cycle, the impact at the level of student insertion or company involvement cannot be measured.

In any case and taking into account the characteristics of Prat de Llobregat, we believe that the results will be positive.

- **Return on Investment**

The cost of the start-up of this cycle is financed mainly by the Autonomous Government and the Ministry of Education.

In any case and taking into account the benefits that Vocational Training offers, it can be considered that the benefits will be well above the economic expense. Although as we have said we still do not have results on insertion, since this course has been launched.

- **Transferability**

In the case of Prat de Llobregat, this good practice is characterized by the adaptation to the uniqueness of the economic zone of the city (airport and port). It would be feasible to be able to make a regulated training adaptation similar to any of the airport areas provided that the pre-prospecting of needs and the training adaptation to the peculiarities of the area and economic activity are carried out.

2.7.5. Creation of a new training centre: Aviation Competence Centre

- **Observation**

It appeared a lack of qualified labour for the position of aircraft maintenance engineers at Maastricht Aachen Airport. Therefore, it was decided to create a new training centre with appropriate aircraft, system and parts.

- **Solution**

The Aviation Competence Centre Maastricht funded by VISTA College and Maastricht Aachen Airport was created. It is a certified school. Training materials were drafted in English as well as the corresponding examination Data Base. With the support of the local and regional authorities it was made possible to reach some goals within short notice. In addition, the donation from the MRO companies helped a lot.

- **Possible Limitations**

- Time: the teachers had most of the knowledge, but they had to teach;
- Money: the start-up costs were too high for a government funded school;
- Having appropriate Aircrafts, systems or parts.

- **Main results**

At the end there is a very nice education centre which was made available and it is approved to the EASA standard. There is a good ECO-system between the school and the MRO-companies. Each year there are 30-40 employees available for the MRO companies. In close cooperation with MRO companies, some improvements are still made to meet market needs.

From the 30-40 students who graduate from the school each year, during the last 4 years, 96% found a job within a MRO company, not only on the Maastricht-Aachen site but Worldwide.

For the Maastricht-Aachen site it was approximately 40-50%.

Best practice #8

PROMOTE AND FACILITATE
EARLY CAREER GUIDANCE

WHY?

A few decades ago, a career in an airport area was something that needed no advertising, being one of the most coveted areas to work in. Today, airport areas deal with migration of labour force and a general incapacity to attract the amount of workforce necessary. Thus, the need of inspiring a new generation of people to work in airport areas arises.



2.8. Best Practice #8: Promote and facilitate Early Career Guidance

2.8.1. Early Career Guidance

The Berlin Airport Area has developed very positively in the past years. Unemployment has decreased from over 10% to currently 3,5%. Successful regional businesses and planned investments are causing a constantly rising demand for skilled staff. With workforce resources already low in the airport region, WFG LDS Ltd has developed several projects to safeguard economic growth and greatly enhance transparency of job offers. The projects focus on minimizing migration of potential employees from our region and attracting professionals from regional, national and international source markets. Another motivation is inspiring young people for a career entry in the Airport Area.

The transparency and attractiveness of job offers, companies and career paths are crucial to attract people to a regional labour market and generate sustainable employment. Therefore, our objective is to increase awareness for local employers and their good working conditions. Our projects are designed to build up on each other and link together to allow us to address any age group of the workforce population and reach people repeatedly.

- Step 1 Recruiting Fairs;
- Step 2 Intense early career guidance;
- Step 3 Matching events for graduates;
- Step 4 View behind the scenes;
- Step 5 Transparency of good working conditions.

Step 1 Recruiting Fairs:

- Spotlight our regional businesses once a year;
- supra-regional publicity and recruitment;
- Companies can present themselves and their job offers to the target audience;
- Sustainable presence on the base of annual repetition;
- Early contacts to trainees, pupils and junior employees;
- Addresses the whole family, parents being very important consultants for young people.

Step 2 Intense early career guidance:

- Tailor made workshop programs for pupils;
- One week workshop of various companies and job profiles of the Aerospace industry;
- Pupils get hands on experience and insights in daily job routines;
- Initiation of contracts for work placements etc.

Step 3 Matching events for graduates:

- Support for academics on their career entry;
- Employers of the airport area present themselves and their job offers;
- Direct initiation of job applications and interviews.

Step 4 Long night of economy – companies open their door to the public:

- Access to companies who are normally not accessible;
- A look behind the scenes of working routines;
- Transparency of companies in the region.

Step 5 Best employer of the District Dahme-Spreewald - Good working conditions:

- Competition for companies in the district;
- Focus: HR- strategy, work-life-balance, business culture, work organisation, advancement possibilities;
- Jury consists of all relevant labour market partners;

- Winning Companies can advertise their good working conditions.

The single projects are part of a labour market strategy that adjusts to the companies needs and evolves accordingly. The opening of BER Airport will result in even higher requirements on the regional labour market. Therefore, new projects will be needed to complement the portfolio.

Focuses:

- matching issues;
- attracting personnel from national or international source markets;
- attractive working conditions.
- **Effects of the Best Practice**
 - Ca. 1.500 people per year participate in the recruiting fair;
 - Ca. 3.000 pupils participated in workshops for early career guidance in the past 10 years;
 - Ca. 1.000 graduates participated in matching events with regional businesses;
 - Ca. 3.000 people participate in the long night of economy (2year cycle).

All these projects together give companies in the airport area a very high visibility and credibility and diverse platforms to initiate contacts, work placements and training contracts.

Monitoring of the projects' outcome includes regular feedback from the companies.

- Many companies find their apprentices and trainees through our projects;
- Higher number of applicants for vacancies;
- Improved regional recruiting.

- **Requirements**

Good network to both public and private partners such as companies, schools, authorities, employment agency, institutes of further education etc.

As an economic development agency, WFG LDS has an excellent relationship with local and regional businesses. All these projects are based on a mutual interest and cooperation and are developed together with the companies.

The costs are difficult to evaluate, since the work with the companies is our daily business. At WFG LDS 5 staff members work on labour market projects as part of their job. Additionally, there are project costs for marketing, transportation and dissemination events.

- **Transferability**

The projects can and should be easily adjusted to local particularities. Their effectiveness is based on their flexibility and their constant adaptation to the companies' demands.

Best practice #9

BRANDING YOUR AIRPORT AREA AND ITS JOBS OPPORTUNITIES

WHY?

Against the background of demographic change, a low unemployment rate and the resulting lack of skilled workers that some regions are facing, it is crucial that retaining and bringing in new employees from all over the world is on the top of the agenda of municipalities and governments. This can be achieved through active, ongoing communication and branding campaigns in order to become a successful long term strategy.



2.9. Best Practice #9: Branding your airport area and its jobs opportunities

2.9.1. Germany's best place

- Good practice description

"Germany's best place - Find it in FrankfurtRheinMain" – this is the name for a website for international professionals (www.find-it-in-frm.de) and an associated advisory service, the FRM International Office. Both are the result of a strategy for the FrankfurtRheinMain metropolitan region (FRM). In this strategy, measures were developed to strengthen the region's attractiveness for international professionals. Against the background of demographic change, a low unemployment rate and the resulting lack of skilled workers, it is important for the economic strength of FrankfurtRheinMain to retain professionals from all over the world in the long term. For this, the region relies on well-functioning services that support newcomers and their families in finding a new home in FrankfurtRheinMain. The website and the FRM International Office are the central measures of the strategy and are the interface of a broad-based advisory network in the region.

The strategy was developed under the leadership of the FrankfurtRheinMain Regional Authority together with various partners from the economy, the administration, from educational and cultural institutions, from advisory services and the trade union. But the website and the Office were only implemented and financed by the Regional Authority. It still continues to operate the website and the advisory service. The Regional Authority receives financial support for the work of the FRM International Office from the Frankfurt Chamber of Commerce and Industry. However, in order to be able to implement the work successfully, the Regional Authority is dependent on a broad network with all relevant specialists. To this end, it has set up the Think Tank Professionals 4 FRM, which has been successfully networked for five years and enables a good working onward advisory service in the region.

The "Germany's best place - Find it in FrankfurtRheinMain" service has been started in February 2018. Especially through marketing activities in social media and because of good quality work, it established itself as the first contact point for international professionals. In particular, people who are still abroad and are considering migrating to Germany take advantage of this advisory service. But also people who have recently come to Germany or to FrankfurtRheinMain use this offer for orientation. The team welcomes all interested people and newcomers and gives advice on all questions concerning entry, work and life in the region. Apart from this, they give contact to the custom-fit advice centers when needed. This makes it easier for newcomers to find a new home in FrankfurtRheinMain. The FrankfurtRheinMain Regional Authority will continue to expand this service in the future.

- Effects

In order to successfully establish an advisory structure for international professionals, two things must be considered:

1. A good network is needed. Only if the various advisory services for newcomers and their contact persons know each other well, a good working onward advisory service is possible. If there is no functional network, the work of a service structure such as "Germany's best place - Find it in FrankfurtRheinMain" cannot be successful. Establishing a network costs time and is needed even before the implementation starts. Such structures should therefore be formed at a very early stage.
2. Good marketing measures must be implemented to reach the target group abroad. It makes sense to rely on digital media. With social media marketing and with SEO (search engine optimization) the target group can be precisely defined and reached. For this, however, you not only need professional marketing personnel, but also sufficient financial resources.

Experience shows that these two points should be considered because they are needed permanently and do not correspond to a one-time investment. But if these two things are used reasonably, a successful result can be expected.

There are:

- More than 9.000 Likes and Followers on Facebook;
- Now also new on Instagram and already about 200 followers;
- More than 40.000 clicks and around 20.000 users on the website www.find-it-in-frm.de;
- 2019: About 800 requests from international professionals via email, phone or on facebook;
- 2019: About 90 personal advisory sessions in the FRM International Office.

(status: January 2020)

- **Return on investment**

The return on Investment is not directly measurable in this Best Practice and a financial profit was not aimed. The success of this project is made up of many factors. In the last two years, during which the website www.find-it-in-frm.de was online and the FRM International Office advised newcomers, we have already seen encouraging developments:

- The FRM International Office receives most of the requests from abroad. The primary target group is reached and attention is drawn to the opportunities in the region;
- Interested parties and newcomers usually take advantage of the advisory services more than once. The FRM International Office has become the most important contact point for international professionals;
- The number of requests in the FRM International Office and the number of visitors at the website has risen continuously. This development runs parallel to the investments in social media;
- The network has been strengthened. This is not only shown by the many new cooperations and partnerships. In the meantime, more references are being made to each other in the advisory service, making it easier for international specialists to arrive.

The project „Germany’s best place – Find it in FrankfurtRheinMain“ can be replicated in other areas quite easily. Of course, the needs and the legal framework differ in the regions and countries. But it is no problem to adapt the project to these framework conditions. For this, the goal and the target group must be precisely defined. Recruiting (international) professionals via the Internet and advising them individually in a good network can be a promising approach everywhere.

2.9.2. Organisation of the Logistics Week

Paris CDG Alliance leads working groups composed of different actors of the logistics sector, in order to make it easier for businesses to hire the inhabitants of the territory.

The different stakeholders of the sector in Paris CDG Airport employment area could be divided in:

- Employment agencies;
- Employment support structures;
- Companies in the logistics sector;
- Training organizations.



- Observation

Logistics plays a strategic role in today's economy of Paris CDG Airport area, due to the change of the use in transportation networks. Our new way of consumption and the growth of the e-commerce has a huge influence on the cost of transportation and the implementation of logistic infrastructures. As Paris airports are ranked 1st European airports for cargo, businesses and logistics companies set up huge premises and look for employing qualified people.

In Paris CDG Airport Area, jobs vacancies are difficult to fill in: Universities are quite far away from the logistics premises, and the requirements of jobs do not match with inhabitants' competencies.

- Solution

Partners agree to coordinate events and long terms actions to promote airport jobs to the general public. The most efficient action is the creation of the "Logistics Week", that involves training companies, businesses and employment stakeholders (a total of 40 partners) to recruit job seekers and increase awareness about the needs in the logistics industry.

During that week, companies and training organisations pursue open houses, organize recruitment sessions and make job presentations with the use of new technologies and virtual reality.

Example of planning:

Agenda				
6 April	9 April	10 April	11 April	12 April
Open House Gescia (9am-2pm)	Job and Training presentations – IUT Cergy (10am-1pm)	EMPLOYMENT AND GUIDANCE IN THE LOGISTIC SECTOR FAIR (9:30am – 4pm) Différents espaces : - Information and Guidance in the Cité des Métiers - Jobs presentations by professionnels/experts from 1:30pm to 3:30 pm. - Recruitment sessions (employer and training programs)	Open house FEDEX (6pm-8pm)	WORKSHOPS FOR PROFESSIONALS Changes in training programs (morning) Development of competencies in logistics (afternoon)
8 April	Open House – Promotrans (9am – 4:30pm)		3 experts interventions in secondary schools	
Job presentation in virtual reality - Convergence Entrepreneurs (2pm-5pm)	Open House – CAMAS Training (2pm)		Workshops to discover logistic jobs – PROMEO (2pm-4pm)	
Open House GRETA 93 (2pm-5pm)	Open House – CFA Descartes (10am – 3pm)			
Open House AFTRAL ISTEI (9am-5pm)				

- Possible Limitations

Logistics week:

The Open houses did not work a lot, even if the communication was shared between all the partners with a creation of a Facebook page.

Coordination:

To be sure of the success of the coordination of the logistics week and its communication, each participant partner has a referent that takes part to the general organization of the week. A chart document can also be written to make sure that all partners remain involved during the week and even after.

The partners who are the most difficult to involve are big companies. Paris CDG Alliance is willing to involve regional partners and professional federations in the project to ensure a better communication with logistics companies and the general public.

- **Effects of the Best Practice**
- 22 Events;
- 100 participants with around 40 persons per event;
- 500 persons for the logistic fair and the job sessions.
- **Return on Investment**

The main impacts were the following ones:

- New partnerships with companies and training organizations;
- A new cooperation between different stakeholders;
- Visibility of the sector and its jobs opportunities.

The coordination of the project mobilized two full-time persons during 3 months. There were not any financial benefits due to this operation.

- **Transferability**

The 2019 Logistics week was mainly promoted in Paris CDG Airport Area and in the surrounded Universities (Cergy University nowadays called CY and Marne-la-Vallée University nowadays called Gustave Eiffel University).

In CY, it was possible to present directly jobs and positions in the logistics sector, and to benefit from the commitment of two companies.

This event was supposed to be duplicated for the whole Paris Region. Paris CDG Alliance while being regional coordinator will keep on holding this “Logistics week” for its employment area, in partnership with the “Campus des métiers”.

That means that this practice is easily transferable if the local coordinator is already advised of its ecosystem for logistics and knows the main stakeholders within the field.

2.10. Organisations which implemented the best practices

2.10.1. GIP Emploi Roissy CDG (newly named Paris CDG Alliance)

- Paris CDG Alliance is a private and public organization (PPP) working to coordinate actions and projects in the field of employment, vocational training and attractivity of Paris CDG Airport area.

Our main goal is to foster an environment where the inhabitants benefit from the employment generated by the economic development of this area. By putting public and private stakeholders under the table, Paris CDG Alliance brings innovative actions to improve inhabitant skills’ regarding the companies’ needs.

- « Campus des Métiers et des Qualifications », as partner of Paris CDG Alliance also implemented a good practice which is part of this guide. As a French labelled network which brings together stakeholders of Education and Economy, to support the training and the employment of the inhabitants in different keys economic fields related to a territory. It gathers

Paris Region, 3 regional education bodies, and Paris 8 University. It aims to enhance the attractiveness of jobs, as well as vocational and work-linked trainings, linked to the main economic fields of the area.

These economic and employment fields are:

- maintenance et infrastructure management ;
- security and safety ;
- reception and event ;
- commercial development ;
- flow management and logistics.

Contact for further information on the best practices implemented by Paris CDG Alliance and its partners: direction@pariscdgalliance.fr

2.10.2. Orly International

Orly International is a Non-Profit Organization at the Orly Airport. OI carries out actions of territorial marketing and employment support. It is a public-private association founded in 2006 and supported by the public authorities of Region Ile-de-France, Val-de-Marne county, and Essonne county, and Groupe ADP who is running Orly, Roissy and Le Bourget airports.

Orly International is the supporting structure of Orly Paris® -a territory of 19 cities in the Orly airport area. Its main challenges are:

- To improve skills of the local population in order to allow them to be competitive for Airport Job offers;
- To improve attractiveness of the territory for companies and people.

Contact for further information on the best practices implemented by Orly International:

contact@orlyparis.com

2.10.3. Municipality of Beek

- The contribution of the Municipality for job- finding, is accommodated by its Team Work and The Employers Service Point Westelijke Mijnstreek (Western Coalminers- area), part of PWM. The Participation Company Westelijke Mijnstreek (Participatiebedrijf PWM) provides income for people with limited or low earning and helps people with labour limitations in their effort to find a regular job. Also PWM provides sustainable jobs for employees who cannot meet the standard labour requirements, due to mental or physical limitations. The company is a public company and situated in Sittard-Geleen in the south of The Netherlands, close to Maastricht. PWM is run by the city of Sittard-Geleen and the neighbouring cities of Stein and Beek also participate in the Company.
- Acaleph Opleiding, Training en Adviezen BV is a family business that has been active for more than 20 years in providing all common occupational health and safety related training courses throughout the Netherlands and beyond with little more than 45 employees. Acaleph has set up a separate label (airsafetytraining.com) for providing safety training for the aviation industry.

Contact for further information on the best practices implemented by Gemeente Beek and its partners:

info@gemeentebeek.nl

2.10.4. Brussels Airport House (newly named AVIATO)

Aviato VZW is the employment centre of Brussel Airport. It is a joint initiative that brings together partners from the public and private sectors involved in the provision of job opportunities and training at the national airport. The founding members of Aviato are VDAB, Actiris, Provincie & POM Vlaams-Brabant, BECI, VOKA, SFTL and Brussels Airport Company. Aviato also has collaboration agreements with Bruxelles Formation, Le Forem, SFAL, Air Cargo Belgium and Toekomstforum Halle-Vilvoorde.

Aviato wants to create an attractive & dynamic airport community unique in informing, inspiring and connecting talent & organisations. Since the start of 2018, Aviato has filled more than 1000 positions at the airport and has organised a range of training courses for the benefit of jobseekers. On an everyday basis, Aviato welcomes jobseekers from across the entire country.

Contact for further information on the best practices implemented by Aviato:

info@aviato.be

2.10.5. Municipality of El Prat

- El Prat de Llobregat City Council is made up of a presidency that corresponds to the Mayor's Office, and that has the maximum representation of the Council. There are four vice presidencies that correspond to the Economic Development Councillor, the Education Councillor, one of the directors of the two VET training centres and a representative of the business organizations. Apart from the presidency of the council, the participation of other agents is articulated through the appointment of members, which are: 1 person representing each municipal political group, 1 representative of the Education Department of the Generalitat, 1 representative of the Occupation Service of Catalonia, the directors of the FP institutes (Illa dels Banyols and Les Salines), 1 representative of the board of each of the FP institutes, 2 faculty representative from each Institute that provides Training Professional, 1 representative of the Adult School, 2 student representatives from each of the institutes that teach FP, 1 representative of El Prat Empresarial association, 1 representative of PIMEC of Baix Llobregat-L'Hospitalet, 2 representatives of the two most representative labour unions in the city, the Area of Equality and Social Rights with 2 representatives, the Economic Development Area management with 2 representatives, 2 representatives from the Education Area, 1 representative of the City Youth Plan Office, 1 representative from the Social Action Service and 1 representative of the Social and Cooperative Economy Table.

The Economic Development Department which promote the socio-economic development of the city through the promotion of employment, the entrepreneurship and the support of business, which includes the cooperative and social model, in order to achieve a cohesive, equitable and egalitarian city model is implementing some good practices. The actions implemented by the Economic Development Department are based on a strategy that guarantees greater employment opportunities for all, with quality employment and the preservation of established social rights and sustainable and respectful economic activity. From this perspective, the Economic Development Department endorses the UN sustainable development goals. The Education Department is also being involved as it aims to strengthen a community ecosystem that offers access to educational and cultural opportunities, resources and instruments to citizens, at different times and spaces of daily life, that promotes individual empowerment and autonomy and collective from the values of inclusion, equity and equal opportunities.

- INS Illa dels Banyols, as partner member of Municipality of El Prat, also implemented some good practices which are part of this guide. It is a public Vocational Education Training (VET) centre under the jurisdiction of the Government of Catalonia, Regional Ministry of Education. The institution offers Intermediate and Upper VET courses with a clear professionalising educational orientation.

It offers Intermediate and Upper VET courses. The professional families that are taught at are: Electricity and Electronics, Installation and Maintenance and Transport and Vehicle Maintenance. The **Intermediate** VET courses offered at our institution are: Electrical and Automatic Installations, Refrigeration and Air Conditioning Installations, Motor Vehicles Electro-Mechanics, Piston Engine Aircraft Maintenance, Machinery Electro-Mechanics. The offered **Upper** VET courses are: Industrial Automation and Robotics, Thermal and Fluids Installations Maintenance, Mechanical Maintenance of Aircraft, Avionics Maintenance, Hotel and tourism-oriented cabin crew.

Scope of work and areas of activity: as far as aviation is concerned, the Municipality works regularly with companies belonging to this field where our learners can gain practice and expertise by doing their internship there. Among its most significant collaborators are:

- Fundació Parc Aeronàutic de Catalunya (FPAC) ;
- Barcelona Air Navigation Centre;
- Air Europa.

There is close collaboration with the city council through the Municipal Council of the Professional Formation. The field of collaborations between the two organizations is the search for companies for practical and dual training agreements, employment guidance and referrals to the job bank for student insertion and employability improvements.

- The Prat de Llobregat City Council is also a founding member of the INFORM Foundation, which promotes and coordinates the network of simulated companies for educational purposes - the SEFED Program - aimed at both regulated and occupational vocational training students. We have been offering this training to unemployed people for 30 years now with the aim of improving their professional qualification in the field of administrative management. Through their membership in EUROPEN-PEN International, Central Offices from member countries exchange best practices, maintain international contacts to support international commerce and trading, as well as hold trainee and trainer exchanges. This Central Offices provides all the external services that the practice enterprise needs: tax agency, banks, customs, employment office and transport.

Contact for further information on the best practices implemented by City Council of El Prat and its partners:

contractacio@elprat.cat

2.10.6. District Dahme-Spreewald/Berlin

The Regional Development Agency Dahme-Spreewald Ltd (WFG LDS Ltd) is a 100% owned subsidiary of the District Dahme-Spreewald and central point of contact for the regional economy. The core task of the WFG LDS Ltd is to promote the economy in the district by

- Basic services like consultancy on investments, location and subsidies; coaching for entrepreneurs;
- Tailor made labour market projects to safeguard economic growth;
- Providing excellent business infrastructure with 4 Technology Centers in Wildau.

Contact for further information on the best practices implemented by The Regional Development Agency Dahme-Spreewald Ltd (WFG LDS Ltd):

info@wfg-lds.de

2.10.7. Metropolitan Region Frankfurt Rhein Mein

The Regional Authority FrankfurtRheinMain is a statutory body which has been managing and coordinating regional development since 1975. The work is based on the FrankfurtRheinMain Metropolitan Region Act passed by the State Parliament of Hesse, effective since April 1, 2011.

The Regional Authority is responsible for the development of a joint image of the region. It wants to strengthen FrankfurtRheinMain and make it fit for the future in the competition for bright minds, green ideas, investments and jobs. Therefore, it has the task of coordinating regional development, and in some cases, of taking care of common regional responsibilities itself. Demographic change and the lack of skilled professionals is one of the greatest challenges facing FrankfurtRheinMain region. The Regional Authority wants to take up this challenge in order to ensure the economic strength of FrankfurtRheinMain is maintained.

The Regional Authority FrankfurtRheinMain is also the platform for strategic orientation and goals of regional companies. It creates and updates the regional preparatory land use plan and landscape plan. Finally, it carries out regional monitoring and provides comprehensive services to its member municipalities.

The territory of the Regional Authority includes 75 municipalities with about 2.3 million inhabitants and an area of 2,5000 square kilometers. In addition to the cities Frankfurt am Main and Offenbach am Main, it covers the districts Hochtaunus, Main-Taunus, Offenbach, and part of the districts Groß-Gerau, Main-Kinzig and Wetterau.

The Regional Authority also represents the Metropolitan Region. FrankfurtRheinMain is one among eleven recognized metropolitan regions in Germany. With more than 5.7 million inhabitants it is one of the leading regions in Europe. It lies on the intersection of the three federal states Bavaria, Hesse, and Rheinland-Pfalz. The FrankfurtRheinMain metropolitan Region includes 468 municipalities and an area of 14,800 square kilometers.

The Regional Authority FrankfurtRheinMain has approximately 120 members of staff and a total budget of nearly € 15 million. Financing is provided by the member municipalities, which pay a levy to the Regional Authority FrankfurtRheinMain.

Contact for further information on the best practices implemented by the Regional Authority FrankfurtRheinMain:

contact@find-it-in-frm.de

3. ANALYSIS

Airports and their associated activities highly contribute to local, regional and national economies, and generate jobs for the local communities they serve. In 2015 only, European airports were creating and facilitating more than 12 million jobs. Employment in airport areas has always been a source of growth, development and economic impact – and we were able to see, now, during the COVID-19 pandemic, more than ever, to what extent the wider aviation ecosystem can impact the global economy.

In DREAAM project, we have analysed the regional employment situation in 6 airport areas: Paris, Maastricht, Brussels, Barcelona, Berlin and Frankfurt.

In this analysis, 9 airports were included, ranging from hubs such as Paris Charles de Gaulle with over 75 million passengers in 2019 to airports such as Maastricht Aachen with over 450 thousand passengers in 2019.

The 9 airports included in the DREAAM analysis serve in total over 1000 municipalities which are home to over 20 million inhabitants.

The unemployment rate in these airport areas varies from 3,4% (in Maastricht, as of 2019) to 18% (in Paris, as of 2018).

The main economic fields associated to these airport areas are diverse: tourism is of course a common denominator, followed by transport, aviation and aeronautics, automotive, automation, logistics, pharma, retail, industry and technology.

We have noticed though a pattern in the main challenges encountered by these airport areas. When it comes down to employment, here are some examples that most airport areas are confronted with:

- Demographic changes, such as the increasingly ageing population
- The need to enhance regional branding
- The growth of the airport platform in relation to the shortage of workforce
- The mismatch between supply and demand in the labour market
- Difficulties in retaining international and qualified professionals
- The need to find new mobility solutions to facilitate commuting between airports and urban areas.

By addressing these challenges, we have worked towards common goals, such as:

- Increasing the skills and capacities of local communities through tailored training, focusing on soft skills and linguistic skills
- Defining a prospective vision by anticipating the employment needs and trends
- Taking strategic steps to attract international companies inside the economic areas
- Reinforcing communication, job promotion and regional branding.

Overall, the main goal is to reduce the unemployment rate and to support sustainable growth and development of airport areas.

While there is no universal solution, we believe that the DREAAM best practice guide can pave the way towards sustainable development of regional employment in airport areas.

CONCLUSION

Compiling and writing these best practices took place just before the beginning of the 2020 COVID-19 crisis. They reflect a reality that existed at that time, and surely, some of them will be in the long term more beneficial than others for the new reality that the airport and aviation world will face after 2020.

Many of the lessons learned from our project remain valuable and will surely pass the test of time:

- Facing social challenges will keep on requiring innovative solutions and key collaboration between public and private entities;
- Regardless of the number of people working in an airport area, and regardless of time, the future will always bring different skills needs – all stakeholders may remain alert and be able to foresee until a certain degree the upcoming shifts to come;
- Integration of those with lower chances to access the labour market will become increasingly important, those who will make it easier for them to access jobs will reap the rewards;
- Language skills and soft skills are also increasingly required by employers everywhere, those with programs in place to easily and swiftly teach these skills to their employees will pave the way;
- Sometimes there is too much information, sometimes there is not enough information – especially when it is all about the job opportunities in a single huge area of possibility: one-stop-shop solutions to find employments in airport areas will make it easier to meet the desired workforce;
- Each company is unique – the skills it needs will differ. It makes sense that vocational education is adapted and that business has a path in influencing and adapting educational curriculums. Collaboration between industry and educators remains crucial;
- The golden age of aviation has in a way flown away. This means there are fewer people dreaming from the onset of their careers to work for an airport. Sometimes it is because they do not know about the numerous opportunities and rewards such a career can offer. Airport areas which will be able to showcase and disseminate them efficiently will reap the rewards;
- Demographic changes and migration can be opportunities for airport areas to seek employees in new parts of the world. However, they must have a compelling case for those workers. Branding airport regions will remain crucial.



DREAM

DEVELOPMENT OF REGIONAL EMPLOYMENT AND AIRPORT AREAS MANPOWER

A project funded by the European Union



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