

Labour shortages in the hospitality sector: forward-thinking and practices sharing

Executive summary

The hospitality sector provides 11 million jobs in EU27 and highly contributes to the EU economy. Nevertheless, the sector is now facing labour shortages to an unprecedented extent.

This paper presents the ongoing challenges and reasons behind this phenomenon as well as solutions to be developed both at the EU and national levels. Examples include:

- Enhancing legal migration.
- Promoting different forms of work.
- Developing education and training programmes.

In addition, this paper highlights initiatives taken by HOTREC members at a national level to tackle these challenges (see the Annex).

1 – How does the hospitality sector contribute to the EU economy?

HOTREC is the umbrella association of Hotels, Restaurants and Cafés in Europe. Altogether we represent 47 national associations in 36 European countries.

The sector significantly **contributes to the EU economy**. It creates jobs and growth. It is an **inclusive sector that promotes gender balance and provides many first working experiences to the youth**.

The industry represents **6%** of consumer expenditure in the EU and contributes to approximately **2 to 3%** of the EU GDP. Hospitality is composed of almost **1.9** million enterprises, **89%** of which are micro-sized (i.e. employing less than 10 people).

Besides, the hospitality industry alone created **2 million** new jobs between 2015 and 2019 taking its workforce from almost 9 million employees to almost **11 million** for the EU27¹.

In addition, **29.6%** of the workers in the sector are relatively unskilled, compared to **16.1%** in the overall economy, meaning that hospitality is inclusive and welcomes people with different profiles and backgrounds.

Moreover, **17.4%** of the employees are aged under 25 years compared to 7.6% in the overall economy. This means hospitality provides young people with the possibility of developing their first working experience within the sector. It also helps fight youth unemployment.

The sector promotes gender balance: while in the overall economy **46.2%** of people employed are women, in the sector the figure rises to **53.4%**.

2 – What are the challenges the sector is facing?

With the outbreak of the COVID-19 crisis, the hospitality sector is facing the challenge **of not being able to find the workforce it needs**, in most EU countries. As a consequence, and despite a rising demand from customers, companies need to adapt their business models to the current reality (e.g. closing during some days of the week/weekend; opting to serve customers for lunch or dinner (not both); not opening full floors in hotels; or not even being able to open new hotels, after the investment is done). On average, there is currently between 10% to 20% of the workforce missing in the sector in the EU compared to 2019 levels.

For instance, in 2022, there are 200.000 unfilled positions in France, 250.000 in Italy and 33.000 in Austria².

The table below provides some more detailed information on the state of play of the lack of labour at national level.

Association/Country	Lack of labour at national level in the sector in 2022
AHR CR/Czech Republic	90,000 people are missing, out of a total of 270.000 positions.
APHA/Austria	The average number of employees missing in the sector is around 33,000. Although more employees are employed in Austria than before the crisis (total amount of 245,000 employees), there is still a high demand for staff.
CHA/Cyprus	7,000 unfilled positions which represent approximately 25% of the total work force in the industry.
EHRL/Estonia	In total, there are around 30,000 people working in sector. On average 1/3 of staff was lost due to restrictions and lack of support measures.
Federalberghi & FIPE/Italy	There are 250,000 employees missing in the sector.
FIHR/Romania	15% of the total number of employees (around 30,000) are missing in the sector.
GastroSuisse/Switzerland	12% of the employees are missing in the sector (out of almost 32,000 people).
GNI & UMIH/France	The sector reached a moment when was lacking 200,000 employees. On average, the sector misses 50,000 unfilled positions each year.
HCH/Greece	Almost 25% of the total number of employees are lacking in the sector (out of around 55.000 jobs) ³ .

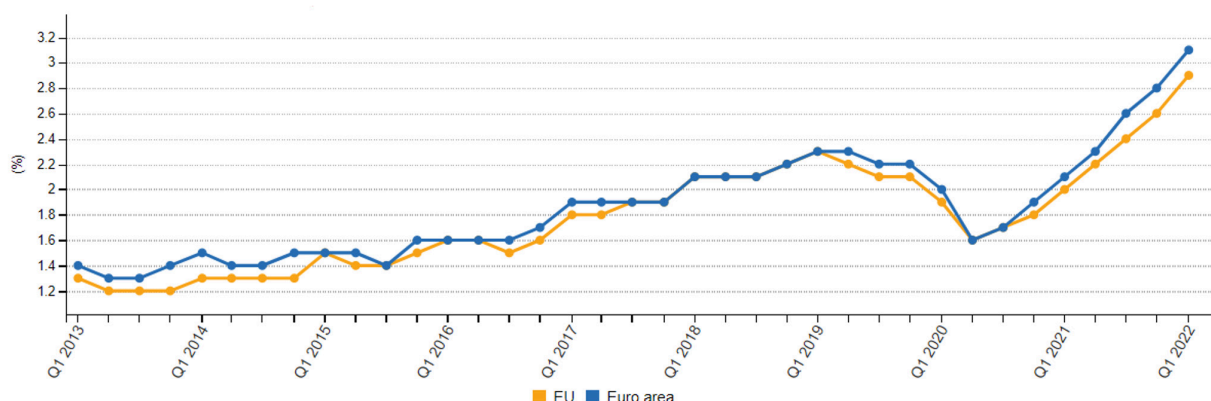
¹ Figures do not include the UK.

² HOTREC internal survey.

³ Figures from 2021.

Association/Country	Lack of labour at national level in the sector in 2022
HOESCA/Luxembourg	Lack of 1.500 persons (both qualified and non-qualified employees) in which represents 8% of the total employment.
HOESTA/Denmark	Lack of 6-10.000 workers. This originates an instant loss of revenue of €400-650 mn.
IGHP/Poland	Between 40%-50% of employees are lacking in the sector (out of a total of 55,000-60,000 employees).
IHF/Ireland	Hotels: 10% less employees in the industry now than pre-Covid (previously 70,000 total). Restaurants: lost 25,000 employees out of a total of 40,000 employees.
LVRA/Lithuania	There are 42,700 workers employed in the sector and 14,600 vacant working places, compared to 2020.
MaRa/Finland	At least 18,000 employees are lacking (out of a total of 83,900).
TGZS/Slovenia	Between 15%-20% of the total number of employees are lacking in the sector (out of 55,000-60,000 employees).
UKHospitality/UK	There is an average of 174,000 employees missing in the sector. This leads to an estimated loss of revenue of €21 bn. The estimated loss in tax is of €5 bn.
UPUHH/Croatia	The total employment is around 110,000 workers (annual number based on number of working hours). During the high season, additional 35,000-40,000 employees need to be further employed. Between 5,000-7,000 workers are lacking in the sector. This means a loss of income of €100 mn. The lost taxes are estimated in around €15 mn.

Since COVID, **labour shortages became a global challenge in all sectors across Europe** (e.g., construction; manufacturing; retail; transport), as pointed out by Business Europe⁴. Today, in several Member States, the number of unfilled positions is above the vacancy levels observed in the last decade (see table below).



Quarterly job vacancy rates, not seasonally adjusted, 2013-2022 (Q1-2022)⁵

⁴ Business Europe, 'Labour force and Skills Shortages, how to tackle them?', June 2022.

⁵ Eurostat figures.

At the same time, there is a reduction in employment in occupations related to the hospitality industry as shown below in the list of widespread surplus occupations. We can note that the employment of kitchen helpers declined by 16%, while waiters contracted decreased by 17% in 2020 (see table below)⁶.

Table 4.2 Employment change in the EU27 in occupations which recorded widespread surpluses in 2020

Occupation	Change in employment 2019-2020	Occupation	Change in employment 2019-2020
Shop Sales Assistants	-9%	Photographers	0
Car, Taxi and Van Drivers	-6%	Cooks	-9%
Receptionists (general)	-1%	Gardeners; Horticultural Growers	+4%
Waiters	-17%	Secretaries (general)	+1%
Administrative, Executive Secretaries	-40%	Security Guards	-2%
Beauticians and Related Workers	-8%	Travel Consultants and Clerks	-8%
Building Construction Labourers	-2%	Cashiers and Ticket Clerks	-5%
Cleaners & Helpers in Offices, etc.	-6%	Interior Designers and Decorators	-12%
Elementary Workers nec	-3%	Journalists	+1%
General Office Clerks	+45%	Kitchen Helpers	-16%
Graphic and Multimedia Designers	+5%	Sociologists, Anthropologists and Related	+9%
Hairdressers	+6%	Translators, Interpreters and Linguists	-3%

Source: combination of Eurostat LFS extracts and responses from NCOs

Already before Covid, and again **despite the high levels of unemployment in Europe**, the sector faced **skills shortages** (digital, interpersonal skills, languages, cooking abilities). The reasons are related with technological changes (e.g., need for companies to be more active online in terms of marketing; social media) and/or societal changes (e.g., need for companies to comply with new customers' demands, for instance related to sustainability). While the average job vacancy rate was **3.3%** in the EU in 2021, it reaches 7.6% in Belgium or 6.6% in Austria **in the hospitality sector**.

Despite its track record in creating jobs and contributing to the EU GDP, the hospitality sector needs to comply with **clients' expectations, meaning that it should be open 365 days a year, 24 hours a day (including bank holidays and weekends)**. This means that some employees will develop their tasks during unusual working hours. Eventually, this can be seen as a disadvantage by some people. But it is also considered as an advantage by others (e.g. students who combine studies with work).

It is to consider that 89% of the companies are micro-enterprises (employing less than 10 people), and that it can be a challenge to offer high salaries to employees, taking into account that the **profit margins of the companies are low**. Compensations and benefits should also be proportionate to the level of qualifications (to note that 30% of the workforce is relatively unskilled).

3 – What are the reasons leading to labour shortages?

The reasons contributing to these phenomena are extensive⁷:

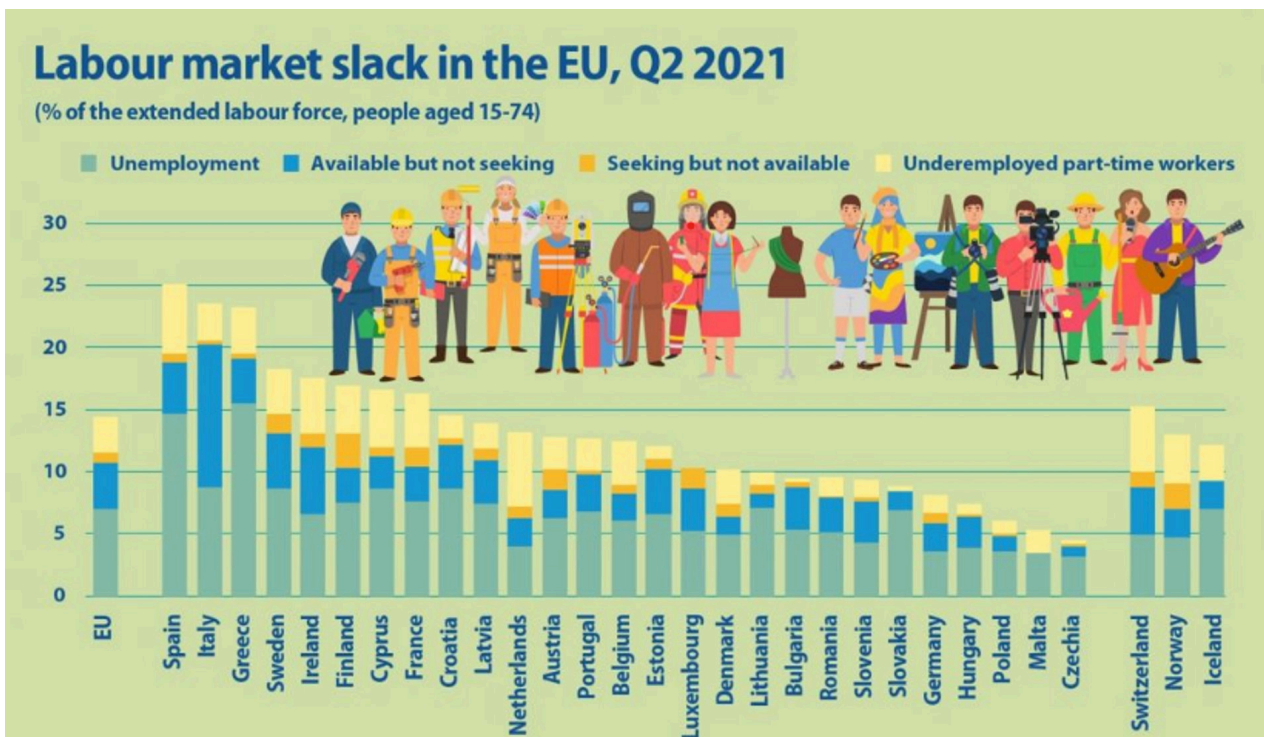
- Due to the lockdowns, **the sector became unstable**, and companies needed to close from one day to the next. The workforce might have looked for opportunities in other sectors less impacted by the crisis and perceived as more resilient.
- **Ageing and shrinking population** is another reason for the lack of labour. During the COVID-19 period, people might have thought about retiring sooner. According to Eurostat, the overall population in the EU27 is set to shrink by 5% between 2019 (447 million) and 2070 (424 million). The working-age population (20-64) will decrease even more markedly from 265 million in 2019 to 217 million in 2070, reflecting fertility, life expectancy and migration flow dynamics⁸.

⁶ 2021 Labour shortages surpluses report.pdf (europa.eu).

⁷ Business Europe, 'Labour force and Skills Shortages, how to tackle them?', June 2022.

⁸ The 2021 Ageing Report – European Commission – page 3.

- **Covid-19 impacted workers' mobility.** The panic caused by the pandemic had an understandable effect on those from overseas who wanted to spend time closer to their families: many left the country where they were working and are not expected to return⁹. Travel restrictions were also inhibited elements for workers to move within the EU or for migrants to come to the EU.
- In addition, during Covid, **short-term employment schemes** were put in place by the EU and national governments (e.g., SURE mechanism). These measures were encouraged and applauded both by HOTREC and its trade union-counterpart EFFAT as part of an emergency plan. They saved thousands of jobs in the hospitality sector and across Europe. Nevertheless, it is possible that they motivated some citizens not to come back to their previous jobs when the epidemiological situation allowed. We, therefore, consider that such schemes should be deployed only **when/if strictly needed**.
- Finally, to better reflect the unmet need of employment, one should consider, in addition to unemployed people, part-time workers who want to work more, people who are available to work but do not look for work, and people who are looking for work but are not immediately available. These population subgroups are gathered under the concept of **labour market slack**¹⁰. By and large, this category corresponds to **inactive people**.



Source: Eurostat¹¹

How to overcome the labour shortages: HOTREC's perspective

HOTREC considers that actions can be done both at the national and EU levels to help curb the labour shortages. On the one hand, the EU should be able to create a favourable legal environment to allow migrants to be incorporated into the sector in a legal manner (e.g., legal migration package). On the other hand, we count on the EU to support the sector to properly train staff (EU funding) or to promote different forms of work (e.g., casual work).

At the same time, at the national level, government's support is also key for the right training to be developed.

⁹ UK hospitality contribution submitted to the UK Environment, Food and Rural Affairs Committee, November 2021, page 6.

¹⁰ Eurostat statistics explained.

¹¹ Eurostat statistics explained.

But, it is up to companies to develop an attractive environment for their employees, provide the right form of work; train their workforce or develop internal digital procedures for the company to better manage the day-to-day activities.

A one-size fits all approach does not work. Each country has their own legislation, collective bargaining agreements and social dialogue in place. We believe that all measures pulled together might help fight the labour shortages.

HOTREC presents below different proposals to tackle the labour shortages.

A – Legal migration

We consider legal migration as a key element to overcome the labour shortages and the skill needs' in the EU. Legal migration is a “win-win” solution: it allows those who migrate to improve their life quality and provides more working force and skills for host countries, which in turn boost the economy for all¹².

It is, nevertheless, of ultimate importance that the **low and medium-skilled** are also targeted within the Commission package – these are the talents the sector needs.

1 – Bilateral agreement with third countries

HOTREC encourages national governments to establish bilateral agreements with third countries (outside the EU) with the objective of recruiting staff from these countries. **Bilateral agreements are a competence of Member States** (not the EU). Therefore, the recruitment procedures; the time migrants can stay in the Member State; the quotas of migrants allowed; the level of administrative bureaucracy being demanded to allow these third-country nationals to enter the Member State part of the bilateral agreement, are some of the concepts to be discussed between the interested parties.

2 – New European Commission package on legal migration

On 27 April 2022 the European Commission proposed a **new package on legal migration**, as a follow-up on its approach on the **Pact on Migration and Asylum**. As part of the package, the measures below were proposed.

2.1 – Development of a Talent Partnership

The European Commission proposed to step-up operational cooperation at the EU level between Member States as well as with partner countries to establish **Talent Partnerships** by the end of 2022. Ultimately, there will be a **better match of labour market needs and skills between the EU and partner countries**. The first agreements are envisaged between Member States and three North African countries, namely Morocco, Tunisia and Egypt. **We support the initiative and very much appreciate the inclusion of the hospitality sector in such agreements.**

2.2 – Creation of an EU Talent Pool

The European Commission is also proposing to establish an EU-wide platform and matching tool – the EU Talent Pool, from mid-2023 onwards. The aim is to match job applications of third-country migrants with the needs of European employers. We also support this initiative and hope that the **certification of the skills** of potential employees will be viable via this platform. Above all, we welcome that the **medium and high-skilled are part of the initiative in the initial phase. But, at least in the long run, low-skilled should also have access to the talent pool** – both medium and low skills are needed in our sector!

A pilot project is scheduled to start this summer for Ukrainian refugees. We welcome this proposal **and ask that employees in the hospitality sector are considered for this pilot project.**

2.3 – Possibility of recruiting refugees from Ukraine

Since the beginning of July 2022, more than five million refugees have fled from Ukraine in direction of the EU, according to the UN. Ukrainian citizens can move freely within Schengen for three months. Within this period, they should trigger the **Temporary Protection mechanism** in the Member State

¹² HOTREC position paper on Legal Migration.

where they are. This will give them access to education and working possibilities until March 2023 (this date can be extended, depending on the evolution of the geopolitical situation).

We encourage the sector to fully integrate Ukrainian refugees in society. On one hand, we are fulfilling our social duty as employers. On the other hand, Ukrainian citizens will have a chance of restarting a normal life. We recommend national associations to partner with national governments with regard to the integration procedures. **Language courses, as well as soft skills trainings, should be deployed.** Qualifications should be easily recognised in the EU.

2.4 – Revision of existing EU legislation

- **Single Permit Directive:** the procedures for a single permit for combined work and residence in the EU will be quicker and easier for applicants and employers. For instance, it will allow applicants to lodge applications from both non-EU countries and EU Member States.
- **Long-Term Residents Directive:** EU long-term residence status will be easier to acquire for instance by allowing the cumulation of residence periods in different Member States.

HOTREC welcomes the proposed revision and defends that the **low and medium-skilled people** should also be welcomed in the EU. This is an opportunity to attract the skills and talents needed for the hospitality sector (almost 30% of the workers in the sector are relatively unskilled).

Administrative burdens on employers should also be cut (e.g., the need to do labour market tests should be revised and discussed frequently).

HOTREC's proposal

- The European Commission to include the hospitality sector in the Talent Pool pilot being developed for Ukrainian refugees and in any upcoming projects.
- The European Commission to enlarge the Talent Partnerships to other countries and maintain the hospitality sector as part of the initiative.
- National governments and the EU to provide EU funding possibilities to train refugees (e.g., Ukraine).
- National governments to establish bilateral agreements with third countries to allow migrants to work in the hospitality sector.

B – Promoting different forms of work

Part-time, fixed term, temporary agency and casual work are important for job creation and growth in Europe. These different forms of work meet both the needs of employees, who might have other commitments of domestic and educational nature, and the needs of our labour-intensive service sector (services open 365 days a year; 24 hours a day). We believe different working possibilities respect work-life balance; support career choices; foster social inclusion and enable personal choices. HOTREC and other employer associations of the EU remain united in disseminating their **joint position** on the matter¹³.

HOTREC's proposal

- The EU to recognise the contribution of diverse forms of work in dynamic and inclusive sectors such as ours and to promote these forms of work. Social protection on all forms of work should be secured.
- Companies to provide suitable forms of work, adapted to the market needs, as well as to the needs of employees or self-employed.

¹³ For instance, a student might conciliate his/her studies with part-time work. Elderly people might like to still work a few hours during the week.

C – Promoting the image of the sector

We would like employees in our sector to be proud of providing an unforgettable experience to customers (be it either a tasting experience at a restaurant or the comfort and quality of nights spent at a hotel). Working in our sector means being part of an **international environment; enjoying being trained; developing interpersonal skills; on top of being part of a team and working for a common cause**. The sense of belonging and being part of a family should be encouraged by the sector.

It is the hospitality sector's role to show its **contribution to the EU economy**; its performance in boosting job creation and growth; its role in promoting gender equality; as well as being a sector that is inclusive and that provides many young people with their first job opportunity.

Moreover, we consider that the sector should orient its reconstruction on the main principles put forward by the **transition pathways for the hospitality sector**: resilience; sustainability and digitalisation. The quality of the service; the relevance of the human component; qualifications and training opportunities; the implementation of digital and green solutions as business models; the reinvestment of profits to reinsure sustainable growth; can all be part of a renewed hospitality sector.

Our sector should also be able to **extend the season all year long**. This is the best way to fight seasonality and manage global trends and local habits, be sustainable while providing jobs throughout the year.

Career perspectives should also be promoted by the sector. We consider that coaching on career paths is crucial to attract employees. It is important to show how salaries can improve, even in traditionally low-paying sectors, as responsibilities increase, through the years of experience and as one climbs up within the organisation. Career guidance will also avoid skills mismatches.

Besides, work-life balance is key. We consider that the development of **infrastructures for children and the elderly**, with flexible schedules, should be implemented so that citizens working in the hospitality sector are able to combine their possible late/early working schedules with their family life.

In addition, we support the promotion of **social dialogue at the national level**, especially in countries where its structures are still not yet in place or where social dialogue is weak. Support should be provided when capacity building is low. Social partners should also encourage the quality of education in the sector, namely concerning life-long learning.

Finally, we would like to mention that at the **national level**, in some countries, **salaries and working conditions have been renegotiated**. We consider that this topic needs to be dealt with at national level, in full respect of the autonomy of social partners, or national legislation in place¹⁴.

HOTREC's proposal

- Companies to work on the sector's image and provide the conditions for work in our sector to be attractive (e.g., work-life balance).
- Companies to develop sustainable market strategies to extend the season all year long.
- Companies to provide a career perspective to the staff.
- National governments to develop the necessary infrastructure changes for the children and the elderly.
- Social partners to enhance social dialogue at the national level.

¹⁴ An example to take into account is the case of France, where negotiations amongst social partners in the sector led to an increase in salaries of 16% in 2022. Another example is the case of Austria where employers and trade unions negotiated an increase in minimum wages by an average of 2.35% from May 1, 2022. In addition, as the current inflation trend was not foreseeable during the negotiations in the first half of 2021, talks were initiated and an average salary increase of 3.7% was agreed for employees from May 1, 2022 onwards.

D – Education & skills

Training and qualification of workers must be key elements of all national recovery plans, to ensure that the sector disposes of skilled staff. Re-skilling and upskilling are a must to improve sustainability and digital skills (e.g. CMS systems, marketing; water management, waste management, energy efficiency) as well as interpersonal skills and languages, cooking skills, etc.

1 – Apprenticeship schemes

Compulsory learning and/or the possibility of working in a company are highly encouraged by HOTREC. This could be done in combination with learning via an education and training provider (VET). We consider that this type of experience can lead to better chances for apprentices to start a career in the sector. VET should, therefore, be considered as a first option by the apprentices.

We recommend that the criteria introduced by the Council Recommendation on “European Quality and Effective Apprenticeship schemes” (6779/18) are deployed by all companies. The good quality of the apprenticeships is key to attract employees to the sector.

HOTREC’s proposal

- Social partners at EU level (HOTREC and EFFAT) to continue encouraging the development of apprenticeship schemes at national level and the application of the Council Recommendation on Apprenticeship schemes.

2 – Revamp the European hospitality skills passport at EU level and develop the same tool at national level

The social partners (HOTREC and its trade union EFFAT) developed together, under the umbrella of the European Commission, a platform – the European Hospitality Skills Passport. The latter allowed jobseekers to specify where they have obtained which skills, making it easier for employers in the sector to find exactly the person they are looking for. The platform has been enlarged to all sectors and integrated into **EURES**. HOTREC calls on the Commission to **revamp the European Hospitality Skills Passport**. The Passport was formulated by the sector and for the sector. We believe it could help the sector fight the labour shortages.

Overall, we encourage members to develop the same type of platforms at a national level.

HOTREC’s proposal

- The European Commission to revamp the European Hospitality Skills Passport.
- HOTREC members to develop the same concept at national level in order to put employers and workers of the sector in contact.
- Training to be provided to social partners – employers and employees to be familiar with how to use the platform.

3 – Pact for Skills

On January 2022, HOTREC signed the **Pact for Skills for the Tourism sector**. Its main objective is to promote joint action to bridge the skills gap in the sector via the improvement of existing skills (upskilling) and training in new skills (reskilling). It also envisages to overcome the lack of labour in the sector.

¹⁴ An example to take into account is the case of France, where negotiations amongst social partners in the sector led to an increase in salaries of 16% in 2022. Another example is the case of Austria where employers and trade unions negotiated an increase in minimum wages by an average of 2.35% from May 1, 2022. In addition, as the current inflation trend was not foreseeable during the negotiations in the first half of 2021, talks were initiated and an average salary increase of 3.7% was agreed for employees from May 1, 2022 onwards.

The Pact calls on national partnerships to be built, involving industry, employers, social partners, chambers of commerce, public authorities, vocational education and training providers, higher education institutions and employment agencies to work together and invest in training.

We encourage all members to engage in the initiative, to form a critical mass at a national level, so that these partnerships can be deployed. At the same time, existing initiatives should continue being developed at the national level.

HOTREC's proposal

- The European Commission to continue supporting the deployment of the Pact for Skill and tourism stakeholders at national level to contribute to the Pact for Skills activities at national level.

4 – Direct contact with training providers, schools and universities

The Curricula need to be systematically updated, to take into account the skills gap felt by the sector, as well as the new service trends required by customers (e.g., sustainable practices). Companies should be in direct contact with training providers to better address their needs and prepare for the digital and green transition.

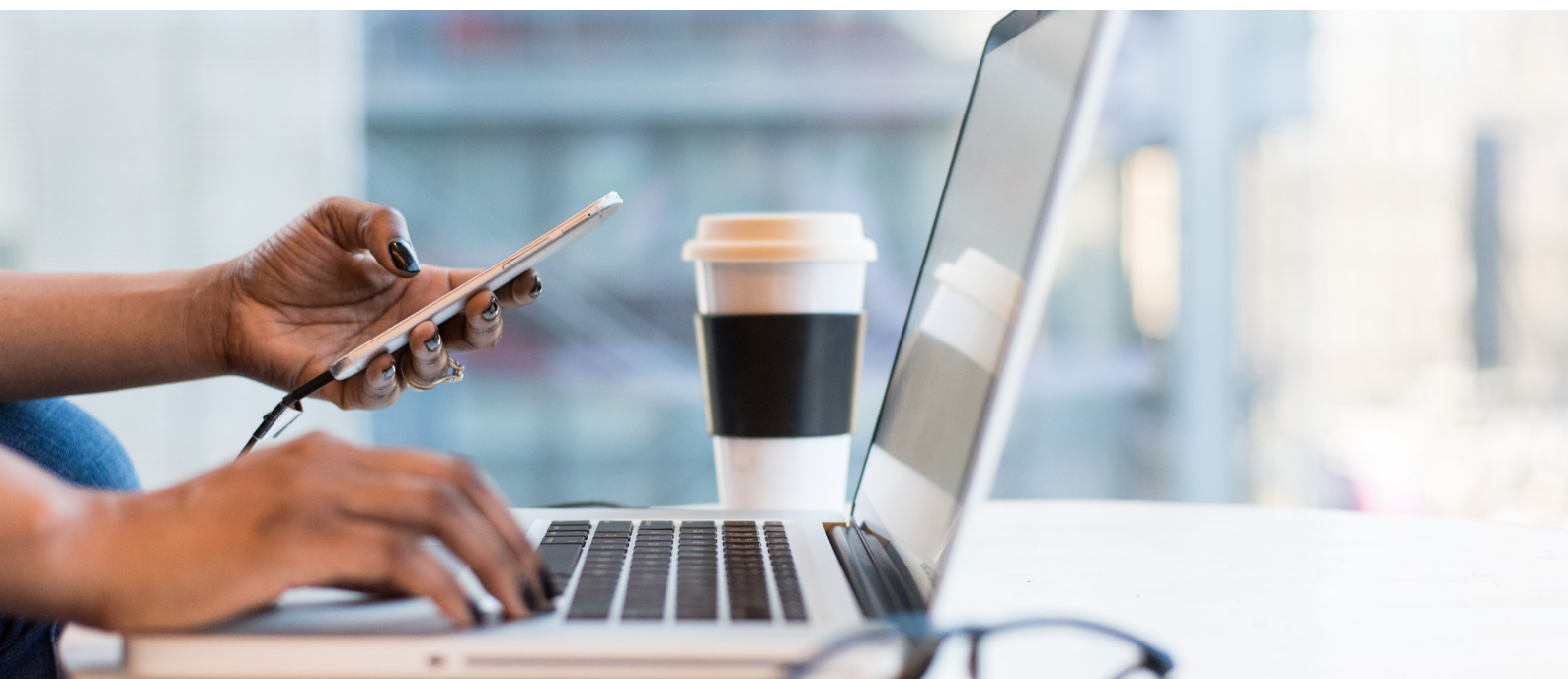
HOTREC's proposal

- Companies and national associations representing the sector to be in direct contact with training providers and transmit the needs of the sector.
- Employees or the self-employed to look for training opportunities and jobs where opportunities exist to avoid skills mismatches.

E – Digitalisation / automatization / robotisation of procedures

In our sector, human interaction is key to providing a good service. The human touch can never be fully replaced by a machine. Nevertheless, consideration should be given to how the digitalisation/automatization/robotisation of certain procedures can support companies in the sector to overcome the labour shortages.

Digitalisation can, for instance, help companies in their marketing strategies; or within their internal management procedures (e.g., cashflows; timesheets; stock and inventory).





HOTREC's proposal

- Companies to consider using digital technologies that will help manage internal procedures.

F – Apply for EU and national funding

In the short run, massive trainings are necessary to up-skill and reskill the workforce. In the long run, and as mentioned, the curricula should be revised and updated to face reality needs (e.g., digitalisation; sustainability).

At the same time, infrastructural changes are needed to implement the **Transition Pathway for the Tourism sector**¹⁵.

HOTREC's proposal

- Companies and national associations representing the sector to be in direct contact with training providers and transmit the needs of the sector.
- Employees or the self-employed to look for training opportunities and jobs where opportunities exist to avoid skills mismatches.

¹⁵ See section 'A – Promoting the image of the sector'.



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Annex – Actions deployed by HOTREC members at national level to fight the labour shortages

Taking into account the lack of labour and skills the sector is facing, HOTREC members are engaged in attracting and retaining the workforce in the sector.

From the development of communication campaigns to awareness-raising of the advantages of working for the sector; to education and training activities; or discussions and negotiations amongst social partners on how to make the sector more attractive; action is being taken across Europe.

The activities below are examples of the action taken by our members at national level.

Awareness raising:

- Creating **informational events** for companies to learn about the establishment of modern working time models (work-life balance).
- **Signature of agreements** with the national network of hotel schools to regulate the performance of internship activities of students in tourism companies and to encourage the entry of graduates into the Horeca sector (Federlberghi + FIPE/Italy).
- For potential future employees: **programme “Learning Hospitality“** addressed to children attending primary education and to juveniles attending secondary education (Greece/HCH).
- “Open Door Action” dedicated to **students to visit hotels and restaurants**, often combined with meeting the hospitality sector employees and practical workshops (Romania/FIHR).
- Young entrepreneurs organise **orientation days** for students at professional hotel schools (Federalberghi/Italy).
- Validation model of skills that students develop during an internship in the middle of their studies. The objective is for students to understand the job in cafés and restaurants, and to receive a validation of their skills that they can put on their CV (FIPE/Italy).
- **Visitas chef’s duel**: The chef’s duel is a **cooking competition** for upper secondary school students. The competition is arranged based on domestic science and consumer knowledge (VISITA/Sweden).
- **Världens jobb!**: Visita/Sweden promotes **education** towards the industry through a webpage and activities to show what the high school programs Hotel & Tourism and Restaurant & Food lead to.

Education and training activities:

- **Subsidised training opportunities** for the long-term unemployed, entrants from vulnerable groups and women coming back after maternity leave.
- **Sectoral initiatives for training** of the skilled workers or for better training.
- **Constant dialogue with public and private institutions** for the better coordination of educational and vocational courses adapted to contemporary needs that evolve very quickly.
- Developing “**Best in Class**” work experience programme with a focus on 2nd level students (Ireland/IHF).
- Skills Gap: **developing bespoke education and training programmes** for before and during employment and improving cooperation and engagement with education (Ireland/IHF).
- **Annual educational programs** to the hospitality companies, consisting of various modules (strategic management, investments, human resources, operations, food and beverage, asset management etc.) – Croatia/UPUHH.
- “Hospitality Code”: a **web-based training course** to support SMEs that do not have an HR function/department. The aim is to support employees from the start to the end of employment. The service is provided for free to all members (VISITA/Sweden).

- **Certification model to ensure the quality** of education in the sector. The purpose is to enhance and improve the cooperation between the education and the tourism industry. The model ensures that the students are taught relevant knowledge based on what the industry defines as such, which will further promote and secure their employability in both Sweden as well as internationally.

Case study – APHA/Austria

Taking into account the more than 30,000 employees missing in the sector, APHA/Austria is very active in deploying a package of measures focusing on work-life balance and training opportunities.

APHA organised information events for companies focusing on employee management and employee acquisition as well as the establishment of modern working time models (work-life balance).

Moreover, subsidised training opportunities were deployed for the long-term unemployed, lateral entrants, returnees on maternity, also with the support of the Public Employment Service.

Communication campaigns targeting the talents of the sector were developed (e.g., Communication “Get a job – Your chance in Tourism!”; “**Talents for tourism**”) with the aim of advertising career prospects in the tourism sector.

APHA also cooperates with a large radio station in Austria. The goal is that young apprentices promote training in the hospitality industry so that young people and their parents are aware of the different training opportunities.

Public relations activities:

- **Promoting occupations** in the hospitality industry and **informing** about good working conditions offered to employees in hospitality (good accommodation, paid meals, bonuses, etc.) by the leading hospitality companies.
- **Publishing articles** (target group are parents) introducing summer jobs suitable for under aged and young people, to get their first professional experience.
- Developing **actions on social media** (by hotel groups, big employers and hotel associations) that encourage young people to build their careers in the hospitality sector.
- **Media campaigns** showing a positive impact of the sector on the national economy and local society, i.e., proving the strategic and economic importance of the hospitality sector in the national program.
- **Donations** to hospitals and charitable institutions.
- **International marketing campaigns** to stimulate international demand.
- Using **social media influencers** (e.g., Tik Tok) to show kitchens in a way that is attractive to new generations (Estonia/EHRA).
- Implementing programmes such as “Free hosting in hotels” targeting **vulnerable segments of the population** (i.e., battered women, cancer patients) – Greece/HCH.

Social partners’ initiatives:

- Joint **social partners’ campaigns** to promote the hospitality sector and attract more young people to take up employment (e.g., “From talent to skilled”) – Denmark/HORESTA.
- **Fund** to finance the continuing training of workers in the tourism and tertiary sector (Italy).
- Workers in the tourism sector benefit from **supplementary health insurance** (financed by employers and workers) which covers medical expenses up to a maximum of EUR 90k (Italy).

- Employers'-only initiatives:
 - ◊ The “Do disturb!” **campaign** for pupils to visit hotels and restaurants and hear about career opportunities. E-lessons included topics, such as: “How to become a hotel manager in 4 years” and “How summer job can change your life”. **Short videos** were also created interviewing young people who had their first work experience in the sector and encouraging others to participate (Estonia/EHRA).
 - ◊ “Back to school” initiative: industry professionals (top managers and spokespeople) go to schools to give a “**career lesson**” – talk about their education and professional career and comment on development opportunities within the sector (Estonia/EHRA).
 - ◊ “**FIPE Talent Day**” initiative: FIPE (Italy) developed the initiative to facilitate the match between supply and demand in restaurants and cafés. It is organised in partnership with the local associations.

Human resources practices:

- **Career Pathways:** driving awareness of career and development opportunities across the sector.
- Increase **awareness of reasons to work in tourism and hospitality** (passion for the job/sector, opportunities for career progression, flexible working hours, camaraderie, local employment).
- **On-going discussions** in some Member States between employers and trade unions on promoting gender equality; reevaluation of the salary scale; negotiations on working conditions.
- Conducting a comparative **study of HR practices** to benchmark one's performance and get the inspiration for potential changes/introducing new solutions (UMIH/France).
- Promoting “**Best in Class Employer**” practices (Ireland/IHF):
 - ◊ Employee engagement and communication.
 - ◊ Work-life balance.
 - ◊ Stable work patterns/flexible working patterns accommodating workers' needs (e.g., if possible propose four-day long work weeks).
- Pathways to **Work Strategy** (rollout of modules for newcomers, bringing awareness to employers and shaping work placement programmes) Ireland/IHF.
- Making the hospitality sector an **attractive sector** job opportunity.
- Creation of shared **documents with offers and requests of employees** based on regions to eliminate travel costs and time (Slovakia/AHRS).

Legal migration

Case study – UMIH/France and Tunisia sign convention to enhance legal migration

On June 2022, UMIH/France and Tunisia signed a convention aiming at recruiting staff for the hospitality sector. Within this framework, candidates are selected by the Tunisian National Agency for Employment and Self-Employment (ANETI). In a second step, ANETI contacts the French Office of Immigration and Integration (OFII) to check all the necessary legal authorizations needed for the Tunisian potential migrants to work in France. After that, the selected candidates will have their profiles displayed on a national online platform created by the French hospitality sector to benefit all professionals (members and non-members).

Even though there is no simplified access for Tunisian professionals to enter France, UMIH reports good recruiting results during the summer of 2022.

It is to note that France has three bilateral agreements signed respectively with Algeria; Tunisia and Morocco regarding movement, residence and employment of people. These agreements have been signed for more than 20 years.

Case study – Receiving Ukrainian refugees – The Swedish “Fast-Track procedure”

Across Europe, the hospitality sector was very responsive in providing, on a first step, shelter and first aid to the Ukrainian refugees.

In a second phase, the sector encourages members to fully integrate these refugees in society, by providing them training and a job in the sector.

Sweden is continually developing its fast-track procedures to incorporate refugees in different sectors, namely hospitality. The procedures include a review of the person’s experience; support in the translation of the certificates; support in finding activities that suit the person and the recognition of competencies. Finally, **further training is provided** (e.g., languages; soft skills) and ultimately refugees have access to jobs in the sector.