



**SECTORAL STRATEGIC  
APPROACH TO COOPERATE  
ON SKILLS IN THE  
CONSTRUCTION INDUSTRY  
WP2  
STATUS QUO AND SECTORAL  
SKILLS STRATEGY  
D.4. Roadmap and  
Action Plan**



Co-funded by the  
Erasmus+ Programme  
of the European Union



**All.Construction**

# **Skills Blueprint for the Construction Industry**

Duration:

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Project Number:

**600885-EPP-1-2018-1-ES-EPPKA2-SSA-B**

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## ERASMUS+ Programme

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COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES  
SECTOR SKILLS ALLIANCES FOR IMPLEMENTING A NEW STRATEGIC APPROACH  
("BLUEPRINT") TO SECTORAL COOPERATION ON SKILLS

**Project number:**

**600885-EPP-1-2018-1-ES-EPPKA2-SSA-B**

PARTNERSHIP		
VET PROVIDERS	SECTORAL REPRESENTATIVES	COUNTRY
FLC (COORDINATOR)	CNC	SPAIN
IFAPME	EMBUILD	BELGIUM
SATAEDU	--	FINLAND
CCCA-BTP	FFB	FRANCE
BZB	ZDB	GERMANY
BFW-NRW		
AKMI	PEDMEDE	GREECE
TUS	--	IRELAND
FORMEDIL	ANCE	ITALY
VSRC	LSA	LITHUANIA
CENFIC	--	PORTUGAL
SCKR	CCIS CCBMIS	SLOVENIA
	BUDOWLANI (TRADE UNION)	POLAND
	FIEC	EU
	EFBWW	EU
	EBC	EU

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## 1. INTRODUCTION

The Construction Blueprint project aims to set up a sustainable Sectoral Alliance between key stakeholders (i.e. European construction sector representatives -both employers' associations and trade unions- and sectoral VET centres), in order to reduce skill gaps between the requirements of the construction industry and sectoral training provision, and to contribute to growth, innovation and competitiveness in the construction industry.

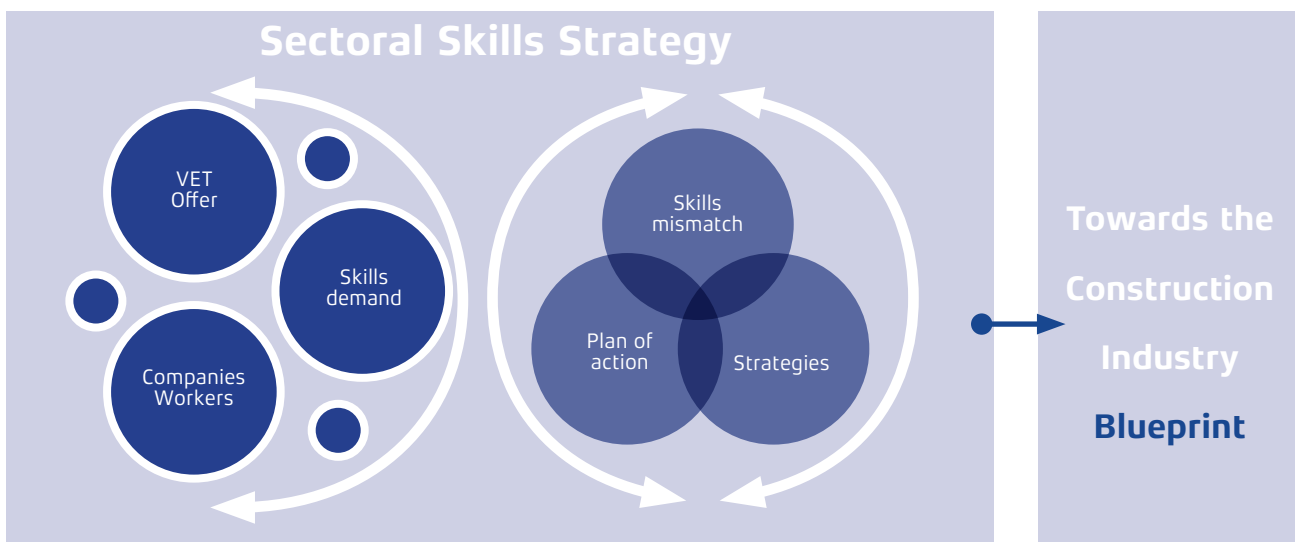
One of the actions that will help to achieve this aim is the establishment of a Sectoral Skills Strategy, which includes a Strategic Action Plan and Roadmap to be deployed during the time period of the Blueprint and beyond its finalization. This roadmap comprises the main strategic measures, activities, milestones and results to be applied to adapt the demand for skills and the current training offer.

This sectoral skills strategy is therefore intended to support the overall growth strategy of the Construction industry, especially regarding improved matching of companies' needs for skills and the skills provided by training centres.

## 2. METHODOLOGY

In order to develop a sound Sector Skills Strategy to support the objectives of the European growth strategy for the construction industry, its current scenario has been determined by several factors that may to some extent affect the context of skill needs, influencing the current status of qualification frameworks as well as affecting the Vocational Education and Training offered in each country.

In this context, the first two tasks implemented in the project -PESTLE analysis and Status Quo report-, have provided valuable information that was used to define the key elements which shape the creation of the Sector Skills Strategy; therefore, after in-depth analysis of the said documents, and based on the results of both tasks -complemented with internal discussion among European stakeholders- the current Strategic Plan has been defined.



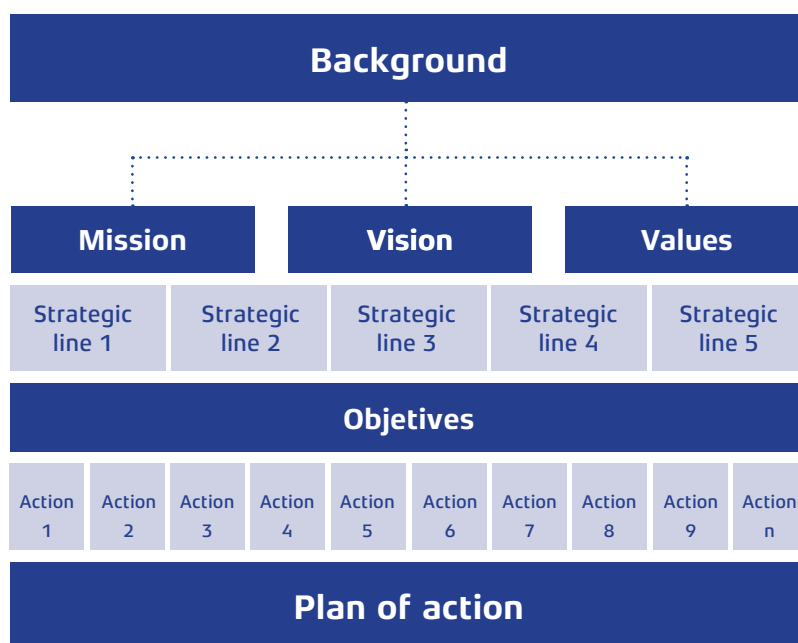
The resulting Sector Skills Strategy responds to different factors that affect skills requirements, in accordance with the results of the status quo and more particularly the PESTLE analyses. The latter involved more than 70 key stakeholders (6 interviews were carried per country) corresponding to 6 factor types: Political, Economic, Social, Technological, Legal and Environmental, which can impact the construction industry and may in turn affect skill shortages, gaps and mismatches.

It is important to note that PESTLE analysis has been the basis for implementation of the so-called Quintuple Helix model, based in the involvement and interaction of the main market players:

- Politics: policy and legal framework
- Education: quality and innovation criteria
- Economics: market needs
- Cultural and Social: societal challenges
- Environment: the ‘natural environment of society’

The Quintuple Helix model has been used to fine-tune and deploy the Sector Skills Strategy.

The following picture represents the basis for Strategy development, always taking into account the Blueprint’s main pillars of energy efficiency, a circular economy and digitalisation.



## Methodological note

The Roadmap and Action Plan for the construction sector’s skills was initially developed and launched in 2019. Due to the fact that the Construction Blueprint project has lasted for more than 4 years, it was needed to carry out a revision of the strategic actions proposed, since different changes (from the legislative, social, economic or political perspectives) could potentially occur, especially after the pandemic situation due to the Covid-19 effects.



**The current updated Roadmap and Action Plan (Sectoral Strategy) is the result of the revision carried out during 2022**, and is adapted to the current circumstances and context of the European construction industry.

The methodological approach employed for this revision has consisted of the distribution of project partners in five different working groups, in line with the five strategic lines of the Plan (Politics, Education, Environment, Economy and Society). Each working group has focused on a concrete Strategic Line for its revision and potential modifications, when needed.

Working groups have completed a dedicated template where they have been able to indicate the needed changes/modifications that should be implemented in the Strategy. Also, some factsheets have been modified or created when new objectives and/or recommendations have been proposed.

### 3. MISSION, VISION AND VALUES

It is essential that all strategic plans have a set of objectives which set the direction of their specific programs -whether short, medium or long term-, expressing them in the best possible way for communication both internally (partnerships) and externally (stakeholders). It is therefore necessary that project partners and external entities and individuals keep in mind what a project is doing and implementing, how this is being done, and its goal.

The **mission**, **vision** and **values**, therefore, help to transmit and make everyone involved understand the purpose and the path to be followed, in order to ensure that everyone is heading towards the same Strategic Plan target.

#### Mission

The mission is the reason why the Construction Blueprint is developed. It is the core of the 'vision' which is composed of the goals of the project. It is the main aim that is always present in the long term.

The mission must be absolutely present in the future goal. In a nutshell, it is the image of the project over the long term, the end towards which it is heading, and which serves as the direction and incentive to guide the strategic decisions to be adopted within the consortium.

#### Vision

The vision constitutes a statement of project aspirations over the medium or long term, its future image; its purpose is to function as the guide to achieve the desired mission.

#### Values

These constitute the code of conduct, priorities, principles, limits and social and ethical criteria that govern the day-to-day implementation of the Sector Skills Strategy and the project.

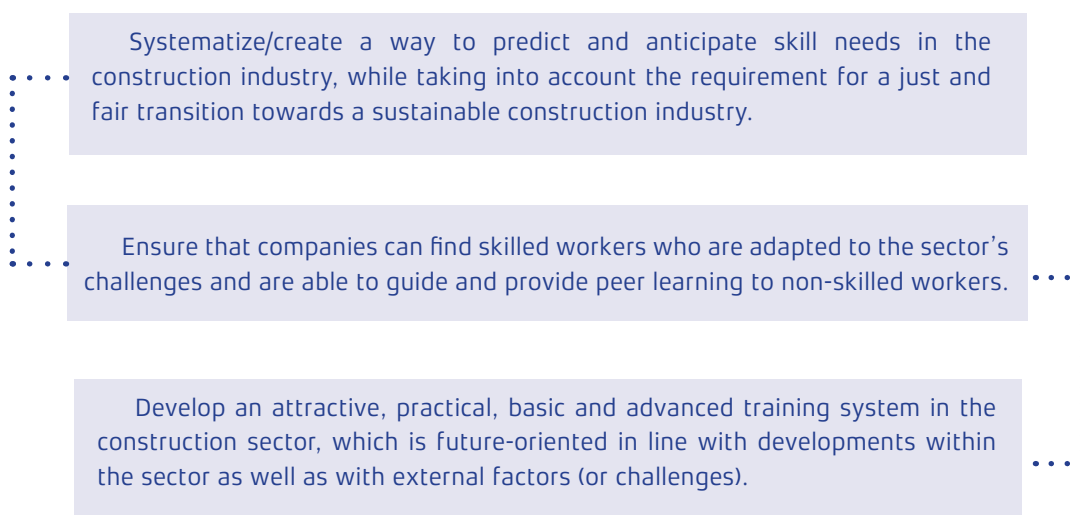
### 3.1. MISSION

A first proposal for discussion has been reached, defining the **Mission** of the Blueprint Sector Skills Strategy as follows:

**ANTICIPATE SKILL NEEDS AND MATCH TRAINING WITH THEM, WHILE ENSURING LIFELONG LEARNING AND THE ATTRACTIVENESS OF THE CONSTRUCTION INDUSTRY**

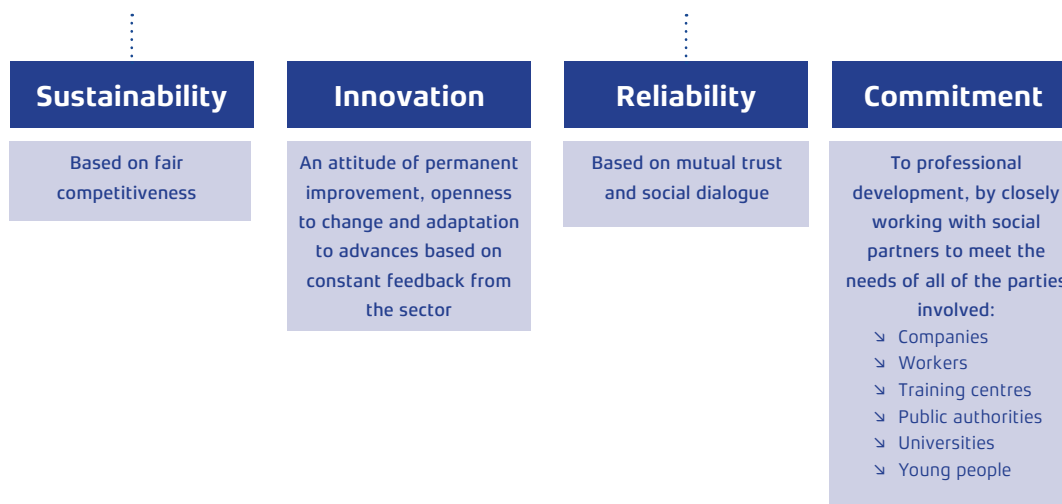
### 3.2. VISION

The **Vision** has been defined as a series of medium and long-term goals, where the achievement of one leads to the achievement of the subsequent ones:



### 3.3. VALUES

The following **Values** have been identified for the Construction Blueprint:



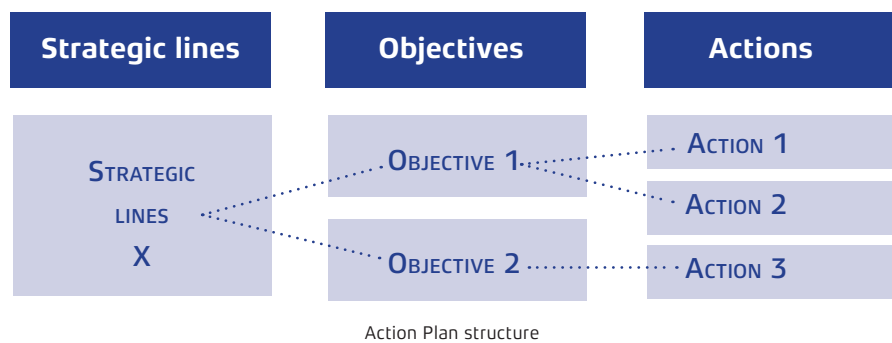
## 4. STRATEGIC LINES

A series of strategic lines must be defined to prepare any Strategic Plan, in order to achieve its mission, vision and values. These strategic lines are the concrete expression of its aims, and they transform the key factors detected in the previous analysis of the situation.

There is no hierarchical relationship between the strategic lines within a Strategic Plan: all of them are equally important since the results to be achieved in one affect and impact the others.

Once the Status Quo and Pestle analyses have been completed, and following internal debate among the partners, the current Strategic Action Plan has been based on 5 strategic lines and the Quintuple Helix Model; as previously stated, this model is based on the involvement and interaction of the main market players (Politics, Education, Environment, Economics, and Social), taking advantage of opportunities to make the best use of their talents in a holistic approach.

After the strategic lines had been identified and defined, each one of them was broken down into specific objectives. And finally, different concrete actions and recommendations have been defined to respond to these objectives.



Most of these objectives and actions were programmed to be developed and implemented during the course of the Construction Blueprint project. there are other actions that probably will not be executed in the duration of the Blueprint, even though they are equally important for the construction industry. They will therefore have to be implemented after project finalisation. These actions have been identified as Recommendations that Blueprint countries will implement depending on their own resources.

A detailed factsheet shows all of the relevant aspects for each action and recommendation:



Factsheet elements

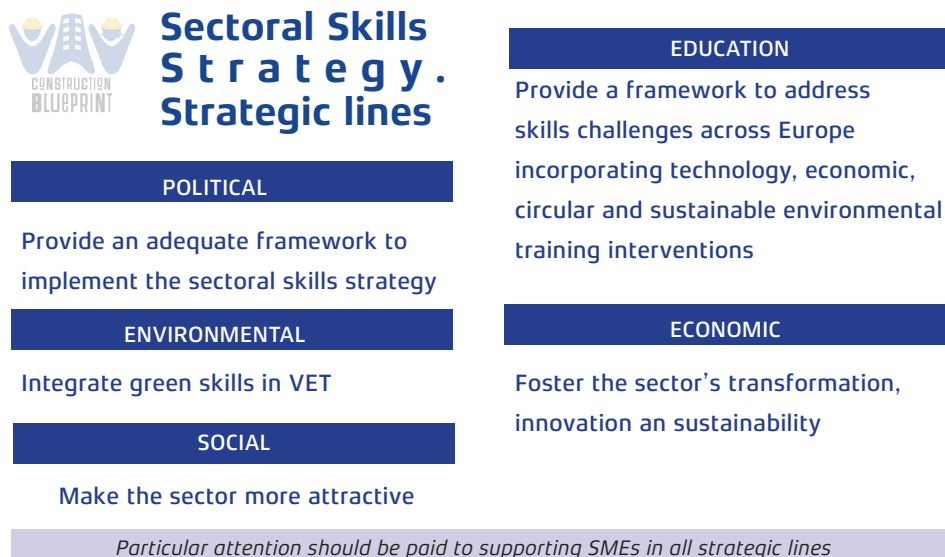
1. Strategic line addressed. Denomination of the related strategic line, expressing its significance and relevance in the context of the Construction Blueprint project.
2. Objective/measure. Denomination of the objective and the measure proposed to achieve it.
3. Type and barrier addressed. Specifying if a measure is an action to be carried out or just a recommendation (whose implementation depends on different factors); Establishment of which barrier from the Status Quo it addresses (political/legislative; economic/social; structural; education).
4. Description of the measure. A brief presentation of the action or recommendation.
5. Related factors. These boxes refer to PESTLE factors (Political, Economic, Social, Technological, Legal and Environmental).
6. Target groups. Each action/recommendation may be addressed to one or more target groups, which will be duly indicated in the factsheet.
7. External stakeholders to involve. Indication of external groups whose involvement is needed in the project (Sector Skills Alliance).
8. Level of impact. This is the effect and influence that the implementation of a given action/recommendation would have on the construction industry. Impact may vary in different locations between high, medium or low. (E.g., in terms of health and safety, the impact of an instructions poster displayed in a building site would have little impact, while an advertisement to be shown on prime time TV would probably have more impact).
9. Estimated feasibility analysis. Assessment of the extent to which the action/recommendation is feasible, taking four variables into account: cost, priority, probability and easiness (in a scale from 0 to 100):
  - Cost = the higher the number, the more expensive the implementation. It would be calculated taking all of the measures into account. For instance, “Fostering the inclusion of digital tools in training programmes (2.5.2)” would not cost the same as “Setting up training programmes for trainers in energy efficiency, digitalisation and the circular economy (2.1.2)”.
  - Priority = not all the actions have the same degree of urgency to be put into practice: although “promoting the identification of green skills needs in the construction sector (3.1.1)” and “designing and delivering a MOOC to raise awareness among construction workers (3.2.2)” are both important, the first one probably has higher priority. Thus, the higher the number, the higher the priority for implementation.
  - Probability = the higher the number, the more probable it is that the action will be implemented in the future. A low number would mean low probability of implementation. With a realistic perspective and taking into account all barriers, this element should reflect the extent to which the measure might be finally developed. For instance, although “promoting the economic added value of other axes, as well as including the circular economy, sustainability and energy efficiency (4.3.4)” is a very good measure, its probability of being implemented is almost certainly low.
  - Easiness = the higher the number, the easier implementation is. If the number is low, this would mean that the action is quite difficult to put into practice. For instance, although “involving female role models in training programmes (5.5.3)” is doubtless a priority, it may be very difficult to implement.

The following image shows the factsheet completed for each action.

6. ACTION FACTSHEET MODEL

Strategic Line 1		Provide suitable framework to implement the Sector Skills Strategy																					
Objective		1.1. Ensure adequate funding.																					
Measure		1.1.1. Quantify funding needs at national and European level																					
Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SD	Public/private																				
Description of the measure																							
Funding of training to upgrade skills is always a crucial issue at European and national levels. Therefore, it is necessary to quantify the needs in each country in order to identify funds available to deal with the upskilling of workers in the construction industry.																							
Related factors																							
<table border="1"> <tr> <td>Political</td> <td>Economic</td> <td>Social</td> <td>Environmental</td> <td>Technological</td> </tr> </table>				Political	Economic	Social	Environmental	Technological															
Political	Economic	Social	Environmental	Technological																			
RELATED FACTORS		EXTERNAL CHALLENGES TO REVIEW																					
<table border="1"> <tr> <td>Language</td> <td>Workforce</td> </tr> <tr> <td>Construction productivity</td> <td>Trade union</td> </tr> <tr> <td>Skills mismatch</td> <td>Skills gap</td> </tr> <tr> <td>Skills mismatch</td> <td>Skills gap</td> </tr> </table>		Language	Workforce	Construction productivity	Trade union	Skills mismatch	Skills gap	Skills mismatch	Skills gap	<table border="1"> <tr> <td>Climate</td> <td>Demographic</td> <td>Technological</td> </tr> <tr> <td>Energy efficiency</td> <td>Health</td> <td>Education</td> </tr> <tr> <td>Health</td> <td>Health</td> <td>Education</td> </tr> <tr> <td>Health</td> <td>Health</td> <td>Education</td> </tr> </table>		Climate	Demographic	Technological	Energy efficiency	Health	Education	Health	Health	Education	Health	Health	Education
Language	Workforce																						
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Climate	Demographic	Technological																					
Energy efficiency	Health	Education																					
Health	Health	Education																					
Health	Health	Education																					
IMPACT LEVEL		ESTIMATED FEASIBILITY ANALYSIS																					

The following strategic lines have been identified and defined for the Sector Skills Strategy of the Blueprint:



- *Political. Provide a suitable framework to implement the Sector Skills Strategy:* in order to implement the Sector Skills strategy, it is necessary to have a series of concrete policy measures and actions that support the initiatives proposed in the project, while also ensuring a fair transition of the construction industry. Some of these actions are identified in this document.
- *Education. Develop a suitable approach to address skill challenges:* skill needs have changed in the construction sector, due to ongoing trends such as the digital transformation, demographic changes and industrialization, etc. In this context, the sector needs to adapt its training and educational approach. That is why the Construction Blueprint will implement a series of practical training actions in order to support the sector move towards a better match between skill demands and training.
- *Environmental. Integrate green skills in VET:* the development of a 'greener' construction industry strongly depends on the improvement of existing skills. It will therefore be necessary to implement specific initiatives for the integration of green skills in the educational curricula for the construction industry.

- *Economic. Foster the sector's transformation, innovation and sustainability:* these are the key elements for the ongoing improvement and updating of the construction industry, so that concrete economic measures should be applied.
- *Social. Make the sector more attractive and ensure inclusiveness and a just transition:* Several studies predict that the construction industry will run out of skilled workers in the coming years, due to the fact that many will retire, among other factors. It is thus essential to find ways to reach young people in order to show them how attractive the sector is for their professional development. At the same time, the construction industry has a large group of “older workers” and “low-skilled workers”, who will have difficulties in adapting to new required skills and professional qualifications. Future occupational health and safety challenges also need to be embedded in the sectoral skills strategy. Finally, the role and autonomy of national social partners in regulating their labour market needs to be included.

As was pointed out above, a series of objectives and actions has been proposed for each strategic line.

STRATEGIC LINE 1 (POLITICAL) PROVIDE A SUITABLE FRAMEWORK FOR IMPLEMENTATION OF THE SECTOR SKILLS STRATEGY	
OBJECTIVES	ACTIONS
1.1. Ensure adequate funding.	1.1.1. Quantify funding needs at national and European levels. 1.1.2 Establish an appropriate financial framework at national level, taking identified funding needs into consideration.
1.2. Lead to political actions to address skill issues.	1.2.1. Permanent ongoing assessment of skill gaps and existing skills. 1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs.
1.3. Ensure cooperation and respect of the role and autonomy of Social Partners.	1.3.1. Create a platform to ensure permanent involvement of social partners.
1.4. Ensure the commitment of all key stakeholders.	1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers.
1.5. Reduce unnecessary administrative burden.	1.5.1. Identify unnecessary administrative obstacles. 1.5.2. Adapt regulatory frameworks in order to remove identified administrative obstacles.
1.6. Ensure a just transition towards a more sustainable and ecological construction industry.	1.6.1. Develop a strategy for a just transition, ensuring that all parties are involved and their opinions are taken into account. 1.6.2. Propose concrete actions at EU and national level to ensure this just transition.
1.7. Take advance from local, regional and national public administration youth programmes (formal education, VET, employment, mobility...).	1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work within Sector Skills Alliance members. 1.7.2 Identify solutions to facilitate mobility in Europe.
1.8. Pact for Skills. Promote and make visible the potential of this tool to improve the skills level of workers and their recognition.	1.8.1. Promoting, make visible, encourage the adherence of construction companies and other stakeholders to the Pact. 1.8.2. Communicate and disseminate the advantages of the Pact among the interested stakeholders at European, national, regional and local levels.

**STRATEGIC LINE 2 (EDUCATION)**  
PROVIDE A FRAMEWORK TO ADDRESS SKILLS CHALLENGES ACROSS EUROPE INCORPORATING TECHNOLOGY, ECONOMIC, CIRCULAR AND SUSTAINABLE ENVIRONMENTAL TRAINING INTERVENTIONS

OBJECTIVES	ACTIONS
2.1. Identify and map the main skill gaps by key area.	2.1.1. Set up a roadmap aimed at updating the curricula, including strategic measures, milestones and an action plan.
	2.1.2. Set up training programmes for trainers in energy efficiency, digitalization and the circular economy.
	2.1.3. Formulate recommendations on the integration of non-formal competences in the educational system.
2.2. Create a skills development plan for the sector.	2.2.1. Investigate the possibility of having organisations that function as intermediary bodies, facilitating encounters between VET providers and construction companies or professionals.
	2.2.2. Establish a systematic communications system between VET representatives and construction representatives (social partners included).
	2.2.3. Promote VET systems' adaptivity, enhancing their flexibility according to market needs and local specificities.
2.3. Establish pathways to share resources/ good practices available to address skill gaps and challenges.	2.3.1. Create a website to record good practices at a national and regional level.
	2.3.2. Establish a common methodology for sharing good practices effectively, to illustrate and promote initiatives that address skill gaps.
2.4. Encourage and develop training specifically focused on identified skill gaps.	2.4.1. Set up transversal basic training on energy efficiency, digitalization and the circular economy for all construction professions, which could be adapted in each Member State.
	2.4.2. Foster the inclusion of digital tools in training programmes.
	2.4.3. Create / update basic digital and environmental training to upskill currently active sector workers.
	2.4.4. Include work-based learning strategies as essential for the development of vocational education and training.

**STRATEGIC LINE 3 (ENVIRONMENTAL)**  
INTEGRATE GREEN SKILLS IN VET

OBJECTIVES	ACTIONS
3.1. Define a set of fundamental green skills of the sector which should be promoted.	3.1.1. Promote the identification of needs for green skills in the construction sector.
	3.1.2. Provide guidelines on how to integrate the identified green skills in the VET and H&S curricula.
	3.1.3. Develop a tool for businesses to inform training providers as quickly as possible about skills currently lacking in the labour market by updating the existing skill set.
3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use and the circular economy.	3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula.
	3.2.2. Design and deliver a MOOC to raise awareness among construction workers and entrepreneurs about new (green) skill drivers: energy efficiency and the circular economy.
3.3. Cooperate in networks creating new business opportunities and developing new products and services and job opportunities.	3.3.1. Integrate knowledge about the carbon footprint and its calculation into existing curricula.

**STRATEGIC LINE 4 (ECONOMIC)**  
**FOSTER THE SECTOR'S TRANSFORMATION, INNOVATION AND SUSTAINABILITY**

OBJECTIVES	ACTIONS
4.1. Foster awareness-raising of clients for acceptance.	<p>4.1.1. Create awareness-raising campaigns for several target groups, promoting the benefits and outcomes of the project.</p> <p>4.1.2. Develop soft skills in training (learning how to promote innovation to clients, workers, institutions and SP).</p>
4.2. Create links between businesses and innovation/R&D centres.	4.2.1. Facilitating the exchange between companies, VET providers and the R&D world.
2.3. Promote innovation, digitalisation and sustainability within the construction industry.	<p>4.3.1. Promote the economic (among other aspects) added value of digitalisation/new technologies towards companies.</p> <p>4.3.2. Foster financial incentives for the digital and sustainable transition of companies.</p> <p>4.3.3. Design and delivery training actions to raise awareness among construction workers and employers about digitalisation, as a new skills driver.</p> <p>4.3.4. Promote the economic (among other aspects) added value of other axes, such as circular economy, sustainability and energy efficiency.</p>

**STRATEGIC LINE 5 (SOCIAL)**  
**MAKE THE CONSTRUCTION INDUSTRY MORE ATTRACTIVE**

OBJECTIVES	ACTIONS
5.1. Improve and promote sector image.	<p>5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities.</p> <p>5.1.2. Foster communication actions to disseminate modern construction profiles, integrating green and digital skills.</p> <p>5.1.3. Develop initiatives to retain workers in the sector.</p> <p>5.1.4. Conduct communication campaigns targeting each specific group (youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities).</p>
5.2. Attract and retain young professionals in construction.	<p>5.2.1. Promote quality apprenticeships schemes, by identifying, where appropriate, aspects to improve, obstacles that make difficult the implementation and proposals to overcome them.</p> <p>5.2.2. Develop initiatives related to orientation advice to young people as well as towards teachers and families.</p>
5.3. Further improve occupational health and safety <sup>1</sup> .	5.3.1. Actively promote preventive training actions as to occupational H&S hazards.
5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market and to the new technologies of construction.	<p>5.4.1. Develop specific training activities/programmes for the lower skilled workers to upgrade their skills.</p> <p>5.4.2. Develop specific training programmes for lower skilled workers for whom the adaptation to new skills will be difficult or even impossible</p>
5.5. Promote the inclusion of women in construction <sup>2</sup> .	<p>5.5.1. Promote work-life balance in trainings and workplace.</p> <p>5.5.2. Promoted gender inclusive recruitment policies.</p> <p>5.5.3. Involve female role models in training programmes and in the promotion of the construction industry.</p>

1 This objective and related proposed actions correspond to the EASME tender "Health & Safety Blueprint" also coordinated by the Fundación laboral de la construcción (finished in June 2020).

2 This objective and related proposed actions are in line with the results of EU-funded projects targeting female participation in the sector, especially the Erasmus+ project "Women can Build" ending in August 2020 and also coordinated by Fundación Laboral de la Construcción.



## 5. ROADMAP AND ACTION PLAN

The following Action Plan has been proposed to be used as a first step to reach agreements allowing to develop a European strategy for matching skills demand and supply in the construction industry.

Some of the actions proposed have been implemented in the framework of the Blueprint (most of them require a continuous development), while others are outside the scope of the project and would require to reach other agreements at the national level in the participating countries as well as the involvement of different external stakeholders.

Strategic lines	Objectives	Actions	TIMELINE					Beyond project finalisation/ Out of the project's scope
			2019	2020	2021	2022		
1. Political. Provide a suitable framework for implementation of the Sector Skills Strategy	1.1. Ensure adequate funding	1.1.1. Quantify the funding needs both at national and European level						
		1.1.2 Establish an appropriate financial framework at national level, taking into consideration the identified funding needs						
	1.2. Lead to political actions to address skill issues	1.2.1. Carry out a permanent assessment of skill gaps and existing competences						
		1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs						
	1.3. Ensure cooperation and respect of the role and autonomy of Social Partners	1.3.1. Create a platform to ensure permanent involvement of Social partners						
	1.4. Ensure the commitment of all key stakeholders	1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers						
	1.5. Reduce unnecessary administrative burden	1.5.1. Identify unnecessary administrative obstacles						
		1.5.2. Adapt the regulatory frameworks in order to remove the identified administrative obstacles						
	1.6. Ensure a just transition towards a more sustainable and ecological construction industry	1.6.1. Develop a strategy - including concrete actions at EU and national level - towards a just transition ensuring that all parties are involved, and their perspectives are taken into account						
	1.7. Take advance from local, regional and national public administration youth programmes (formal education, VET, employment, mobility...)	1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work among the Sector Skills Alliance members						
		1.7.2 Identify solutions to facilitate mobility in Europe						
	1.8. Pact for Skills. Promote and make visible the potential of this tool to improve the skills level of workers and their recognition	1.8.1. Promoting, make visible, encourage the adherence of construction companies and other stakeholders to the Pact						
		1.8.2. Communicate and disseminate the advantages of the Pact among the interested stakeholders at European, national, regional and local levels						

Expected deadline

Continuous development

Strategic lines	Objectives	Actions	TIMELINE					Beyond project finalisation/ Out of the project's scope
			2019	2020	2021	2022		
2. DEducation. Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable	2.1. Identify and map the main skill gaps by key area	2.1.1. Set up a roadmap aimed at updating the curricula, including strategic measures, milestones and action plan						
		2.1.2. Set up training programmes for trainers in energy efficiency, digitalisation and circular economy						
		2.1.3 Formulate recommendations on the integration in the educational system competences acquired through of non-formal education						
	2.2. Set a skills development plan for the sector.	2.2.1. Investigate the possibility to have organisations acting as intermediary bodies facilitating encounters between VET providers and construction companies or professionals						
		2.2.2. Establish a systematic dialogue system between VET representatives and construction representatives (social partners included)						
		2.2.3 Promote the adaptiveness of the VET systems enhancing their flexibility according to the market needs and local specificities						
	2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges	2.3.1. Create a website for collecting good practices at national and regional level						
		2.3.2. Establish a common European methodology for sharing good practices effectively to illustrate and promote initiatives addressing skill gaps						
	2.4. Encourage and develop training specifically focused on the identified skill gaps	2.4.1. Set up training on energy efficiency, digitalization and circular economy for construction professions, which could be adapted in each Member State						
		2.4.2. Foster the inclusion of digital tools in training programmes						
		2.4.3. Create / update digital and environmental training to upskill the currently active workers in the sector						
		2.4.4. Include work-based learning strategies as essential for the development of vocational education and training						

Expected deadline

Continuous development

Strategic lines	Objectives	Actions	TIMELINE					Beyond project finalisation/Out of the project's scope
			2019	2020	2021	2022		
3. Integrate green skills in VET (Environmental)	3.1. Define a set of fundamental green skills of the sector which should be promoted	3.1.1. Identify green skills' needs in the construction sector						
		3.1.2. Provide guidelines on how to integrate the identified green skills and skills related with sustainable construction in the VET and H&S curricula						
		3.1.3. Develop a tool for businesses to inform training providers as quickly as possible about skills currently lacking in the labour market by updating the existing skill set						
	3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use, circular economy	3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula						
		3.2.2. Provide training actions about new (green) skills drivers: energy efficiency and circular economy						
		3.2.3. Create incentives for SMEs to apply legislation related to the area of environment and sustainability						
	3.3. Cooperate in networks creating new business opportunities and developing new products and services and job opportunities	3.3.1 Integrate knowledge about the carbon footprint and its calculation into existing curricula						

Strategic lines	Objectives	Actions	TIMELINE				Beyond project finalisation/Out of the project's scope
			2019	2020	2021	2022	
4.(Economic) Foster the sector's transformation, innovation and sustainability	4.1. Foster awareness-raising of clients for acceptance	4.1.1. Create awareness-raising campaigns addressed towards various target groups promoting the benefits and outcomes of the project					
		4.1.2. Develop soft skills in training (to learn how to promote innovation to clients, workers, institutions, Social partners)					
	4.2. Create links between businesses and innovation/R&D centres	4.2.1. Facilitating the exchange between companies, VET providers and the R&D world					
		4.3. Promote innovation, digitalisation and sustainability within the construction industry	4.3.1. Promote the economic (among other aspects) added value of digitalisation/new technologies towards companies				
	4.3.2. Foster financial incentives for the digital and sustainable transition of companies						
	4.3.3. Design and delivery training actions to raise awareness among construction workers and employers about digitalisation, as a new skills driver						
	4.3.4. Promote the economic (among other aspects) added value of other axes, such as circular economy, sustainability and energy efficiency						

Expected deadline

Continuous development

Strategic lines	Objectives	Actions	TIMELINE				Beyond project finalisation/Out of the project's scope
			2019	2020	2021	2022	
<b>5. Social</b> <b>Make the construction industry more attractive</b>	5.1. Improve and promote sector image	5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities					
		5.1.2. Foster communication actions to disseminate about the modern construction profiles integrating green and digital skills					
		5.1.3. Develop initiatives to retain workers in the sector					
		5.1.4. Conduct communication campaigns targeting each specific group (youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities)					
	5.2. Attract and retain young professionals in construction	5.2.1. Promote quality apprenticeships schemes, by identifying, where appropriate, aspects to improve, obstacles that make difficult the implementation and proposals to overcome them					
		5.2.2. Develop initiatives related to orientation advice to young people as well as towards teachers and families					
	5.3. Further improve occupational health and safety <sup>3</sup>	5.3.1. Actively promote preventive training actions as to occupational H&S hazards					
	5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market and to the new technologies of construction	5.4.1. Develop specific training activities/programmes for the lower skilled workers to upgrade their skills					
		5.4.2. Develop specific training programmes for lower skilled workers for whom the adaptation to new skills will be difficult or even impossible					
	5.5. Promote the inclusion of women in construction <sup>4</sup> .	5.5.1. Promote work-life balance in trainings and workplace					
		5.5.2. Promoted gender inclusive recruitment policies					
		5.5.3. Involve female role models in training programmes and in the promotion of the construction industry					

Expected deadline

Continuous development

3. This objective and related proposed actions will eventually be updated on the basis of assessment of the results of the EASME tender "Health & Safety Blueprint" also coordinated by the Fundación Laboral de la Construcción and ending in June 2020.

4. This objective and related proposed actions will eventually be updated on the basis of assessment of the results of EU-funded projects targeting women participation in the sector, especially the Erasmus+ project "Women can Build" ending in August 2020 and also coordinated by the Fundación Laboral de la Construcción.

## 6. ACTION FACTSHEET MODEL

**STRATEGIC LINE 1** Provide suitable framework to implement the Sector Skills Strategy

Objective 1.1. Ensure adequate funding

Measure 1.1.1. Quantify funding needs at national and European level

Type



Action



Recommendation

Barrier according SQ

Political/legislative

### DESCRIPTION OF THE MEASURE

Funding of training to upgrade skills is always a crucial issue at European and national levels. Therefore, it is necessary to quantify the needs in each country in order to identify funds available to deal with the upskilling of workers in the construction industry.

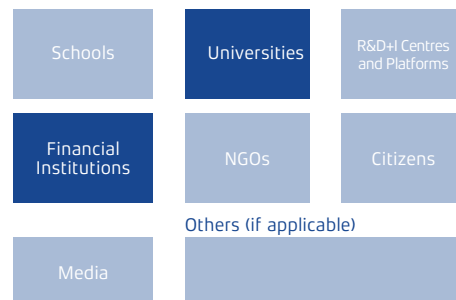
### RELATED FACTORS



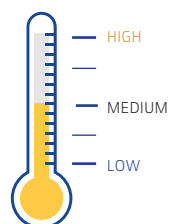
### RELATED FACTORS



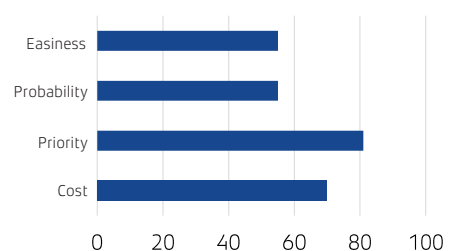
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS





A diagram featuring two overlapping circles. The larger circle on the right is dark blue and contains the text "STRATEGIC ACTIONS". The smaller circle on the left is a lighter shade of blue. Three light blue arrows are positioned around the circles, pointing in a clockwise direction: one at the top, one at the bottom right, and one at the bottom left.

# **STRATEGIC ACTIONS**





**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective 1.1. Ensure adequate funding

Measure 1.1.1. Quantify the funding needs both at national and European level

Type ☐ Action

☒ Recommendation

Barrier according SQ

Economic

DESCRIPTION OF THE MEASURE

Training people at the start and all along their work life should not be seen as a cost, but as an investment for a country's long-term economic sustainability. Assessment of the funding needs should be carried out as a starting point to any action and on a regular basis in order to remain up to date.

RELATED FACTORS

Political

Economic

Social

Technological

Legal

Environmental

TARGET GROUPS

Companies

Workers

Construction associations

Trade unions

Public administrations

VET providers

EXTERNAL STAKEHOLDERS TO INVOLVE

Schools

Universities

R&D+I Centres and Platforms

Financial Institutions

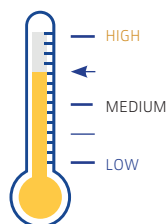
NGOs

Citizens

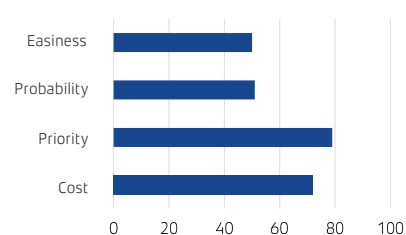
Others (if applicable)

Media

IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 1 -POLITICAL-

Provide an adequate framework to implement the Sectoral Skills Strategy

### Objective

1.1. Ensure adequate funding

### Measure

1.1.2 Establish an appropriate financial framework at national level, taking into consideration the identified funding needs

### Type



Action



Recommendation

### Barrier according SQ

Economic

### DESCRIPTION OF THE MEASURE

Building on precise quantification of funding needs, public authorities are responsible for creating and implementing a financial framework which is appropriate to address these needs. This work should be done in cooperation with construction stakeholders and updated on a regular basis in order to avoid any disruption in the funding model.

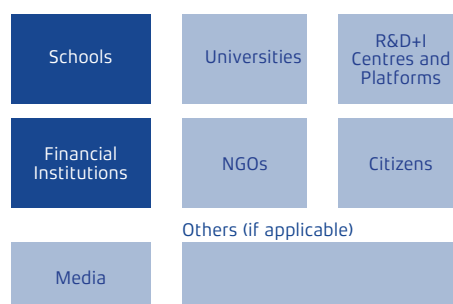
### RELATED FACTORS



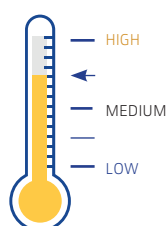
### TARGET GROUPS



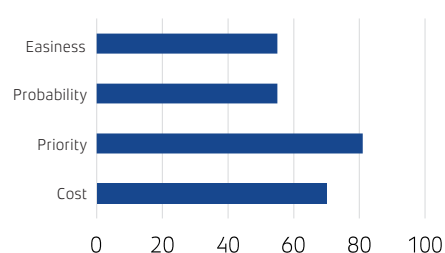
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective 1.2. Lead to political actions to address skill issues

Measure 1.2.1. Carry out a permanent assessment of skill gaps and existing competences

Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Political/Social /Education
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DESCRIPTION OF THE MEASURE

Identifying the competence gaps related to new challenges and the evolution of the industry should constitute a permanent exercise to understand mismatches between the skills offered by the job market and construction companies' needs. This exercise would feed the update of VET training programmes in order to better reflect market reality.

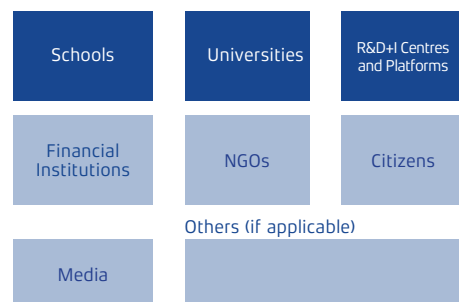
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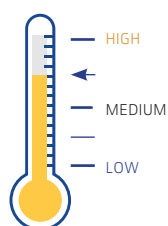
TARGET GROUPS



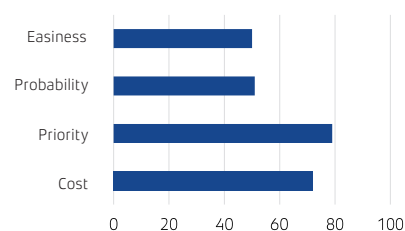
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 1 -POLITICAL-

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective 1.2. Lead to political actions to address skill issues

Measure 1.2.2 Develop a long-term plan at national level (Roadmap) with concrete actions, including a special focus on SMEs

Type



Action



Recommendation

Barrier according SQ

Political/ legislative

### DESCRIPTION OF THE MEASURE

Building on the precise quantification of the funding needs, public authorities are responsible for implementing a financial framework which is appropriate to address these needs. This work should be done in cooperation with construction stakeholders and updated on a regular basis in order to avoid any disruption in the funding model.

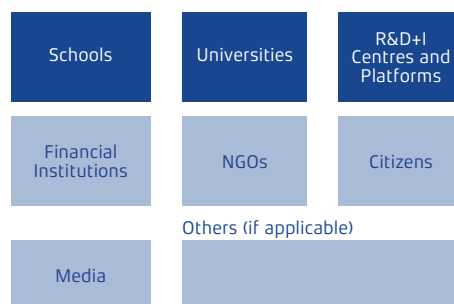
### RELATED FACTORS



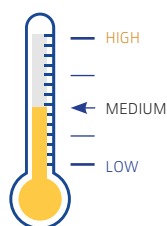
### TARGET GROUPS



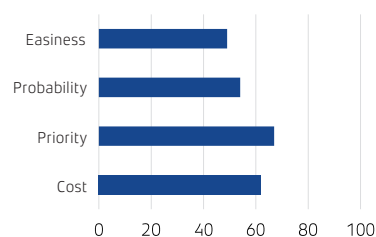
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

**Objective** 1.3. Ensure cooperation and respect of the role and autonomy of Social Partners

**Measure** 1.3.1. Create a platform to ensure permanent involvement of social partners

<b>Type</b> <div style="display: flex; align-items: center; margin-top: 5px;"> <div style="margin-right: 10px;"> <input checked="" type="checkbox"/> Action  <input type="checkbox"/> Recommendation         </div> </div>	<b>Barrier according SQ</b> Political/ legislative
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**DESCRIPTION OF THE MEASURE**

Social partners at national level are the main interlocutors of public authorities. Considering their autonomy in working on legislations and developing joint initiatives, their expertise and knowledge must be taken into account in the framework of a structured and constructive dialogue.

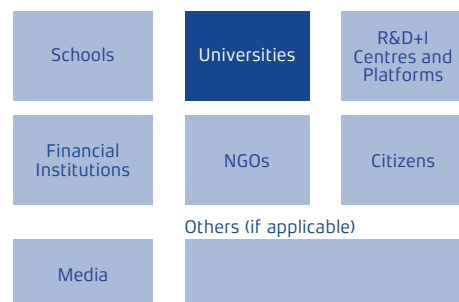
**RELATED FACTORS**



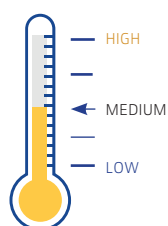
**TARGET GROUPS**



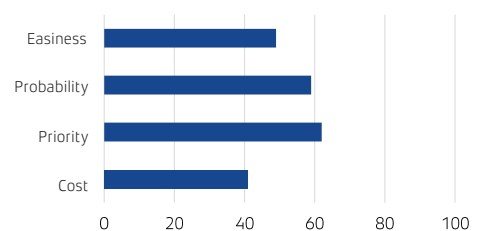
**EXTERNAL STAKEHOLDERS TO INVOLVE**



**IMPACT LEVEL**



**ESTIMATED FEASIBILITY ANALYSIS**



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

**Objective** 1.4. Ensure the commitment of all key stakeholders

**Measure** 1.4.1. Create an alliance with all relevant stakeholders, with special attention to the role of social partners and decision makers

**Type**



Action



Recommendation

**Barrier according SQ**

Political/ legislative

**DESCRIPTION OF THE MEASURE**

Not only construction social partners, but also other stakeholders involved in the construction value chain can have an important role to play in the adaptation of skills to the new needs. All these stakeholders should commit to the positive changes for the sake of the construction industry's long-term sustainability. For that purpose, they need to be brought together in the form of an alliance, which will be structured and flexible at the same time.

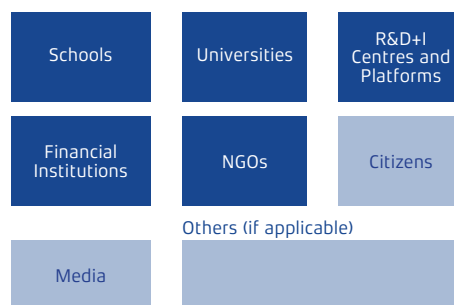
**RELATED FACTORS**



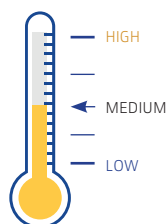
**TARGET GROUPS**



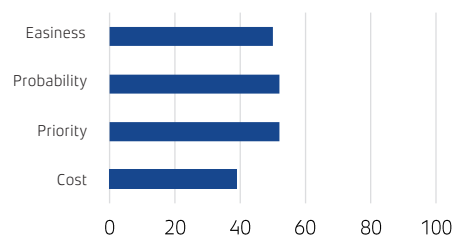
**EXTERNAL STAKEHOLDERS TO INVOLVE**



**IMPACT LEVEL**



**ESTIMATED FEASIBILITY ANALYSIS**



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective 1.5. Reduce unnecessary administrative burden

Measure 1.5.1. Identify unnecessary administrative obstacles

Type



Action



Recommendation

Barrier according SQ

Political/ legislative

DESCRIPTION OF THE MEASURE

It is often a fact that burdensome legislation and/or administrative processes are hindering evolution and change. Identifying such obstacles should be carried out as a starting point to getting rid of them and on a regular basis.

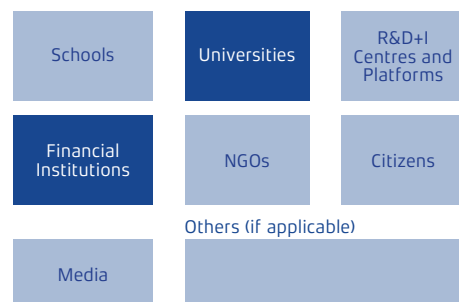
RELATED FACTORS



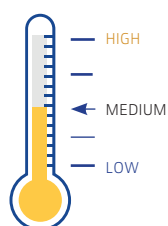
TARGET GROUPS



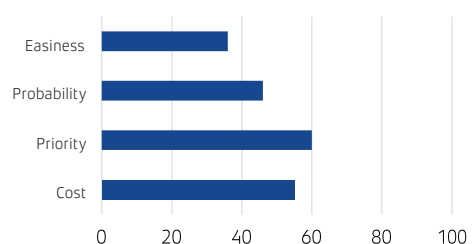
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective

1.5. Reduce unnecessary administrative burden

Measure

1.5.2. Adapt the regulatory frameworks in order to remove the identified administrative obstacles

Type



Action



Recommendation

Barrier according SQ

Political/ legislative

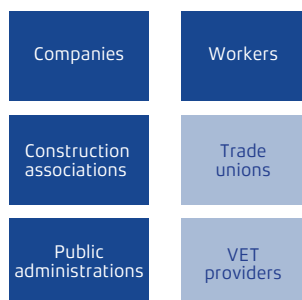
DESCRIPTION OF THE MEASURE

As a logical follow-up of the identification of any obstacle to change, public decision-makers and private stakeholders should work hand in hand in order to remove these problems, either by revising the legislation or adapting the targeted administrative processes.

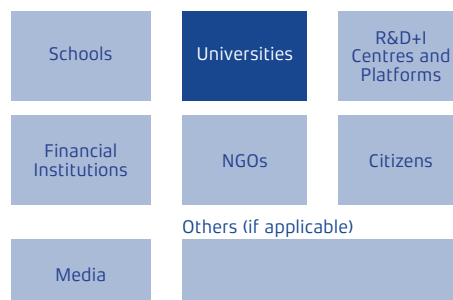
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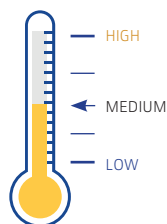
TARGET GROUPS



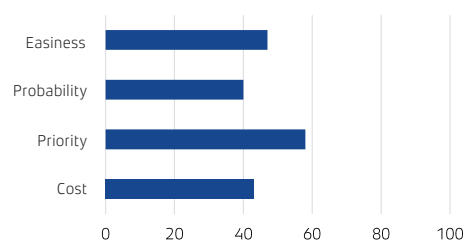
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS





**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective	1.6. Ensure a just transition towards a more sustainable and ecological construction industry		
Measure	1.6.1. Develop a strategy - including concrete actions at EU and national level - towards a just transition ensuring that all parties are involved and their perspectives are taken into account		
Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Political/ legislative  Economic

DESCRIPTION OF THE MEASURE

The rapid evolution of the construction industry and the necessary adaptation to new challenges and needs (twin green and digital transition) will automatically have an impact on those people or companies for whom it is more difficult to adapt to change (e.g., older workers, SMEs). Therefore, any strategic plan to adapt to these changes should be as inclusive as possible.

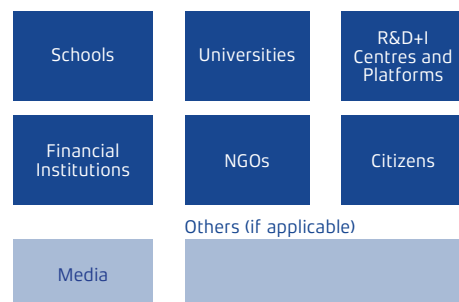
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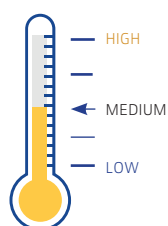
TARGET GROUPS



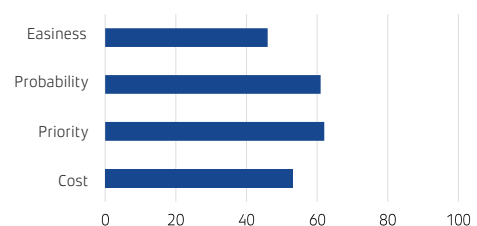
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 1 -POLITICAL-

Provide an adequate framework to implement the Sectoral Skills Strategy

**Objective** 1.7. Take advance from local, regional and national public administration youth programmes (formal education, VET, employment, mobility...).

**Measure** 1.7.1. Promote the virtual tool (SSA Portal) developed by the Construction Blueprint to enhance collaborative work among the Sector Skills Alliance members

**Type** ☒ Action ☐ Recommendation

**Barrier according SQ** Political/ legislative

### DESCRIPTION OF THE MEASURE

In order to ensure the long-term sustainability of this initiative, once identified and invited to join, the Sector Skills Alliance members should be provided concrete opportunities to collaborate together. This will be the role of the SSA Portal (website), and more particularly of the SSA platform (LinkedIn Group).

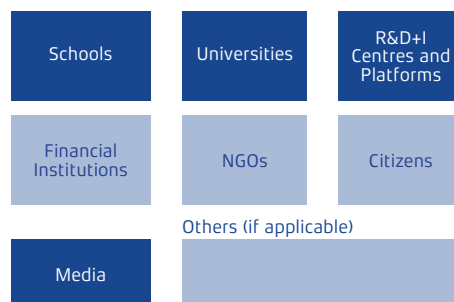
### RELATED FACTORS



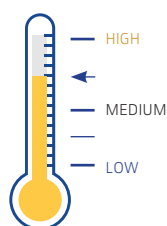
### TARGET GROUPS



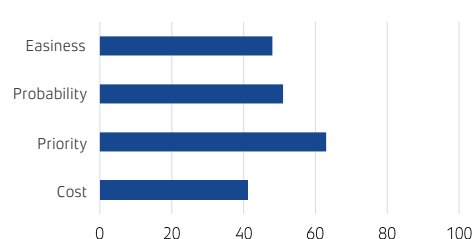
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 1**  
**-POLITICAL-**

Provide an adequate framework to implement the Sectoral Skills Strategy

**Objective**

1.7. Take advance from local, regional and national public administration youth programmes (formal education, VET, employment, mobility...)

**Measure**

1.7.2 Identify solutions to facilitate mobility in Europe

**Type**



Action



Recommendation

Barrier according SQ

Political/ legislative

DESCRIPTION OF THE MEASURE

The construction sector represents a low rate of mobility of the trainees, apprentices and later of the workers caused by current skills mismatches and more broadly skills shortages. Therefore, best practices of public programmes aimed at youth mobility should be collected and, where possible, widely disseminated and replicated. As an example: a better cross-border recognition of qualifications could facilitate the mobility of the workers.

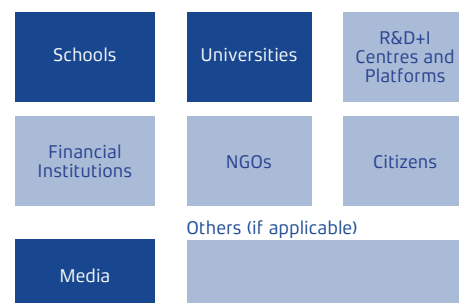
RELATED FACTORS



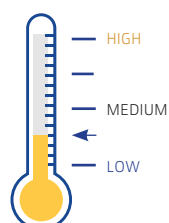
TARGET GROUPS



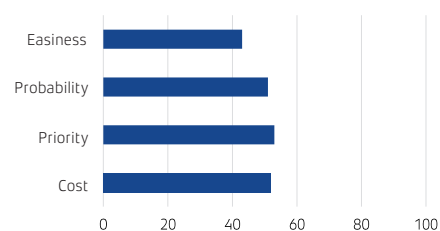
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 1 -POLITICAL-

Provide an adequate framework to implement the Sectoral Skills Strategy

### Objective

1.8. Pact for Skills. Promote and make visible the potential of this tool to improve the skills level of workers and their recognition.

### Measure

1.8.1. Promoting, make visible, encourage the adherence of construction companies and other stakeholders to the Pact.

### Type



Action



Recommendation

Barrier according SQ

Political/ legislative

### DESCRIPTION OF THE MEASURE

In order to achieve the European objectives, the construction workforce need to be upskilled and reskilled in particular as regards green and digital skills. The “Pact for Skills in Construction” aims at mobilising concerted efforts among private and public stakeholders for quality investment in Vocational and Educational Training.

The adherence of construction stakeholders to the Pact for Skills must be enhanced, as well as its promotion and its visibility.

### RELATED FACTORS

Political

Economic

Social

Technological

Legal

Environmental

### TARGET GROUPS

Companies

Workers

Construction associations

Trade unions

Public administrations

VET providers

### EXTERNAL STAKEHOLDERS TO INVOLVE

Schools

Universities

R&D+I Centres and Platforms

Financial Institutions

NGOs

Citizens

Media

Others (if applicable)

### IMPACT LEVEL

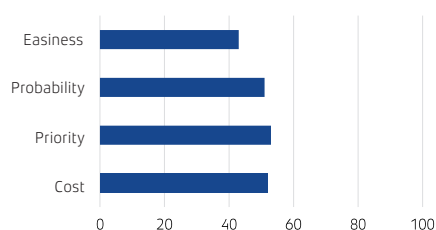


HIGH

MEDIUM

LOW

### ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 1 -POLITICAL-

Provide an adequate framework to implement the Sectoral Skills Strategy

Objective	1.8. Pact for Skills. Promote and make visible the potential of this tool to improve the skills level of workers and their recognition		
Measure	1.8.2. Communicate and disseminate the advantages of the Pact among the interested stakeholders at European, national, regional and local level		
Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Political/ legislative

### DESCRIPTION OF THE MEASURE

In order to achieve the European climate objectives, the construction workforce need to be upskilled and reskilled in particular as regards green and digital skills. The “Pact for Skills in Construction” aims at mobilising concerted efforts among private and public stakeholders for quality investment in Vocational and Educational Training.

Impacts (i.e. benefits) of the “Pact for Skills” may be disseminated among European, national regional and local stakeholders.

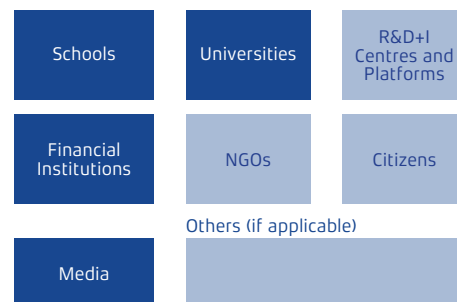
### RELATED FACTORS



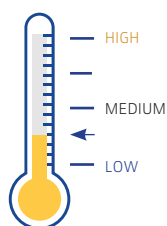
### TARGET GROUPS



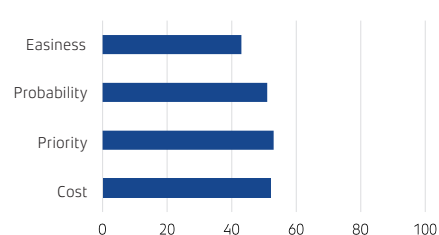
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 2 -EDUCATION-

Develop a suitable approach to address skills challenges

Objective 2.1. Identify and map the main skill gaps by key area

Measure 2.1.1. Set up a roadmap aimed at updating the curricula, including strategic measures, milestones and action plan

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Political/ legislative
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### DESCRIPTION OF THE MEASURE

### Education

Once the main skill gaps have been identified, it would be necessary to establish a roadmap aimed at updating the construction industry training curricula in the EU. This exercise would include the establishment of strategic goals, a clear timeline with milestones to achieve as well as an action plan with the needed activities to carry out. Skills mapping is seen as an on-going process.

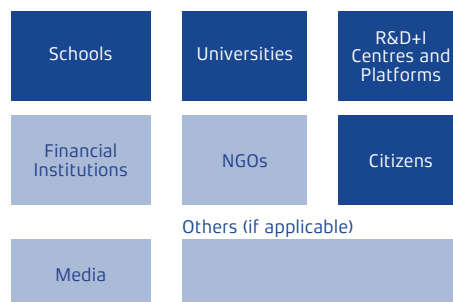
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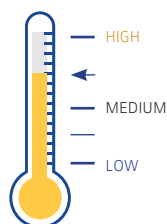
### TARGET GROUPS



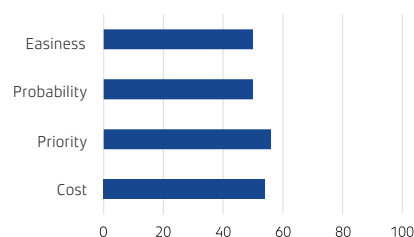
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 2 -EDUCATION-

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective** 2.1. Identify and map the main skill gaps by key area

**Measure** 2.1.2. Set up training programmes for trainers in energy efficiency, digitalisation and circular economy

**Type**



Action



Recommendation

Barrier according SQ

Education

### DESCRIPTION OF THE MEASURE

The new challenges in the construction industry will necessarily require training VET construction trainers in competences according to new developments in the fields of energy efficiency, digitalisation and circular economy. This would ensure a high-quality training for workers to fill the skills gap.

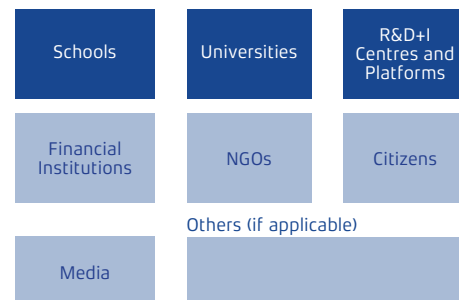
### RELATED FACTORS



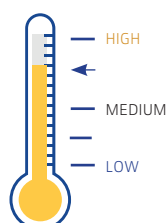
### TARGET GROUPS



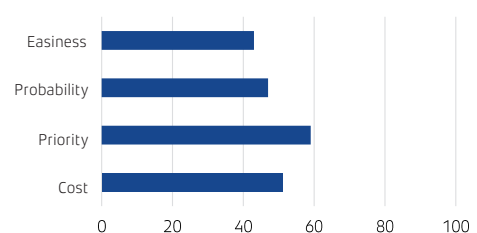
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 2** Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions  
**-EDUCATION-**

**Objective** 2.1. Identify and map the main skill gaps by key area

**Measure** 2.1.3. Formulate recommendations on the integration in the educational system competences acquired through of non-formal education

<b>Type</b>	<input type="checkbox"/> Action	<b>Barrier according SQ</b>	Political/ legislative Education
	<input checked="" type="checkbox"/> Recommendation		

#### DESCRIPTION OF THE MEASURE

The skills and competences acquired through non-formal and informal training (i.e. professional experience) should be recognised for those construction workers who own a wide professional experience but lack a formal educational accreditation; therefore, ways to validate these skills and competences are to be identified and recommended.

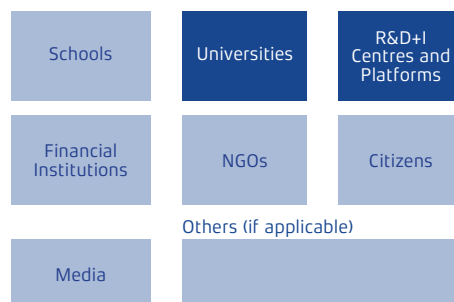
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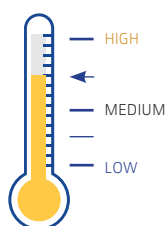
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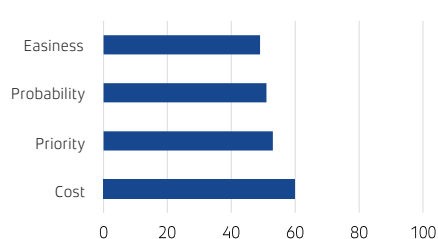
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS





**STRATEGIC LINE 2**  
**-EDUCATION-** Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.1. Investigate the possibility to have organisations acting as intermediary bodies facilitating encounters between VET providers and construction companies or professionals

Type <span style="margin-left: 10px;"><input type="checkbox"/> Action</span> <span style="margin-left: 10px;"><input checked="" type="checkbox"/> Recommendation</span>	Barrier according SQ Education
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#### DESCRIPTION OF THE MEASURE

In order to implement the skilling plan for the sector, cooperation between VET providers and companies & construction workers is crucial. These encounters should be facilitated by sectoral bodies acting as intermediary bodies (social partners, professionals/ business associations and clusters, employment agencies, orientation VET services etc) when necessary if it is feasible.

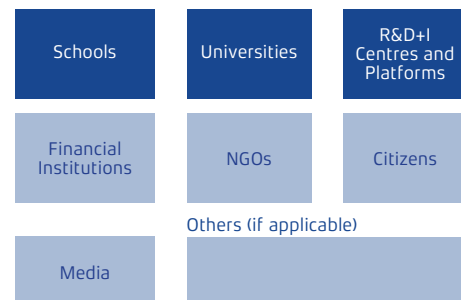
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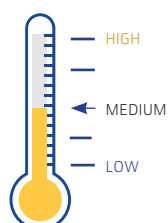
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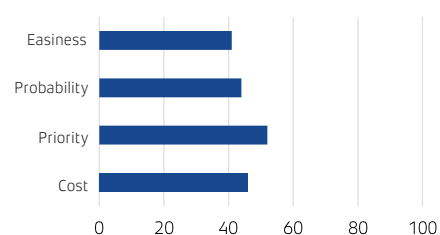
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 2** Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions  
**-EDUCATION-**

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.2. Establish a systematic dialogue system between VET representatives and construction representatives (social partners included)

Type



Action



Recommendation

Barrier according SQ

Political/ Social

DESCRIPTION OF THE MEASURE

Dialogue between VET providers and construction stakeholders is crucial to ensure that training programmes reflect market needs. Platforms connecting the education and professional construction spheres should be promoted at all levels.

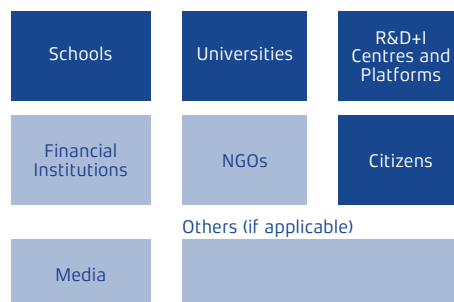
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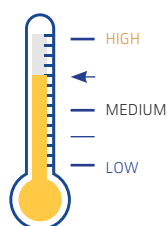
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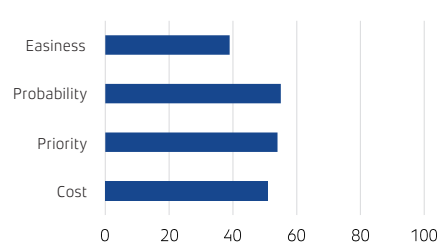
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 2**  
**-EDUCATION-**

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

Objective 2.2. Set a skills development plan for the sector

Measure 2.2.3 Promote the adaptiveness of the VET systems enhancing their flexibility according to the market needs and local specificities

Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Political/legislative Education
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DESCRIPTION OF THE MEASURE

VET systems should have a degree of flexibility that allows them to easily integrate evolutionary market needs as well as local specificities and circumstances (deriving from legislation, local customs, etc.). Thus, measures should be promoted to encourage Public Administrations to make VET systems more flexible.

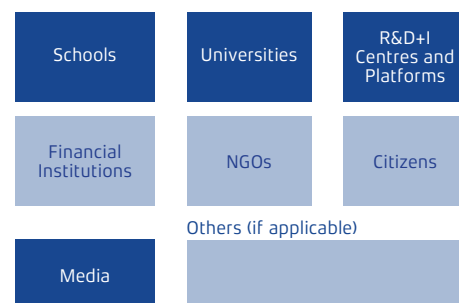
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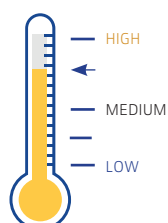
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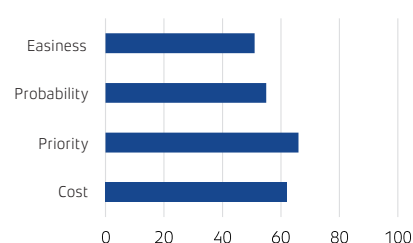
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 2 -EDUCATION-

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

### Objective

2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges

### Measure

2.3.1. Create a website for collecting good practices at national and regional level

### Type



Action



Recommendation

Barrier according SQ

Education

### DESCRIPTION OF THE MEASURE

The website, already created for the project, will serve as a common space, aiming at gathering good practices that are being carried out at different levels to address skill gaps and challenges. This will ease the exchange between stakeholders and increase the potential of replication.

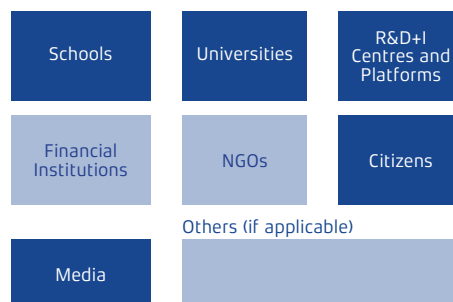
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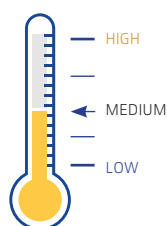
### TARGET GROUPS



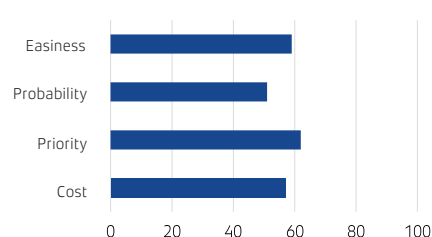
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 2 -EDUCATION-** Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective** 2.3. Establish pathways to share resources/good practices available to address skill gaps and challenges

**Measure** 2.3.2. Establish a common European methodology for sharing good practices effectively to illustrate and promote initiatives addressing skill gaps

<b>Type</b> <div style="display: flex; align-items: center; margin-top: 5px;"> <div style="margin-right: 10px;"> <input checked="" type="checkbox"/> Action  <input type="checkbox"/> Recommendation         </div> </div>	<b>Barrier according SQ</b> Education
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#### DESCRIPTION OF THE MEASURE

In order to ensure an effective compilation of good practices, a common methodology needs to be defined. The methodology should include the minimum data required for each gathered practice, as well as any relevant data. The main objective is to establish an ordered and structured collection process, with a homogeneous system despite the diversity of practices.

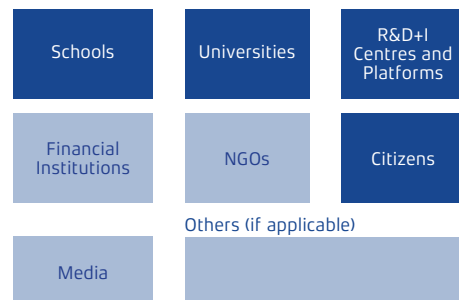
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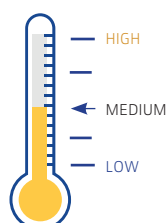
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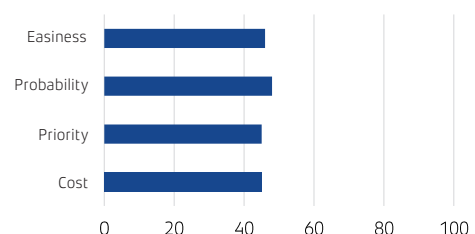
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS





## STRATEGIC LINE 2 -EDUCATION-

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective** 2.4. Encourage and develop training specifically focused on the identified skill gaps

**Measure** 2.4.1. Set up transversal basic training on energy efficiency, digitalization and circular economy for all construction professions, which could be adapted in each Member State

Type	 Action	Barrier according SQ	Education
	 Recommendation		Economic/Social

### DESCRIPTION OF THE MEASURE

In order to provide basic information and raise awareness in the construction industry, this action aims at providing key concepts and basic knowledge about energy efficiency, digitalization and circular economy in the construction industry. The objective is to increase all construction workers' skills on these issues, no matter their trade or craft (from EQF levels 3-5).

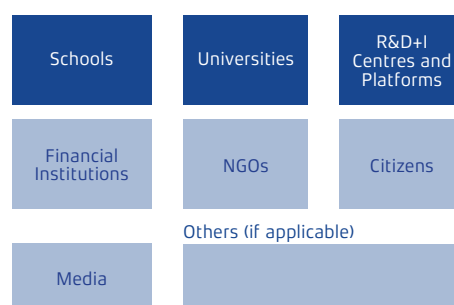
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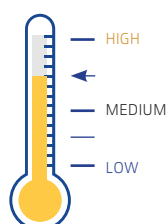
### TARGET GROUPS



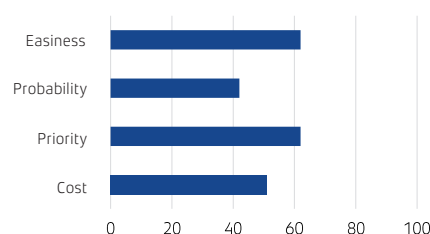
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 2**  
**-EDUCATION-**

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective**

2.4. Encourage and develop training specifically focused on the identified skill gaps

**Measure**

2.4.2. Foster the inclusion of digital tools in training programmes

**Type**



Action



Recommendation

Barrier according SQ

Education

DESCRIPTION OF THE MEASURE

Innovation and digitalisation will not only affect production processes in the construction industry, but also the way of training delivery; suitable innovative training and learning approaches and methodologies should be identified and promoted to integrate the use of ICT tools and Open Educative Resources (OER) in the training activities addressed towards the construction industry workers.

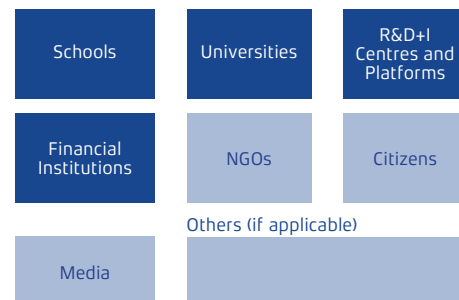
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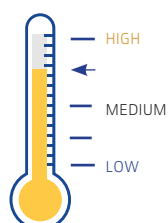
TARGET GROUPS



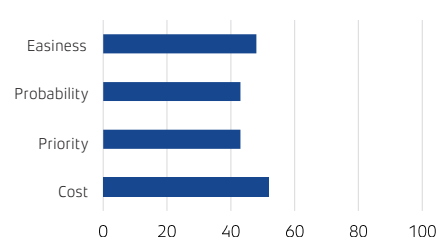
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 2 -EDUCATION-

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective** 2.4. Encourage and develop training specifically focused on the identified skill gaps

**Measure** 2.4.3. Create / update basic digital and environmental training to upskill the currently active workers in the sector

**Type** ☒ Action ☐ Recommendation

**Barrier according SQ** Education

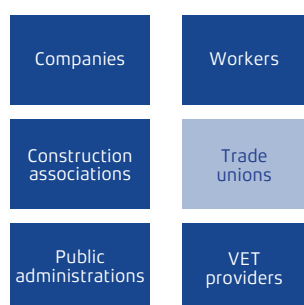
### DESCRIPTION OF THE MEASURE

Current VET curricula should be upgraded in order to include digital and environmental topics to satisfy the demands of the construction industry, considering both current and future trends, as well as the resources available. This is especially crucial for current workers that will require upgrading their skills through lifelong training.

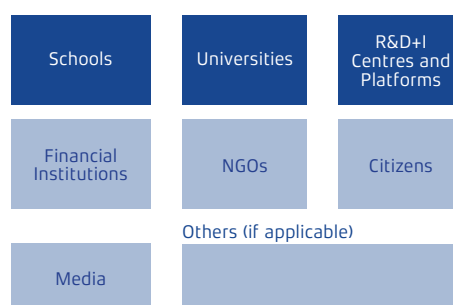
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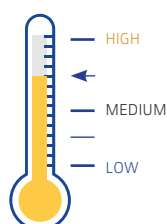
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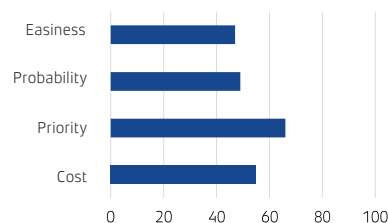
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS





## STRATEGIC LINE 2 -EDUCATION-

Provide a framework to address skills challenges across Europe incorporating technology, economic, circular and sustainable environmental training interventions

**Objective** 2.4. Encourage and develop training specifically focused on the identified skill gaps

**Measure** 2.4.4. Include work-based learning strategies as essential for the development of vocational education and training

<b>Type</b>	 Action	<b>Barrier according SQ</b> Education
	 Recommendation	

### DESCRIPTION OF THE MEASURE

The new challenges to the construction sector require Lifelong Learning and taking into account the demand on the construction sector human resources, work-based learning provides valuable opportunities for upskilling onsite. Dialogue between VET and construction sector, legal aspects, recognition of work-based learning.

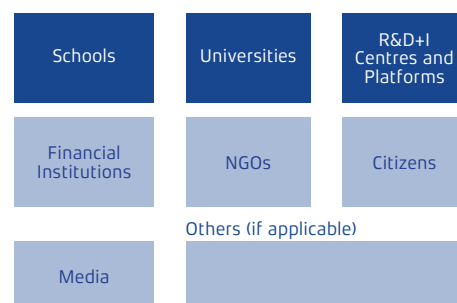
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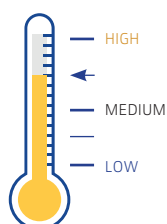
### TARGET GROUPS



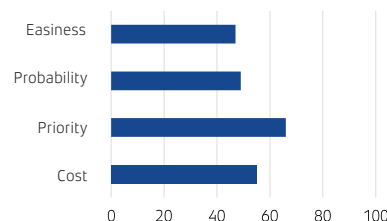
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



### STRATEGIC LINE 3 -ENVIRONMENTAL-

Integrate green skills in VET

Objective	3.1. Define a set of fundamental green skills of the sector which should be promoted		
Measure	3.1.1. Identify green skills' needs in the construction sector		
Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Education & Political/ legislative

#### DESCRIPTION OF THE MEASURE

Training conceived smooth in upwards, downwards and lateral direction. Training needs to fulfil the Sustainable Development Goals (SDGs). Identifying the educational needs related to environmental challenges should constitute a permanent exercise to keep training programmes for construction professionals updated. Requiring exhaustive research efforts from public and private actors, the collected data and evidence will reflect labour market needs in terms of green competences, often deriving from evolutionary legislation and new clients' demands in the fields of energy efficiency and circular economy.

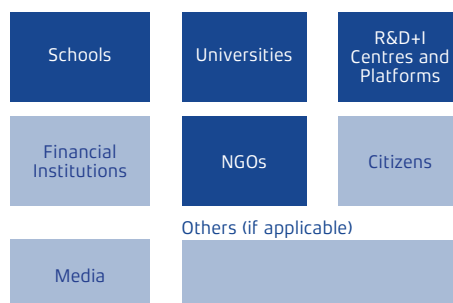
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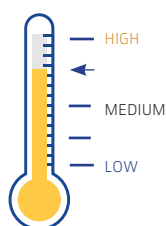
#### TARGET GROUPS



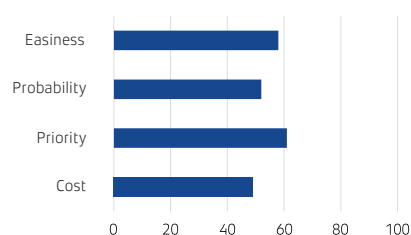
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 3** Integrate green skills in VET  
**-ENVIRONMENTAL-**

**Objective** 3.1. Define a set of fundamental green skills of the sector which should be promoted

**Measure** 3.1.2. Provide guidelines on how to integrate the identified green skills in the VET and H&S curricula

<b>Type</b>	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	<b>Barrier according SQ</b>	Political/legislative
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DESCRIPTION OF THE MEASURE

Building on the identification of green skills' needs, it is necessary to draw recommendations on how to translate the results of the empirical research into concrete changes in VET curricula. VET providers require guidelines on how to assimilate the findings on green skills in their current programmes or in new schemes.

Enabling just and inclusive energy transition with scheme and actions that construction sector can adopt to or offer to their clients.

More technical and job shadowing visits of different locations by elementary, VET schools and gymnasium.

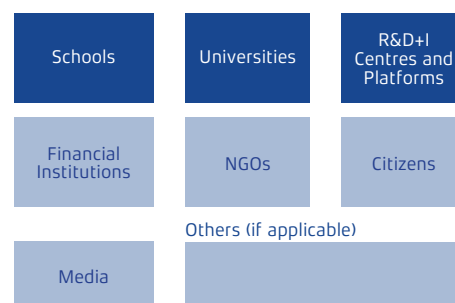
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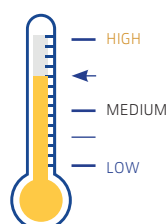
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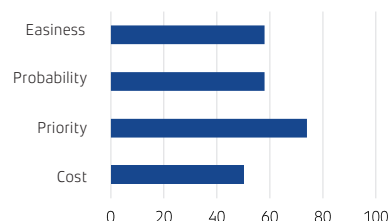
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



### STRATEGIC LINE 3 -ENVIRONMENTAL-

Integrate green skills in VET

Objective	3.1. Define a set of fundamental green skills of the sector which should be promoted		
Measure	3.1.3. Develop a tool for businesses to inform training providers as quickly as possible about skills currently lacking in the labour market by updating the existing skill set		
Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Education, Economic & Political/ legislative

#### DESCRIPTION OF THE MEASURE

Enable free based continuous employers (contractors, craftsmen) broadcasting of best and certified building/craft practises and standards that can be applied to teach the public what works, what adds value, what is truly green, what is nZEB, what is zero emissions, how much each electric appliance or tools spends energy and costs.

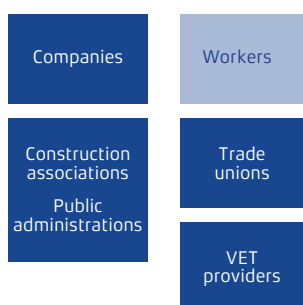
Present and award best practices for energy reduction, green knowledge, green solutions, by national eco fund, responsible ministry, construction fairs.

Combine companies (employers) competences and skills management tools (gaps, underperformed, ...) with national data base.

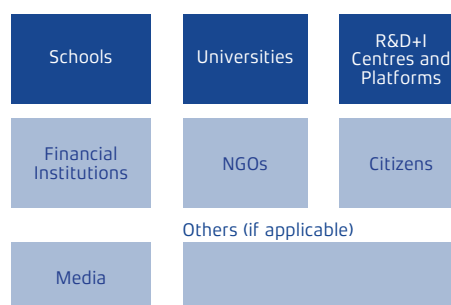
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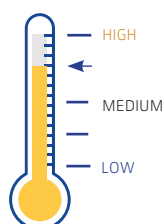
#### TARGET GROUPS



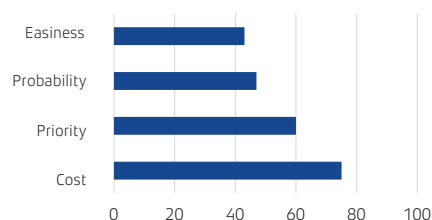
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 3** Integrate green skills in VET  
**-ENVIRONMENTAL-**

**Objective** 3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use, circular economy

**Measure** 3.2.1. Pro-actively get users (construction industry, researchers, SMEs, workers, institutes (VET & HE), social partners...) to assist with updating curricula

<b>Type</b>	<input checked="" type="checkbox"/> Action	<b>Barrier according SQ</b> Education, Economic & political/legislative
	<input type="checkbox"/> Recommendation	

**DESCRIPTION OF THE MEASURE**

All construction stakeholders need to be involved in the updating of construction VET curricula in order for the programs to meet the real needs of the market. Initiatives should be carried out to enhance communication and cooperation between employers, workers/apprentices and VET providers.

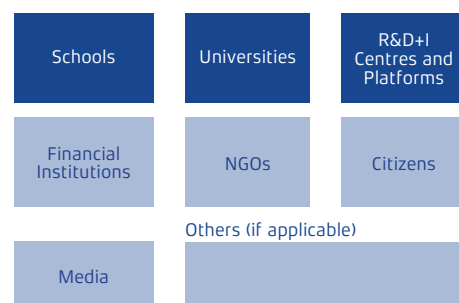
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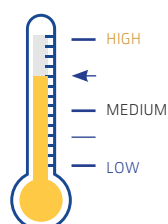
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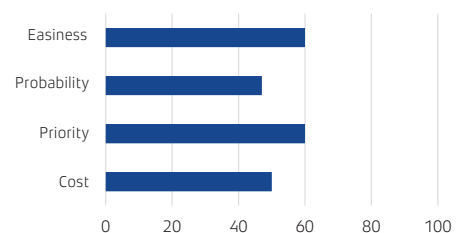
**EXTERNAL STAKEHOLDERS TO INVOLVE**



**IMPACT LEVEL**



**ESTIMATED FEASIBILITY ANALYSIS**



**STRATEGIC LINE 3**  
**-ENVIRONMENTAL-**

Integrate green skills in VET

**Objective** 3.2. Promote 'green culture' and sustainable growth with reference to energy efficiency, renewable energy use, circular economy

**Measure** 3.2.2. Provide training actions about new (green) skills drivers: energy efficiency and circular economy

<b>Type</b>	<input checked="" type="checkbox"/> Action	<b>Barrier according SQ</b> Education
	<input type="checkbox"/> Recommendation	

DESCRIPTION OF THE MEASURE

Online courses through an e-learning platform (Moodle) should be provided with concrete learning output related to green competences, in different languages, easy to use and for free in order to reach as many construction professionals as possible. These online courses offer a chance to start learning or to improve one's knowledge on major trends for the construction sector.

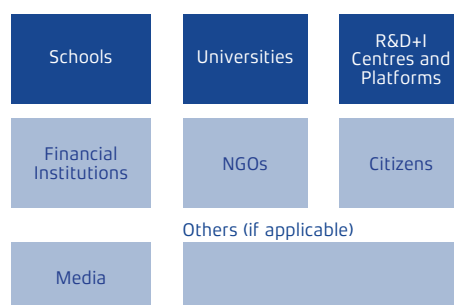
RELATED FACTORS



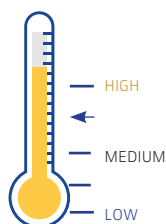
TARGET GROUPS



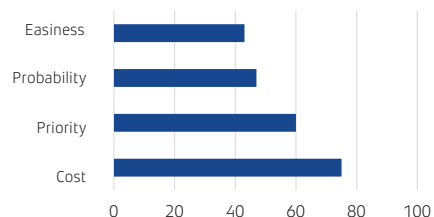
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 3** Integrate green skills in VET  
**-ENVIRONMENTAL-**

**Objective** 3.2. Promote 'green culture' with reference to energy efficiency, renewable energy use, circular economy

**Measure** 3.2.3. Create incentives for SMEs to apply legislation related to the area of environment and sustainability

<b>Type</b>	<input type="checkbox"/> Action	<b>Barrier according SQ</b> Education, Economic & political/legislative
	<input checked="" type="checkbox"/> Recommendation	

DESCRIPTION OF THE MEASURE

Encourage SMEs to promote a change of energy management model towards a more efficient and competitive one through incentives on: (examples) Adaptation works for the reduction of energy demand and energy efficient installations in buildings and city infrastructures; Intelligent processes or solutions for the evaluation and energy management of buildings and cities; energy improvement actions in buildings and facilities linked to energy services.

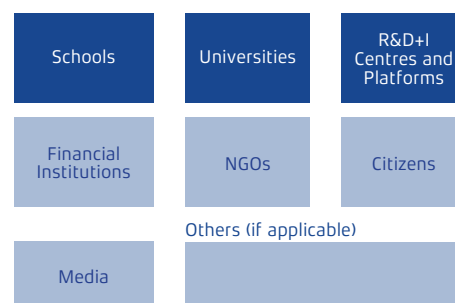
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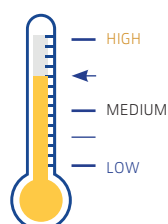
TARGET GROUPS



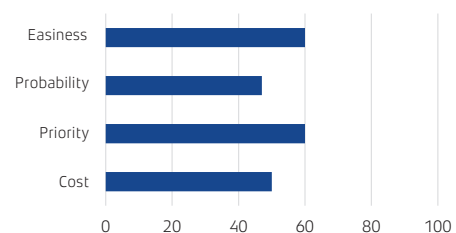
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 3**  
**-ENVIRONMENTAL-**

Integrate green skills in VET

**Objective** 3.3. Cooperate in networks creating new business opportunities and developing new products and services and job opportunities

**Measure** 3.3.1 Integrate knowledge about the carbon footprint and its calculation into existing curricula

<b>Type</b>	<input type="checkbox"/> Action	<b>Barrier according SQ</b> Education, political/legislative
	<input checked="" type="checkbox"/> Recommendation	

**DESCRIPTION OF THE MEASURE**

Spread the information about carbon footprint of daily activities and how to reduce it. (Ex. Using Led light bulb instead of halogen; Boiling the amount of water needed to prepare just a cup of tea but not the whole kettle and etc.).

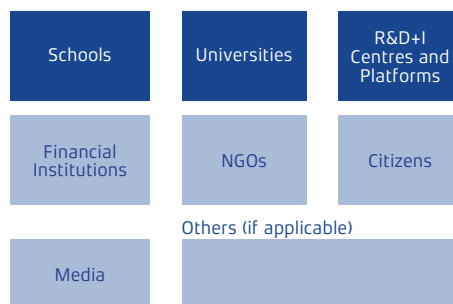
**RELATED FACTORS**



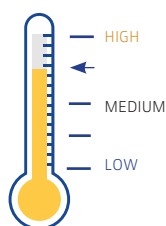
**TARGET GROUPS**



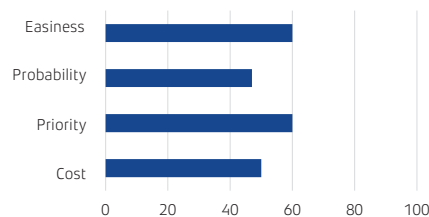
**EXTERNAL STAKEHOLDERS TO INVOLVE**



**IMPACT LEVEL**



**ESTIMATED FEASIBILITY ANALYSIS**





**STRATEGIC LINE 4**  
**-ECONOMIC-**

Foster the sector's transformation, innovation and sustainability

Objective 4.1. Foster awareness-raising of clients for acceptance

Measure 4.1.1. Create awareness-raising campaigns addressed towards various target groups promoting the benefits and outcomes of the project

Type



Action



Recommendation

Barrier according SQ

Economic

DESCRIPTION OF THE MEASURE

All target groups need specific communication material and content in order to be properly informed of the added value brought by this revision exercise of the skills panorama in the construction industry. In addition to active and potential workers and entrepreneurs, also the global community, among which clients, must be informed of the technological evolutions and the adaptation of skills and creation of new job profiles in this respect.

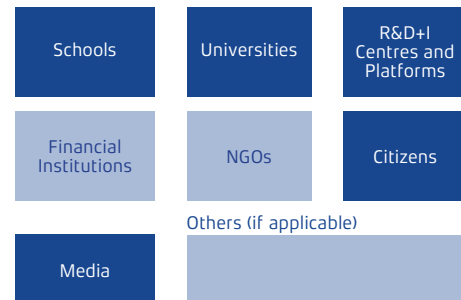
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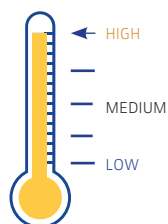
TARGET GROUPS



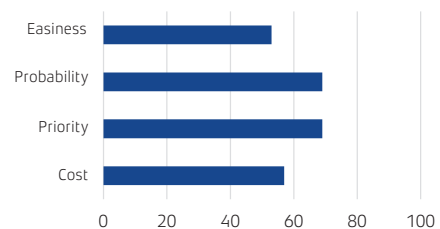
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



#### STRATEGIC LINE 4 -ECONOMIC-

Foster the sector's transformation, innovation and sustainability

Objective 4.1. Foster awareness-raising of clients for acceptance

Measure 4.1.2. Develop soft skills in training (to learn how to promote innovation to clients, workers, institutions, Social partners)

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic & education
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#### DESCRIPTION OF THE MEASURE

In addition to digital and green skills, it is necessary to deepen the integration of soft skills transversally across VET curricula. Communication, problem-solving, commercial awareness and marketing abilities are crucial to improve exchanges within the construction value chain as well as to accelerate the modernisation of the built environment.

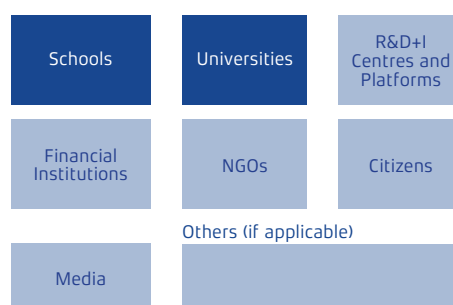
#### RELATED FACTORS



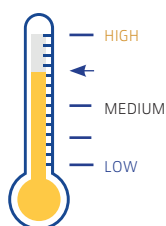
#### TARGET GROUPS



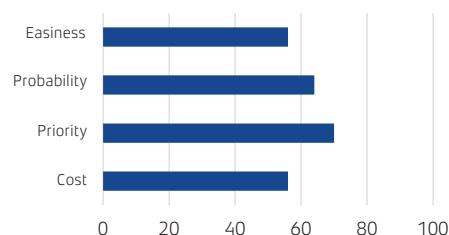
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 4**  
**-ECONOMIC-**

Foster the sector's transformation, innovation and sustainability

**Objective** 4.2. Create links between businesses and innovation/R&D centres

**Measure** 4.2.1. Facilitating the exchange between companies, VET providers and the R&D world

<b>Type</b>	<input checked="" type="checkbox"/> Action	<b>Barrier according SQ</b>	Economic
	<input type="checkbox"/> Recommendation		Education

**DESCRIPTION OF THE MEASURE**

To concretely foster innovation in the construction sector, it is essential to create the right opportunities for businesses and innovation actors to actually meet, get to know each other, match their needs and start new collaborations, thus creating a bridge between R&D and the market. For instance, the organisation of brokerage events open to all interested stakeholders (private companies, VET providers, R&D centres, etc.) could therefore play a key role in this perspective.

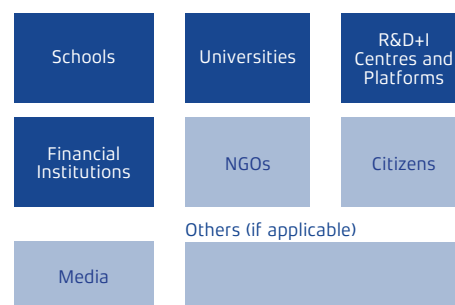
**RELATED FACTORS**



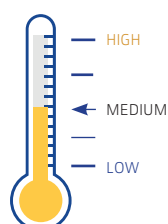
**TARGET GROUPS**



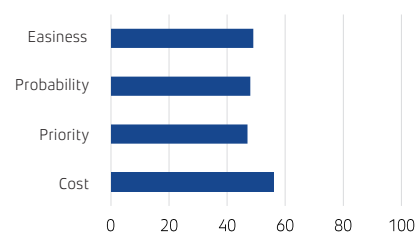
**EXTERNAL STAKEHOLDERS TO INVOLVE**



**IMPACT LEVEL**



**ESTIMATED FEASIBILITY ANALYSIS**



#### STRATEGIC LINE 4 -ECONOMIC-

Foster the sector's transformation, innovation and sustainability

**Objective** 4.. Promote innovation and digitalization within the construction industry

**Measure** 4.3.1. Promote the economic (among other aspects) added value of digitalisation/new technologies towards companies

**Type** ☐ Action  
☒ Recommendation

**Barrier according SQ** Economic  
 Technological

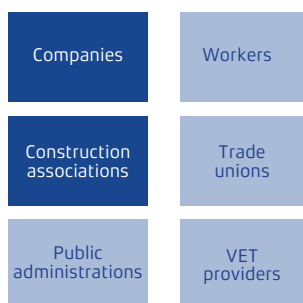
#### DESCRIPTION OF THE MEASURE

It is fundamental to promote the wide range of economic benefits of digitalisation in construction among construction companies (and especially SMEs), such as enhancing productivity, quality of buildings, safety and working conditions, while reducing at the same time construction costs and risks. This will stimulate businesses to fully embrace the digital transition, and to become more involved in the use of digital tools, technologies and methods applied to construction.

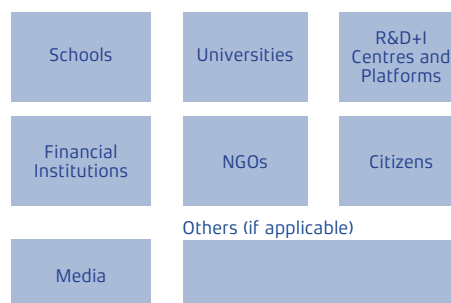
#### RELATED FACTORS



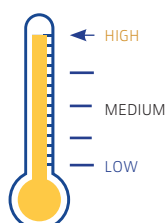
#### TARGET GROUPS



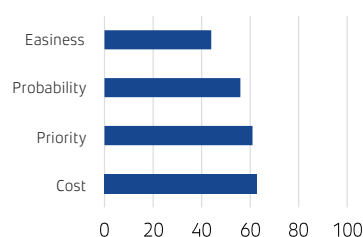
#### EXTERNAL STAKEHOLDERS TO INVOLVE



#### IMPACT LEVEL



#### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 4**  
**-ECONOMIC-**

Foster the sector's transformation, innovation and sustainability

**Objective** 4.3. Promote innovation and digitalization within the construction industry

**Measure** 4.3.2. Foster financial incentives for the digital and sustainable transition of companies

<b>Type</b>	<input type="checkbox"/> Action	<b>Barrier according SQ</b>	Economic
	<input checked="" type="checkbox"/> Recommendation		Education

DESCRIPTION OF THE MEASURE

Strengthened financial support and incentives are crucial to support the efforts of the construction companies in joining the digital transformation. A supportive European and national financial framework should therefore provide appropriate financial instruments and measures that could mitigate the impact of initial low return on investments, with entry costs sometimes discouraging construction companies (especially SMEs) from fully joining the digital transition, in the absence of adequate support.

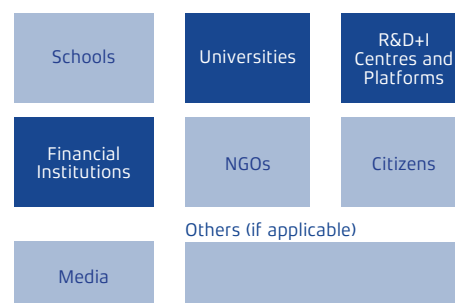
RELATED FACTORS



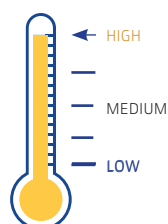
TARGET GROUPS



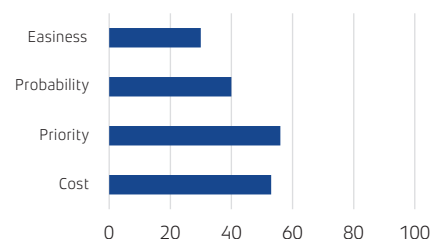
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



#### STRATEGIC LINE 4 -ECONOMIC-

Foster the sector's transformation, innovation and sustainability

**Objective** 4.3. Promote innovation and digitalization within the construction industry

**Measure** 4.3.3. Design and delivery training actions to raise awareness among construction workers and employers about digitalisation, as a new skills driver

<b>Type</b>	<input checked="" type="checkbox"/> Action	<b>Barrier according SQ</b>	Economic
	<input type="checkbox"/> Recommendation		Education

##### DESCRIPTION OF THE MEASURE

Quality training on digital skills for the entire construction workforce (employers, workers, mentors, and apprentices), is crucial for an industry on the brink of a transformation that is already requiring construction professional to continuously demonstrate new technological capabilities. In this respect, an effective instrument could be the MOOCs (Massive Open Online Course), online courses aimed at an unlimited participation and open access via the web, which could thus reach out to all construction professionals interested in enhancing their digital skills.

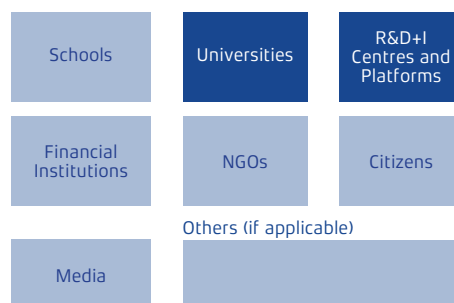
##### RELATED FACTORS



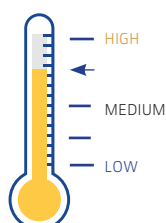
##### TARGET GROUPS



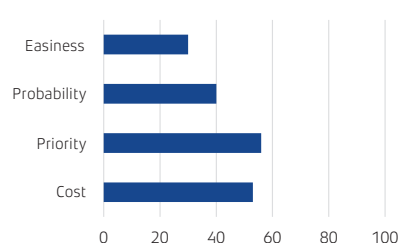
##### EXTERNAL STAKEHOLDERS TO INVOLVE



##### IMPACT LEVEL



##### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 4**  
**-ECONOMIC-**

Foster the sector's transformation, innovation and sustainability

**Objective** 4.3. Promote innovation and digitalization within the construction industry

**Measure** 4.3.4. Promote the economic (among other aspects) added value of other axes, such as circular economy, sustainability and energy efficiency

<p><b>Type</b></p> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <input type="checkbox"/> Action  <input checked="" type="checkbox"/> Recommendation         </div> </div>	<p><b>Barrier according SQ</b>      Economic</p>
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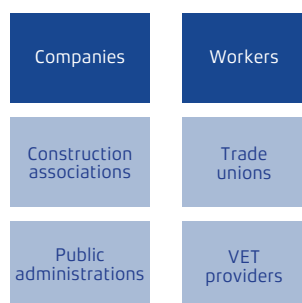
DESCRIPTION OF THE MEASURE

In the perspective of a modernised and integrated construction industry, it should not be forgotten the importance, also in beneficial economic terms, of other axes often associated to digitalisation: energy efficiency, circular economy, renewable energies, etc., all essential to ensure a sustainable, less costly, more productive and healthier built environment.

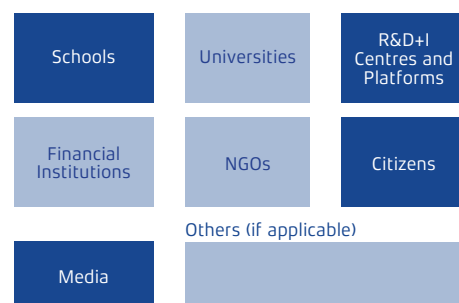
RELATED FACTORS



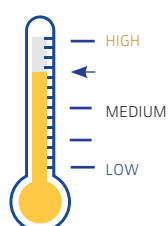
TARGET GROUPS



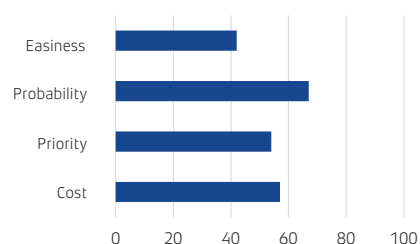
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective	5.1. Improve and promote sector image		
Measure	5.1.1. Carry out outreach targeted initiatives for the Construction industry to promote its attractiveness among youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities		
Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic/ Social Education

DESCRIPTION OF THE MEASURE

Outreaching strategies aimed at promoting the attractiveness of construction professions should be tailored according to the different categories of potential new entrants. These strategies should show the positive aspects of being employed in the construction sector and all the professional career path possibilities in construction.

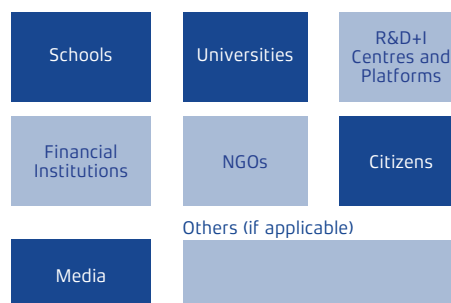
RELATED FACTORS



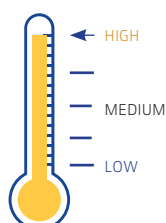
TARGET GROUPS



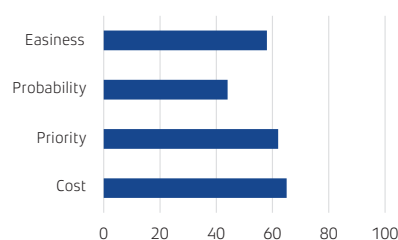
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS





## STRATEGIC LINE 5 -SOCIAL-

Make the construction industry more attractive

Objective 5.1. Improve and promote sector image

Measure 5.1.2. Foster communication actions to disseminate about the modern construction profiles integrating green and digital skills

Type



Action



Recommendation

Barrier according SQ

Economic

### DESCRIPTION OF THE MEASURE

Due to the new energy efficiency requirements, circular economy developments and advancing digitalisation, construction job profiles have (and will) become less burdensome and require high-level skills. This means that professions in construction are becoming more attractive in the job market. The construction sector must make the most of this progress and develop adequate communication campaigns to show these evolutions in the sector.

### RELATED FACTORS

Political

Economic

Social

Technological

Legal

Environmental

### TARGET GROUPS

Companies

Workers

Construction associations

Trade unions

Public administrations

VET providers

### EXTERNAL STAKEHOLDERS TO INVOLVE

Schools

Universities

R&D+I Centres and Platforms

Financial Institutions

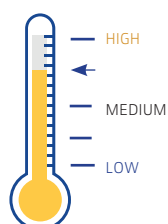
NGOs

Citizens

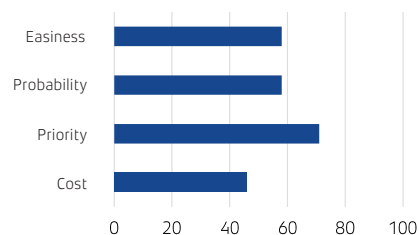
Others (if applicable)

Media

### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 5 -SOCIAL-

Make the construction industry more attractive

Objective 5.1. Improve and promote sector image

Measure 5.1.3. Develop initiatives to retain workers in the sector

Type



Action



Recommendation

Barrier according SQ

Economic/ Social

### DESCRIPTION OF THE MEASURE

Due to demographic challenges and an ageing workforce more workers-friendly initiatives are required to avoid a loss of talents and retain the workers already active in the sector. Amongst others, it will be key to offer the current workforce up-skilling and re-skilling opportunities, as well as promote work-life balances best practices.

### RELATED FACTORS

Political

Economic

Social

Technological

Legal

Environmental

### TARGET GROUPS

Companies

Workers

Construction  
associations

Trade  
unions

Public  
administrations

VET  
providers

### EXTERNAL STAKEHOLDERS TO INVOLVE

Schools

Universities

R&D+I  
Centres and  
Platforms

Financial  
Institutions

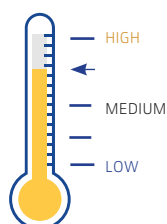
NGOs

Citizens

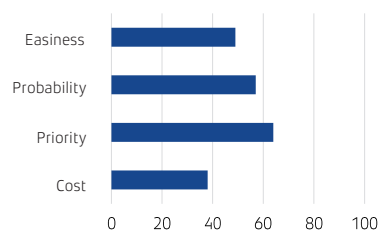
Media

Others (if applicable)

### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective

5.1. Improve and promote sector image

Measure

5.1.4 Conduct communication campaigns targeting each specific group (youngsters, women, migrants and professionals coming from other sectors with relevant skills for new construction activities)

Type



Action



Recommendation

Barrier according SQ

Economic & social

DESCRIPTION OF THE MEASURE

Wider communication campaigns need to be developed to promote the sector's career paths. This should include the use of social media (Twitter, LinkedIn and Facebook) and target specific groups, especially younger workers and women. The entire value chain must embark on an innovative communication exercise, using the most up-to-date and effective methods of communication, to convince new talent to join the sector.

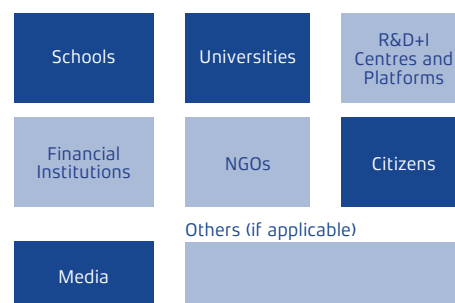
RELATED FACTORS



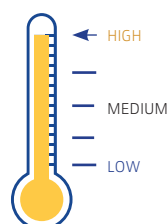
TARGET GROUPS



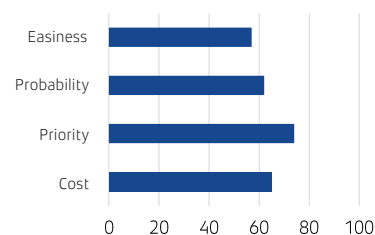
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 5 -SOCIAL-

Make the construction industry more attractive

Objective	5.2 Attract and retain young professionals in construction.		
Measure	5.2.1. Promote quality apprenticeships schemes, by identifying, where appropriate, aspects to improve, obstacles that make difficult the implementation and proposals to overcome them		
Type	<input type="checkbox"/> Action <input checked="" type="checkbox"/> Recommendation	Barrier according SQ	Economic/ political & legislative

### DESCRIPTION OF THE MEASURE

Quality apprenticeships schemes should be developed focusing on quality professional training. Identifying and sharing best practices amongst Member States would be crucial to achieve these objectives

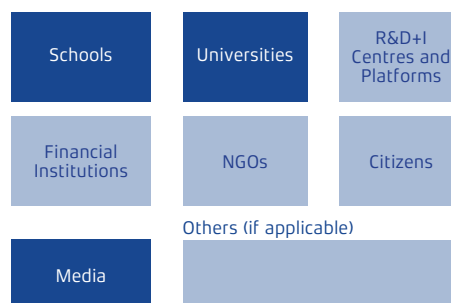
### RELATED FACTORS



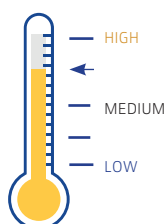
### TARGET GROUPS



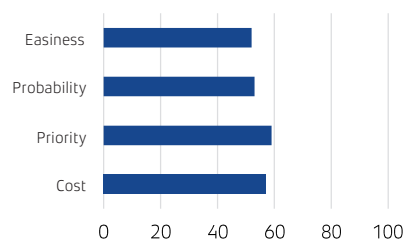
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective 5.2 Attract and retain young professionals in construction

Measure 5.2.2. Develop initiatives related to orientation advice to young people as well as towards teachers and families

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ Economic & social
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DESCRIPTION OF THE MEASURE

Concrete initiatives should be developed at the national level at the earliest stage of the formal education to promote the attractiveness of the construction sector. Students, before choosing a specific occupation, should be able to learn about further hiring perspectives and career development in the construction sector. Also, teachers and families need to be targeted by these communication activities, thus they can become promoters of construction jobs towards pupils. Amongst others, initiatives could involve current apprentices as “ambassadors” sharing their own experience, visits to VET centres “open days”, etc.

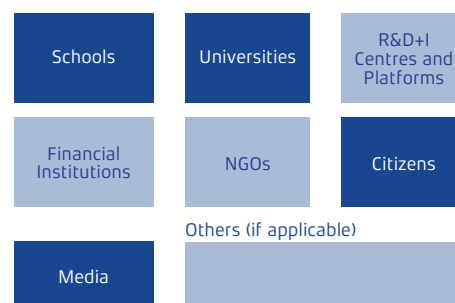
RELATED FACTORS



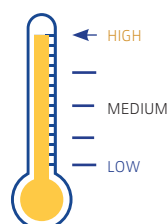
TARGET GROUPS



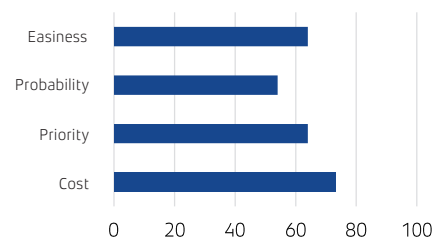
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective 5.3. Further improve occupational health and safety

Measure 5.3.1. Actively promote preventive training actions as to occupational H&S hazards

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Education/ political & legislative
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DESCRIPTION OF THE MEASURE

Disseminate preventive training actions in line with H&S Blueprint project.

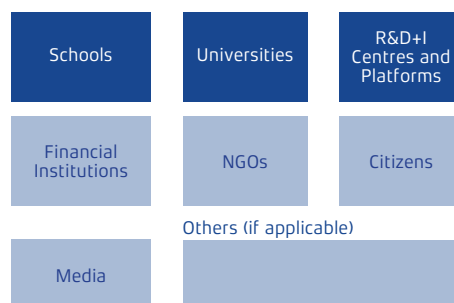
RELATED FACTORS



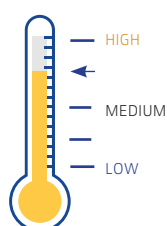
TARGET GROUPS



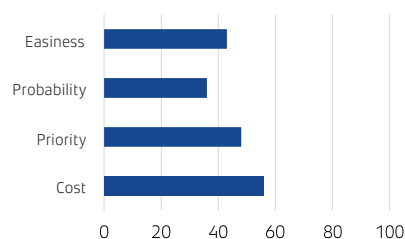
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

**Objective**

5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market and to the new technologies of construction

**Measure**

5.4.1. Develop specific training activities/programmes for the non and lower skilled workers to upgrade their skills

**Type**



Action



Recommendation

Barrier according SQ

Economic & social

DESCRIPTION OF THE MEASURE

Non and lower skilled workers need a specific focus when it comes to training. First of all, actions should guarantee basic training for less-skilled workers at the national level. Once workers own basic skills they can further specialise and upgrade their skills. This crucial upskilling needs to be financially supported.

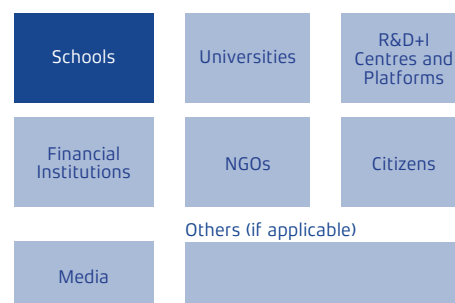
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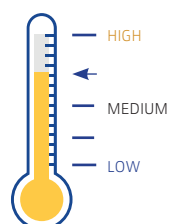
TARGET GROUPS



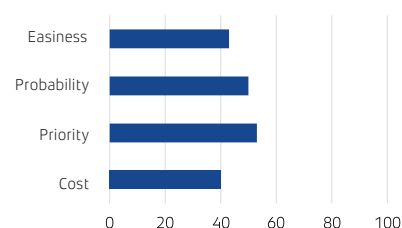
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



## STRATEGIC LINE 5 -SOCIAL-

Make the construction industry more attractive

**Objective** 5.4. Focus support on non and lower skilled workers to ensure that also they are able to adapt to the evolution of the labour market and to the new technologies of construction

**Measure** 5.4.2. Develop specific training programmes for lower skilled workers for whom the adaptation to new skills will be difficult or even impossible

<b>Type</b>	<input type="checkbox"/> Action	<b>Barrier according SQ</b> Education/ political & legislative
	<input checked="" type="checkbox"/> Recommendation	

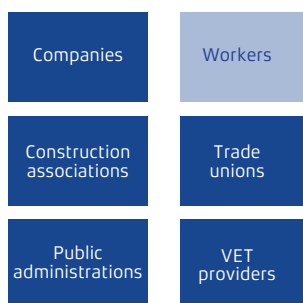
### DESCRIPTION OF THE MEASURE

For certain lower skilled workers, acquiring new skills will present higher obstacles to overcome (challenge of reaching individuals that are 'out of the digital radar'). Training programmes (and related funding) should be designed taking this consideration into account, especially in terms of funding schemes.

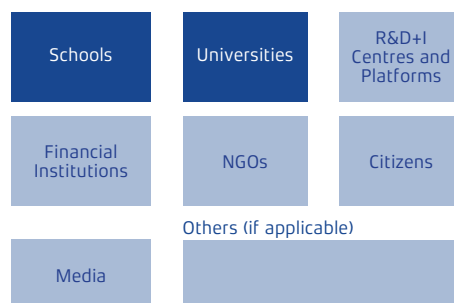
### RELATED FACTORS



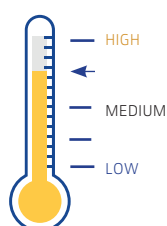
### TARGET GROUPS



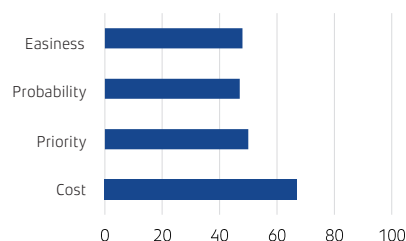
### EXTERNAL STAKEHOLDERS TO INVOLVE



### IMPACT LEVEL



### ESTIMATED FEASIBILITY ANALYSIS





**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction

Measure 5.5.1 Promote work-life balance in trainings and workplace

<p>Type</p> <div style="display: flex; align-items: center;"> <input type="checkbox"/> Action         </div> <div style="display: flex; align-items: center;"> <input checked="" type="checkbox"/> Recommendation         </div>	<p>Barrier according SQ</p> <p>Political /legislative</p>
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DESCRIPTION OF THE MEASURE

In order to make the construction industry more attractive (for existing and new workers), best practices on work-life balance in trainings and workplace should be promoted through targeted initiatives towards the construction sector. This balance is more and more important in the current pandemic context when working from home.

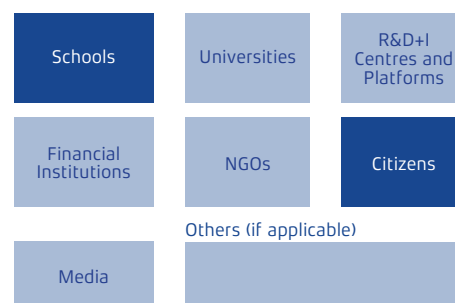
RELATED FACTORS



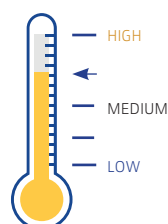
TARGET GROUPS



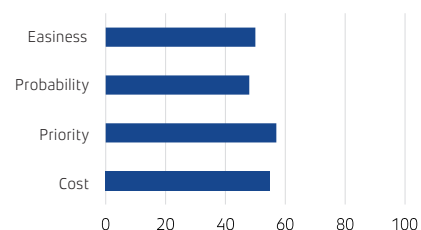
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction

Measure 5.5.2 Promote gender inclusive recruitment policies

Type	<input checked="" type="checkbox"/> Action <input type="checkbox"/> Recommendation	Barrier according SQ	Economic & Social
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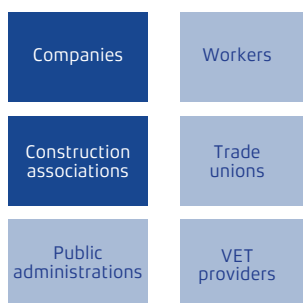
DESCRIPTION OF THE MEASURE

Recruitment policies should be based on transparent procedures, where qualified professional no matter of their gender find employment. Here the exchange of best practices will be helpful.

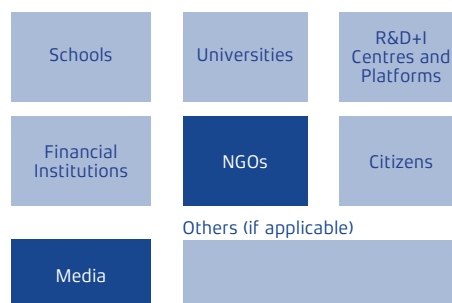
RELATED FACTORS



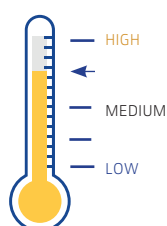
TARGET GROUPS



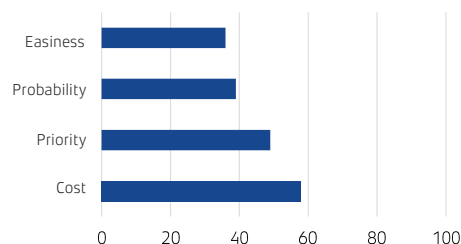
EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS



**STRATEGIC LINE 5**  
**-SOCIAL-**

Make the construction industry more attractive

Objective 5.5 Promote the inclusion of women in construction

Measure 5.5.3 Involve female role models in training programmes and in the promotion of the construction industry

Type  Action Recommendation	Barrier according SQ Political /legislative
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DESCRIPTION OF THE MEASURE

Successful female construction professionals could serve potentially as coaches for women interested in pursuing career in the sector and bring their expertise when updating/creating VET programmes in order for those to take women's interests into account.

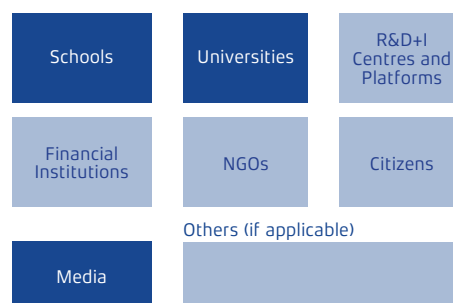
RELATED FACTORS



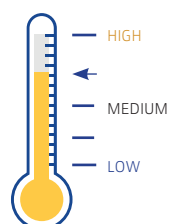
TARGET GROUPS



EXTERNAL STAKEHOLDERS TO INVOLVE



IMPACT LEVEL



ESTIMATED FEASIBILITY ANALYSIS

